

# Head of Engineering Candidate Pack

## Put your career on the map.

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**Total remuneration:** £89,984-£102,853 – please note this is a defined pay scale.

**Pay Supplement:** The base salary for this role is £74,987 - £85,711. This job qualifies for Digital, Data, and Technology Annual Pay supplement of 20% which is included in the total remuneration above.

**Pension:** 28.97% of base salary (RoS contribution)

**Annual leave:** 42 days annual holiday

**Duration:** Permanent

**Working Pattern:** 35 hours per week. We are a flexible employer and will consider a variety of working patterns on a case-by-case basis. For example, compressed hours, term-time working, or part-time working.

**Location:** Hybrid working model. Contractual base either at Meadowbank House, Edinburgh (EH8 7AU), or St Vincent Plaza, Glasgow (G2 5LD). You will be expected to attend one of these locations as required by the role.

**Department:** IT Development

**Directorate:** Digital Data and Technology (DDaT)

**Role Reports to:** DDaT Director

**Grade:** C2



## Registers of Scotland (RoS)

Join an award-winning organisation recognised for its technology and innovation. Registers of Scotland is a world-leading pioneer in land and property registration. Our full-stack teams design, architect, and build all our registration products in-house. We work to create digital solutions for the people of Scotland. You will get an opportunity to nurture your creativity and develop with us through access to the latest data, software engineering, and product delivery techniques.

### Inclusion

We welcome applications from all backgrounds and are committed to building a diverse workforce that reflects Scotland. We particularly welcome applications from underrepresented groups in digital and technology. Your unique perspective and experience will strengthen our team's ability to create services that work for all our communities.

### Why Work Here?

- Work with purpose: working for the people of Scotland to set the bar for land and property registration worldwide.
- Inclusive and supportive culture: RoS values diverse perspectives and experiences. We are an agile, digital organisation where everyone has a voice in shaping our strategy. You will join a collaborative environment where different approaches are celebrated and where we actively work to ensure everyone can contribute their best work.
- Flexible and hybrid working: depending on the role and team requirements, work when and where it is best for you and your stakeholders.
- Benefits: enjoy pay progression, pension contributions of up to 28.97%, up to a year's parental leave, and 42 days annual holiday.
- Investment in professional development: We invest in all our people so that they have the right skills to be productive and confident in their jobs.
- Diversity and Inclusion: We are an 'Investor in People' and a 'Disability Confident' employer. We are inclusive, stronger together, and committed to putting our people first.
- Positive work culture: RoS is an agile, digital organisation using leading-edge technology. Colleagues understand their role in achieving our strategy and have the autonomy to deliver.
- To learn more about RoS and what we offer, visit our [careers pages](#).
- Hear from our colleagues about their experience of working within our Digital, Data, and Technology teams on our [website](#).

## The Role

RoS is looking for an exceptional Head of Engineering to lead and evolve our software engineering capability. You will shape how we design, build, and deliver secure, modern, and user-centred digital services that support Scotland's people, property, and economy.

As a key member of our Digital, Data, and Technology (DDaT) leadership team, you will set a bold vision for engineering at RoS, championing innovation, technical excellence, and sustainable delivery. You will drive the adoption of modern practices such as cloud, DevSecOps, and AI-enabled tools, ensuring our platforms are high-quality, resilient, and cost-effective.

Leading a community of around one hundred engineers, you'll foster an inclusive, learning-oriented culture that attracts, develops, and retains top talent. You will shape our future workforce through initiatives such as apprenticeships and graduate programmes, while building strong internal leadership and succession pipelines.

### Over the next 12-24 months, success in the role will mean:

- A clear, endorsed engineering strategy and roadmap aligned with RoS' corporate plan
- The delivery of high-quality, resilient, scalable and cost effective software that meets the needs of the business, our colleagues and our customers
- Reduced reliance on contractors through strengthened in-house capability
- Launch of a talent and apprenticeship pipeline for future engineers
- Improved DORA, cost-to-serve, and customer satisfaction metrics
- Consistent adoption of secure-by-design and DevOps practices, supported by real-time performance data
- Demonstrable, responsible use of AI-enabled tools
- A growing reputation for RoS engineering leadership across Scotland's digital community

**This is a rare opportunity to shape the future of digital delivery for one of Scotland's most trusted public bodies, where your leadership will have a national impact.**

### Our Tech stack

- **Backend:** Java, Python, and Spring Boots
- **Frontend:** JavaScript, React, and Typescript
- **DevOps:** AWS, CI/CD, Kubernetes, and OpenShift
- **AWS:** AWS SNS, Comprehend, EC2, Lambdas, RDS, SageMaker and Textract
- **Data:** Hadoop, Microsoft SQL Server, Pandas, PowerBI, PostgreSQL, Pytorch, Spark, TensorFlow, and Tableau

## **Responsibilities**

### **Setting direction**

- Define and execute the engineering vision and strategy, ensuring that the engineering capabilities enable RoS to deliver against its goals.
- Drive innovation and adoption of new technologies such as AI. You will work with external and internal partners to establish an AI-native engineering vision that guides the safe, value-driven adoption of emerging technologies that deliver tangible benefits and value for money for RoS.
- Partnering with broader platform engineering leadership to define and lead the ‘developer experience’. You will establish clear ways of working, standards, tooling, and methodologies to enable the delivery of high-quality solutions for RoS that reduce the risk associated with poor quality development.
- Working closely with the DDaT Senior Leadership Team, you will set the direction of our technical landscape from influencing enterprise-wide approaches through to our choice of software and platforms.
- As part of the Leadership team, you will be expected to contribute to the wider DDaT strategy (across IT, Design, Data, and Product) and be able to present at Executive and/or Board level.

### **Delivery & Operations**

- Ensure the delivery of high-quality software solutions that are ‘secure by design,’ scalable, resilient, and meet the needs of our customers & colleagues using agile, lean, and human-centred practices.
- You will drive improvements in productivity and efficiency within our engineering practice, leveraging innovative tooling and operational practices to ensure the engineering output improves without compromising quality.
- Embed continuous improvements in engineering quality, maintainability, accessibility, FinOps, and security, including measurable improvements in internal DORA and security metrics, but also on our external metrics such as Cost to Serve, productivity, and Customer Satisfaction.
- Oversee strategic engineering workforce planning and recruitment, developing sustainable pipelines of permanent talent, reducing dependency on contractors, and delivering value for money.
- You will work closely with the product and cross digital community to ensure that the budgets are appropriately managed for teams that engineering is involved in. You will also establish a cost-effective engineering function (staff and non-staff) that delivers value for money and efficient use of third parties and contractors.
- You will foster an inclusive, collaborative engineering culture that proactively works with the product, design, data, and business teams to identify technical solutions to solve business issues.
- Ensure the IT development team delivers in alignment with organisational priorities. You will actively participate in and lead contributions to the annual and quarterly investment cycles alongside its supporting groups and procedures.

## **Governance & Standards**

- Lead the engineering function in the design and delivery of strategies, standards, and technical practices aligned to the RoS corporate plan, always looking to improve the effectiveness of the function.
- Define and monitor appropriate governance and controls to ensure that engineering ‘best practice’ standards are being met and the code quality is high.
- Partner with platform engineering and IT security to embed DevSecOps, CI/CD, and ‘secure-by-design’ practices across all teams to ensure compliance with security, accessibility, and regulatory requirements.

## **People Leadership**

- Build and lead a high-performing engineering community, developing senior management leaders, effective succession planning, and effectively managing team performance.
- Strengthen talent and performance management and recruitment strategies within the engineering community to attract, develop, and retain talent within the engineering teams.
- Foster and grow communities of practice, coaching, and mentoring initiatives to improve skills, innovation, and collaboration.
- Actively engage with stakeholders across RoS and the wider public sector to promote technical excellence and knowledge exchange.
- Forecast future skills and capability needs so you can work with our People & Change teams to establish appropriate learning and development capability. This will ensure our engineering team’s capability is ‘fit for purpose’ and aligned to our tech stack demands. This is likely to involve the creation of a Modern Apprenticeship scheme, linkages to universities/colleges/schools, as well as on-the-job development. The Head of Engineering will lead the identification of the future technical needs and work with People & Change to ensure that a healthy pipeline exists to meet these talent needs.
- You will directly line manage a pool of senior management (C1 grade) colleagues across the development and test engineering practices. You will be responsible for their development, succession planning, objective setting, and performance management.

## **Essential Criteria: skills and attributes for success**

### **Technical Experience**

We will assess you against the following Experience and Technical skills during the application and assessment process:

- Significant experience in leading high-performing, continuously delivering agile development teams.
- Proven track record in building, recruiting, and developing high-performing software engineering teams.
- Strong background in software architecture and development across key stacks (Java, event-based microservices, AWS, OpenShift, CI/CD, TDD).
- Strong understanding of AI and its application within modern software engineering, with demonstrable experience in assessing, adopting, and integrating AI-enabled tools, platforms, and practices (e.g., code generation, testing automation, intelligent monitoring).
- Experience in implementing technology strategies and managing delivery of large-scale technical services and budgets (>£10m).

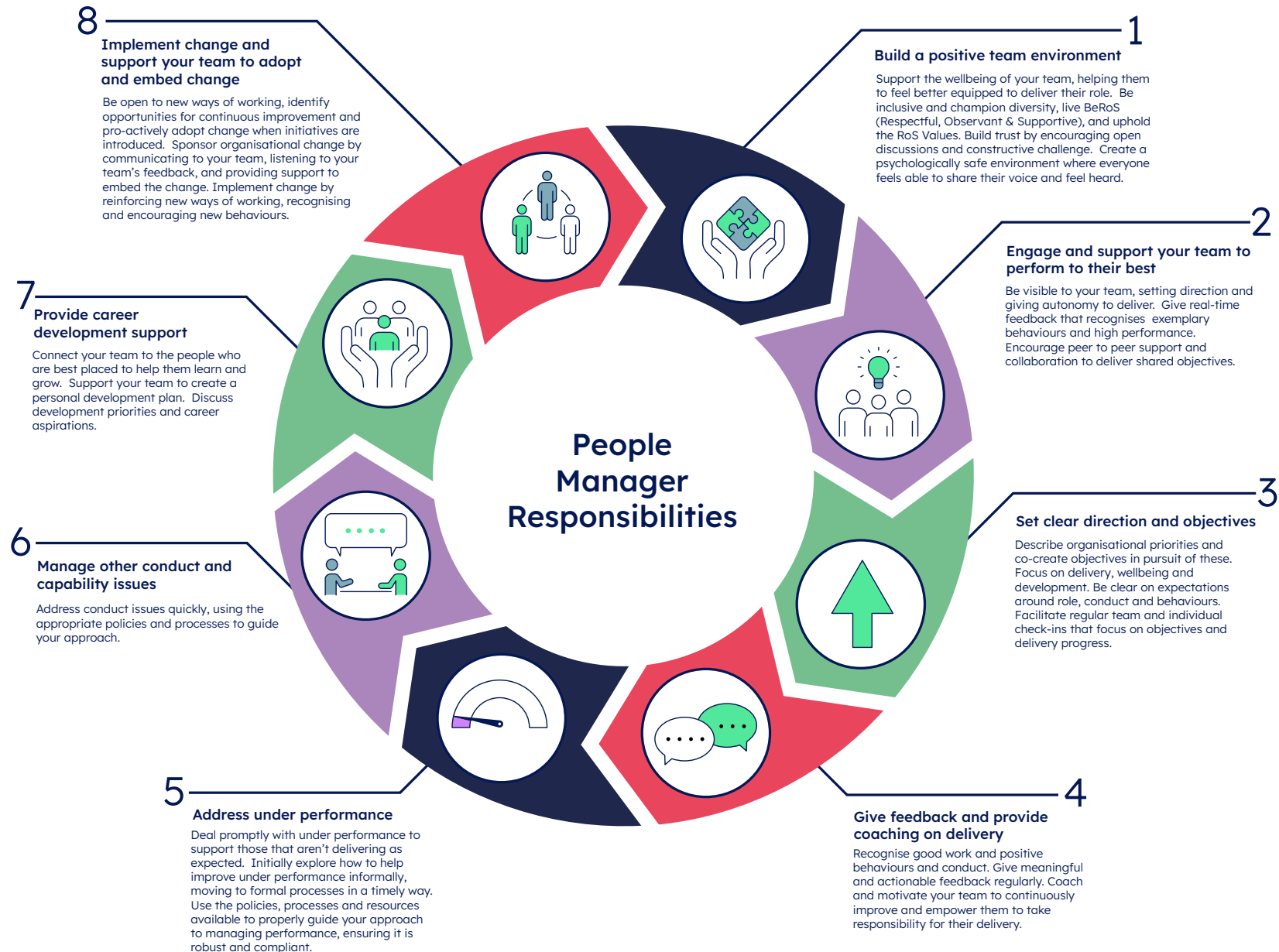
- Expertise in embedding and assuring best practice across software engineering standards (security, testing, accessibility, monitoring).
- Experience of public sector procurement and operating within Digital First or equivalent frameworks.
- Strong leadership, coaching, and mentoring skills, with the ability to influence and engage stakeholders at all levels.
- Demonstrable ability to balance strategic direction with delivery focus, achieving value for money and measurable outcomes.

## **Behaviours**

You will be scored against the behaviours below at the assessment:

- Leadership
- Communicating and Influencing/ Developing Self and Others (taken together as a cluster)
- Seeing the Big Picture / Making Effective Decisions (taken together as a cluster)
- Changing and Improving
- Delivering at Pace/ Managing a Quality Service (taken together as a cluster)

# Leader roles and responsibilities



## Organisational responsibilities at a C2 grade

You will be responsible for the following in your function.

| Area      | Detailed expectations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. People | <b>People and Organisation Management</b><br>For your own function: <ul style="list-style-type: none"><li>• Understand people manager performance and drive improvement</li><li>• Identify and address (current and future) skills and capability needs</li></ul> Across the Directorate: <ul style="list-style-type: none"><li>• Proactively advocate for and role-model RoS values and RoS competencies</li><li>• Proactively advocate for diversity and inclusion and drive action and improvement</li></ul> |
|           | <b>Succession Planning and People Risk</b><br>Identify and own actions to manage person-in-role and critical role risk (in particular, senior management level) in your function.<br><br>Take actions for managing risk in support of succession planning for your function and collaborate & calibrate to support the strengthening of succession planning in other functions.                                                                                                                                 |
|           | <b>Involvement in Employee Relations (Grievance and Disciplinary)</b><br><br>Hear and investigate grievances and disciplinaries, and any escalated appeals.                                                                                                                                                                                                                                                                                                                                                     |



| Area                           | Detailed expectations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2. Contacts and communications | <p><b>External stakeholder management</b></p> <p>Actively manage relationships that are important or established. For example, senior contacts (e.g., Senior Reporting Officers), corporate networks, and large customers.</p>                                                                                                                                                                                                                                                                          |
|                                | <p><b>External networks</b></p> <p>Advocate for RoS to advance our goals through developing relationships with counterparts in other public bodies, keep abreast of their plans &amp; share best practice. Where relevant, build relationships in the commercial sector for learning and benchmarking e.g., IT, Product.</p> <p>Speak at and participate in external events (e.g., conferences as representative of RoS beyond your Subject Matter Expertise/functional expertise &amp; knowledge).</p> |
|                                | <p><b>Internal communications</b></p> <p>Beyond your own function, proactively advocate for RoS at all colleague webinars and participate in internal forums.</p>                                                                                                                                                                                                                                                                                                                                       |
| 3. Manage resources            | <p><b>Assigned Resources</b></p> <p>Accountable for the function budget (including Full Time Equivalent (FTE) staff) and services.</p> <p>Drive efficiency and increase value to deliver agreed outcomes through allocation of resources and budget (within the assigned Letter of Delegation).</p>                                                                                                                                                                                                     |
|                                | <p><b>Business case and new budget requests</b></p> <p>Prepare and present business cases for your own function, including evaluation and realisation of benefits and outcomes. This will include any functional restructuring as well as programme-specific budget requests.</p>                                                                                                                                                                                                                       |

| Area                | Detailed expectations                                                                                                                                                                                                                                                                                                    |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. Risk & reporting | <p><b>Risk ownership</b></p> <p>Directorate ‘Risk Owner’ with management of risks at a functional level</p>                                                                                                                                                                                                              |
|                     | <p><b>Incident Management</b></p> <p>Prepared and equipped to deputise as a member of the Executive Management Team.</p> <p>Prepared to lead an Incident Management Team during an incident (and to have identified and equipped a Senior Management colleague to deputise if a head of department is not available)</p> |
|                     | <p><b>Reputation-related risk</b></p> <p>Responsible for organising the preparation of external reports and conducting reviews before approval or clearance by a director or governance body. E.g., Whistleblowing procedures, Customer Behaviour Policy, etc.</p>                                                       |

| Area                                         | Detailed expectations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. Delivery, impact, and outcome realisation | <p><b>Communication and management of change</b></p> <p>Responsible for understanding the impact of change, driving change, and engaging with colleagues and other relevant (impacted) external stakeholders to ensure effective delivery for your own function.</p>                                                                                                                                                                                                                                                                                                                                                         |
|                                              | <p><b>Strategic direction, delivery, and outcome realisation</b></p> <ul style="list-style-type: none"> <li>• Contribute to decisions in the best interest of RoS (including collaboration with relevant peers in other functions and directorates) relating to the delivery of strategic objectives.</li> <li>• Responsible for drafting and realising the outcomes of your own function's strategy (Service Plan), including agreement with necessary functions across RoS.</li> <li>• Contribute and support Service Plans from other functions.</li> <li>• Delivery of Strategic Objectives (Corporate Plan).</li> </ul> |
|                                              | <p><b>Governance group leadership and participation</b></p> <ul style="list-style-type: none"> <li>• Facilitate and participate in collective decision-making and assurance in corporate governance groups under the delegated authority by the Executive Management Team (e.g., The Strategic People Authority, Policy and Practice Group, etc.).</li> <li>• Chair executive committee corporate governance groups and cover for other senior colleagues' responsibilities when required.</li> <li>• Sponsor new policy proposals.</li> </ul>                                                                               |

## Application Process

To apply, complete the online application form.

### You will need to submit:

- A CV outlining your career history and how you meet the technical experience criteria (max four pages).
- Please provide a supporting statement of no more than 500-750 words.
  - Your statement should take the form of a covering letter and include an example of leading or developing a strategy within a complex or large-scale organisation, particularly at a pivotal moment.
  - The panel will assess your statement against the technical experience criteria outlined above. Please ensure you clearly demonstrate how your skills and achievements meet these requirements.
- Your CV and supporting statement should be submitted as a single PDF file.

### Please note:

- If we receive a high volume of applications, we may complete an initial sift on the Technical/ Experience Criteria
- We reserve the right to invite candidates to participate in a telephone interview before being further assessed.
- Applications that are not accompanied by CVs will not be scored, and statements over 500 words will not be considered.
- We would strongly recommend that your statement be written in the [STAR format](#) (Situation, Task, Action & Result) and suggest preparing your answers using software such as MS Word or Google Docs and then uploading the file.
- We strongly advise you to review our policy on [responsible use of AI](#) in the application process. RoS may check answers with an AI detection tool and will contact you for a pre-screening call to verify your responses.
- Applications and appointments are subject to a strict merit-based assessment process, in line with the [Civil Service Recruitment Principles](#).

## Assessment Stage 1

If successful at the application stage, you will be invited to a 30-minute online interview, which will include the following:

- Behaviour and experience, and technical criteria

## Assessment Stage 2

If you are successful at the first-stage interview, you will be asked to complete an online psychometric test and will be invited to attend an in-person assessment at our [Glasgow office](#). The assessment will include the following:

- Behaviour based interview
- Further applied exercise

Please note, the final assessments will require ½ a day's presence in our office

## **Information on Success Profiles**

For further information on success profiles, visit our [Success Profiles](#).

## **Recruitment timeline**

- Closing date: 2 November at 11.59pm
- Assessment Stage 1: 4-7 November
- Psychometric Testing: 7-12 November
- Assessment Stage 2: is scheduled to run from 13 November
- (dates are subject to change)

## **Feedback**

Feedback will only be provided if you progress to the interview stage.

## **Reserve List**

If further posts are required, a reserve list of successful candidates will be kept for up to 12 months.

## **Additional Information**

### **Nationality and immigration status**

In general, only nationals from the following countries (and associations of countries) are eligible for employment in the Civil Service: the United Kingdom, the Republic of Ireland, and the Commonwealth. EU nationals (with settled or pre-settled status), certain EEA nationals, Swiss and Turkish nationals are also eligible for employment. Detailed provisions on determining eligibility on the grounds of nationality and, where relevant, immigration status can be reviewed [here](#).

### **DDaT supplement**

This post is part of the Digital, Data and Technology profession (DDaT) and attracts a pay supplement. This is a tool that RoS uses to benchmark our salaries against current market rates. A review of the benchmark is undertaken every two years; this means that the supplement may go up or down depending on market activity. Advance notice will be given of any changes.

### **Security**

Successful candidates must undergo a [Level 1 Disclosure check](#).

Individuals working with government assets must complete [baseline personnel security standard checks](#).

### **Equality, diversity, and inclusion**

As a proud member of the Disability Confident Scheme, we welcome applications from disabled candidates. RoS is a diverse and inclusive workplace, and we want to help you demonstrate your full potential, whatever type of selection process is used. To learn more about diversity at RoS, please see our [EDI strategy](#).

As part of the application process, we would like to invite you to please complete our diversity monitoring form. This information is not shared with recruitment panels.

If you require any adjustments to our recruitment process, please let us know via [talent@ros.gov.uk](mailto:talent@ros.gov.uk). Please see this page for more information on adjustments.

### **Travel and Accommodation Expenses**

Please note that Registers of Scotland is unable to reimburse any travel or accommodation expenses incurred in connection with attendance at interviews or assessment activities. Candidates should therefore make their own arrangements and meet any associated costs.

### **Data Handling and Confidentiality**

All information provided as part of the recruitment process will be handled in strict confidence and in accordance with data protection legislation. Candidate details will be used solely for the purposes of recruitment and selection and will not be shared beyond those directly involved in the process. Personal data will be retained only for as long as necessary and in line with the Registers of Scotland's data protection policy.

### **Recruitment Process**

The Registers of Scotland is committed to a fair, transparent, and merit-based recruitment process. All applications will be assessed objectively against the essential and desirable criteria outlined in the candidate pack. We are dedicated to promoting equality of opportunity and encouraging applications from all suitably qualified individuals, regardless of background or circumstance.

## **Further information**

For further information relating to RoS, including:

- Additional details on pay & benefits
- The Civil Service Code
- Complaints process
- Use of AI in the application/recruitment process

Please view our [additional information page online](#).

If you have any questions, please contact [talent@ros.gov.uk](mailto:talent@ros.gov.uk)