

A. Ramón Molina Milla

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Hands-on Engineering Manager with a proven track record in scaling high-performing organisations. I combine a solid technical foundation with people-centric leadership, ensuring strategic alignment and maximum impact. My focus on operational excellence and the adoption of AI drives productivity and executive-level decision-making, while I maintain my technical proficiency through side projects.

Skills

Leadership: Team Culture and Leadership, Stakeholder Management, Hiring Manager, Mentoring, Performance Management, Strategy, Change Management, Production Incident Response

Technical: Python, Java, REST API, gRPC, SQL, Docker, AWS, IoT, CI/CD

Methodologies: Agile, Lean, XP, TDD, BDD

Experience

Engineering Manager | Lead Platform Engineer at Fresco - Dublin

05/2023 – Present

- Led two Value Stream teams totalling 15 engineers delivering end-to-end solutions for connected kitchen appliances used by thousands of customers worldwide, reporting directly to the VP CTO.
- Interviewed, hired, and onboarded 4 teammates with a 100% retention rate, and mentored engineers and engineering managers to build a growth-oriented culture.
- Addressed low performance through clear expectations, structured feedback, and improvement plans, strengthening accountability and raising overall team effectiveness.
- Created career ladders and role definitions for the Platform and Firmware teams.
- Improved scalability, product reliability, and delivery predictability by strengthening agile practices, early validation, and SDLC governance, achieving 99% uptime and meeting SLOs with sub 2 second response times.
- Aligned teams and processes to support both company growth and downsizing, maintaining technical excellence and business alignment, doubling devices in production while keeping cloud costs near linear relative to device growth.
- Improved platform observability by expanding monitoring and delivering clear, accessible, reusable dashboards across the organisation.
- Integrated AI practices and tools to increase efficiency, speed up quality reviews, and support better decision making while keeping autonomy, motivation, and team growth at the centre.

Agile Delivery Manager at Codurance - Barcelona

06/2022 – 05/2023

- Led a product team of 11 (10 engineers and 1 Product Manager) focused on delivering high-quality client-validated solutions.
- Drove Agile development (TDD, BDD, Kanban, XP) and managed the full SDLC to improve delivery predictability and client satisfaction.
- Mentored engineers and supported their growth through 1:1s, career plans, and performance reviews.
- Contributed to team scaling and hiring to strengthen engineering capabilities.
- Defined and monitored Goals, Objectives, and KPIs to track team performance and product delivery.
- Collaborated in Codurance University and community events to share knowledge and build talent.
- Interviewed, hired and onboarded 3 teammates, retaining 2 of them.

Engineering Manager at Nextail - Madrid

06/2021 – 06/2022

- Led 2 cross-functional product teams dedicated to Allocation and Replenishment modules, totalling 8 IC.
- Managed end-to-end delivery and the Software Development Lifecycle (SDLC) for multiple product teams.
- Contributed to structural and organisational decisions that aligned team capabilities with business goals and product strategy.
- Defined hiring strategies and growth plans to support scaling and team maturity.
- Drove engineering excellence, implementing best practices in the way of working (Kanban, XP practices).
- Fostered continuous improvement and collaboration, aligning technical execution with business objectives.
- Managed people (mentoring, 1:1 career path, performance review, hiring) to support their growth and team performance.

Integration Manager / Technical Product Owner at Axesor - Granada

10/2017 - 06/2021

- Led an engineering team of 5 people.
- Implemented CI/CD pipelines with Jenkins, Sonar, and Nexus to enhance quality and deployment efficiency.
- Defined and drove new architecture initiatives to modernise system design and performance.
- Led test automation strategy and QA process improvements.
- Managed and mentored engineering teams, fostering technical growth and collaboration.
- Applied agile methodologies (Scrum, XP) to improve delivery cadence and team alignment.
- Developed ETL/ELT to integrate different systems like ERPs, databases and file systems to download all financial data into the company's SaaS.
- Architected and executed the migration from the legacy platform to a new system, scaling the infrastructure to support increased client load without compromising non-functional requirements and reducing vendor locking.

Software Architect at Aegon - Madrid

05/2016 - 10/2017

- Improved software delivery reliability and release quality by standardising build, test, and release practices across teams and strengthening quality gates and automation.
- Collaborated in architecture modernisation, test automation, and QA process improvements.
- Design and develop J2EE B2C applications for our Agents.
- Design and develop J2EE B2B applications for our Partners to facilitate the sale of our products to final clients.

Software Engineer at IBM - Madrid

05/2012 - 10/2016

- Designed and developed an SOA architecture and adapted existing business flows to the new SOA model.
- Reviewed, designed, implemented, and maintained multiple integration patterns based on an ESB.
- Integrated heterogeneous enterprise systems using database connectors including Sybase, Oracle, and SQL Server.
- Built and supported file based and messaging integrations via FTP, MQ File Transfer, and email.
- Delivered service integrations using SOAP and REST RESTful APIs, plus MQ JMS queues for asynchronous communication.
- Led architectural decision making and viability studies for new features, balancing scalability, maintainability, and delivery risk.
- Developed and provided corrective maintenance for an RIA application using Adobe Flex 4.6 with Java, Parsley, BlazeDS, Cairngorm2, Hibernate, and Spring.
- Managed installation, configuration, and operational support for UAT and production environments.

Software Engineer at different companies

05/2008 - 05/2012

- Worked across multiple roles focused on Rich Internet Applications (RIA) and system integration for consulting and media companies.
- Developed and maintained applications using a diverse stack, including Adobe Flex, Java, and PHP frameworks (Symfony, Parsley, YII).
- Designed integration flows with IBM WebSphere, ensuring seamless communication across enterprise systems.
- Built mobile-ready web applications, expanding accessibility for key platforms.
- Managed User Acceptance Testing (UAT) and production environments, ensuring stable and high-quality deployments.
- Consolidated a strong technical foundation and a holistic understanding of software delivery, which shaped a people-oriented technical leadership style.

Education

- **Higher Technician in Systems Administration** [2005 - 2007]
- **Technician in IT Systems Operation** [2003 - 2005]
- **EOI - Cambridge, English B2** [2024 - 2025]

- EIGP Scrum Master Certification
- Google Apigee developer
- Engineering manager course
- Master Executive Java