

DSE II (L7) Competency Matrix

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Last Updated: 10/13/2025

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Overview

The following table defines the behavioral and performance expectations for Data Solutions Engineers II at Axon through the lens of our **Core Values** and **Competencies**. Each section clarifies what success looks like across four performance levels — from consistently strong execution to areas requiring development. The examples are designed to ground evaluations in observable actions, ensuring alignment, consistency, and fairness during annual performance reviews. This framework helps engineers understand how their day-to-day work connects to Axon's mission, and it enables managers to assess performance with clarity, context, and shared language.

How to Use This Table

FOR ENGINEERING MANAGERS:

- **Guide performance discussions:** Use the Core Competencies and examples to anchor 1:1 feedback, quarterly check-ins, and annual performance reviews in observable behaviors rather than subjective impressions.
- **Calibrate consistently:** Apply the same language and criteria across team members to ensure fairness and alignment during calibration and rating discussions.
- **Recognize excellence:** Use "Top 25%" examples to identify and document behaviors that elevate the team or company impact, and to prepare promotion or recognition cases.
- **Coach effectively:** Leverage "Dev Needed" and "Least Effective" examples to frame developmental conversations with specificity and empathy — turning vague feedback into clear, actionable guidance.

FOR DSES:

- **Self-assess and grow:** Review each competency regularly to reflect on strengths, identify areas for growth, and set focused development goals.
 - **Understand expectations:** Use the examples to understand what "meeting" versus "exceeding" expectations looks like in practice within the DSE role.
 - **Align work to values:** Reference this table when planning sprints, prioritizing work, or preparing for reviews to ensure actions and decisions reflect Axon's Core Values.
 - **Track progress:** Pair this framework with personal goals, feedback from peers, and performance notes throughout the year to measure improvement over time.
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Summarized Table View

Value/Competency	Top25	Achieves	Dev Needed	Least Effective
	(Elite Performer)	(Meets Expectations - Solid, Reliable Contributor)	(Partially Meets Expectations – Inconsistent Performer)	(Does Not Meet Expectations - At Risk)
Be Obsessed	Anticipates customer & system needs, drives preventive & reusable solutions	Aligns work to agency goals, responds to feedback, validates post-Go-Live	Reacts only after escalation, minimal Jira/context, shallow documentation	Avoids ownership, neglects feedback & Jira, repeats reactive fixes
Aim Far	Designs scalable, maintainable solutions & drives reusable improvements	Balances delivery with maintainability, suggests optimization, documents changes	Delivers short-term fixes, resists tooling or automation, poor handoffs	Creates technical debt, resists standardization, ignores long-term impact
Win Right	Anticipates risk, enforces quality, owns outcomes, drives cross-team clarity	Delivers reliable, tested work, escalates appropriately, communicates professionally	Skips validation for speed, escalates late, weak review feedback	Deploys untested code, blames others, skips process controls
Own It	Owens end-to-end delivery, drives improvements, leads through action	Consistently delivers, communicates status, follows through post-deploy	Needs reminders, provides updates only when asked, incomplete handoffs	Abandons tasks, closes tickets prematurely, avoids remediation
Join Forces	Engages partners early, drives unified problem solving, shares knowledge broadly	Coordinates execution, communicates clearly, supports peers, documents work	Collaborates reactively, uses jargon, provides partial handoffs	Works in isolation, withholds information, prioritizes siloed goals
Expect Candor	Communicates risks & facts clearly, gives constructive feedback, uses data	Raises blockers timely, debates respectfully, applies feedback	Delays warnings, gives vague feedback, reacts defensively	Withholds info, uses hostile or public criticism, ignores feedback
Boldly Go	Experiments thoughtfully, pilots new approaches, shares learnings to scale impact	Suggests improvements, applies new tools, iterates on solutions	Curious but rarely prototypes, avoids small risks, slow to validate ideas	Rejects experimentation, blocks pilots, discourages innovation
Act Now and Drive Successful Outcomes	Acts decisively, prioritizes strategically, coordinates across teams under pressure	Resolves issues timely, communicates proactively, follows through reliably	Over-analyzes, waits for direction, delays escalation	Fails to act during incidents, hides issues, misses deadlines repeatedly
Acts and Influences with a Professional and Positive Attitude	Models composure & empathy, uplifts team morale, leads by example	Communicates respectfully, stays solution-focused, supports teammates	Snaps under stress, gives blunt feedback, contributes little to morale	Behaves unprofessionally, undermines colleagues, reacts aggressively
Achieves Committed Goals & Objectives	Delivers ahead of schedule, anticipates risks, drives high-impact results	Meets goals reliably, tracks progress, adapts to shifting priorities	Slips timelines, underestimates scope, leaves validation incomplete	Misses commitments, needs oversight, delivers low-quality results
Utilizes Sound Decision Making to Get to the Right Strategic Answer	Makes evidence-based strategic tradeoffs, solicits input, anticipates downstream effects	Makes balanced, documented decisions & escalates when needed	Decides with limited context, defers decisions, omits rationale	Makes impulsive / unsafe choices, ignores input, repeats mistakes
Consistently Meets Overall Job Expectations	Exceeds expectations consistently, mentors others, drives team improvements	Delivers reliably, communicates clearly, sustains performance independently	Variable results, needs reminders to sustain standards, limited initiative	Regularly underperforms, requires supervision, erodes team reliability

In Depth Table View

Virtue/Competency	Description	Company Bullets	Top25	Actives	Dev Needed	Least Effective
			(Like Performer)	(Meets Expectations – Solid, Reliable Contributor)	(Partially Meets Expectations – Inconsistent Performer)	(Does Not Meet Expectations – At Risk)
Be Obsessed	<p>Stalk with the customer so you understand their world. We never want to deliver or start something until you know what we're doing. We're obsessed with creating products that solve real problems and add value. If it doesn't benefit you, then we rethink what we're doing.</p>	<ol style="list-style-type: none"> You frequently solicit feedback from customers, peers, groups, and leaders. You actively consider other perspectives before contributing to a solution. You operate with growth mindset, i.e. views challenges as opportunities to grow and create solutions. 	<p>Core Competency: Proactive: <i>Partner who identifies advocates for and anticipates customer needs while maintaining internal alignment and boundaries.</i></p> <ul style="list-style-type: none"> Proactively anticipates customer and system needs, preventing issues before they occur. Shapes the customer experience through foresight, innovation, and cross-functional collaboration. Operates with a deep understanding of agency goals and business impact. Balance technical rigor with empathy and value delivery. Transforms feedback and fiction into scalable solutions that improve team's experience. Coaches peers to apply a customer-first mindset and strategic perspective. 	<p>Core Competency: Considerately: <i>considers the customer and team when making decisions based on feedback, and delivers value through thoughtful engagement.</i></p> <ul style="list-style-type: none"> Aligns technical execution with agency goals and internal stakeholders. Responds promptly to customer or partner feedback with effective, well-communicated solutions. Nurtures strong collaboration across DSE, SA, and Support teams. Balance delivery speed with accuracy and data security. Demonstrates curiosity and follow-through during and after deployments. 	<p>Core Competency: Demonstrates effort to support customers but lacks consistency in applying a customer-centric mindset or fails to anticipate needs.</p> <ul style="list-style-type: none"> Shows effort to support customers but does so reactively rather than proactively. Has inconsistent ownership of agency outcomes. Focuses on assigned tasks rather than end-to-end impact. Demonstrates limited anticipation of risks or trends. Communication is often delayed or incomplete, requiring follow-up. 	<p>Core Competency: Fails to operate with a customer-first mindset, resulting in misalignment, reactive behavior or erosion of trust.</p> <ul style="list-style-type: none"> Fails to demonstrate a customer-first mindset, operates reactively and without ownership. Neglects to anticipate or prevent issues. Communicates ineffectively, damaging credibility and trust. Avoids accountability and fails to collaborate cross-functionally. Lacks understanding of agency goals, mission, and value outcomes.
			<p>Be Obsessed Examples</p> <ul style="list-style-type: none"> Jira Process Leadership: Improves Jira accuracy, automation, or visibility to enhance team traceability, communication, and operational consistency. Knowledge Engineering: Builds or curates documentation, guides, or process resources that make it easier for others to troubleshoot, deliver, or onboard efficiently. Mentorship Through Ownership: Actively supports peers by sharing best practices, frameworks, or investigation strategies that improve overall team capacity and confidence. Operational Foresight: Anticipates potential risks, gaps, or future patterns across the team and takes preventive action to ensure team integrity or project reliability. Crash Team Connector: Strengthens alignment between DSEs, Support, and Solutions Architects by clarifying workflows, dependencies, or communication gaps. Automation & Efficiency Mindset: Identifies repetitive manual work and introduces sustainable automation, templates, or reusable components that streamline execution. 	<p>Core Competency: Considerately: <i>considers long-term impact, adapts to change, and demonstrates meaningful improvements within their scope.</i></p> <ul style="list-style-type: none"> Balance delivery speed with attention to scalability and data integrity. Meets project goals while identifying smaller improvements to optimize future effort. Demonstrates an understanding of how their work supports team's long-term mission and the agency's operational success. Collaborates effectively to ensure technical quality and sustainable code using new tools, frameworks, and existing customer needs. 	<p>Core Competency: Occasionally contributes ideas or adjusts to change, but often lacks foresight, follow-through, or long-term thinking.</p> <ul style="list-style-type: none"> Focuses primarily on immediate delivery without consistently considering future scalability or optimization. Meets fees that work short-term but may introduce future maintenance or complexity. Relies heavily on guidance for system design or long-term planning. Misses opportunities to automate repetitive tasks. Documentation or handoff materials are incomplete or lack long-term clarity. 	<p>Core Competency: Fails to plan ahead, resist change, and lacks initiative to contribute to broader team or business evolution.</p> <ul style="list-style-type: none"> Operates with a short-sighted or reactive approach to engineering. Ignores long-term scalability, maintainability, or performance in favor of quick completion. Jira Neglect: Leaves Jira tickets incomplete or miscategorized, creating hidden context that requires follow-up. Deflection: Deflects ownership to other teams instead of coordinating a resolution path. Capitulating Communication: Communicates poorly with partners, causing confusion or lost trust. Repeat Band-Aids: Repeats the same reactive fixes without pursuing durable solutions.
Aim Fair	<p>Think big with a long-term vision. We want to stretch the world to its limits. When people like we build something new, it's not there, but that's what you get when you aim for the stars. That's our final destination.</p>	<ol style="list-style-type: none"> You anticipate potential blockers and are prepared with proactive rather than reactive solutions. You consider scalability when proposing process/procedures. You "think outside the box" and adapt to the ever-changing needs of the business. 	<p>Core Competency: Proactive: <i>innovator who anticipates challenges, drives innovation, and adapts quickly to evolving customer and business needs.</i></p> <ul style="list-style-type: none"> Thinks strategically and designs technical solutions with long-term scalability and resilience in mind. Consistently identifies opportunities to automate, optimize, and simplify complex workflows. Operates beyond immediate tasks—aligns engineering work with team's long-term goals. Takes initiative to drive innovation, documenting and sharing learnings that benefit the organization. Prioritizes system reliability and future-proofing over short-term gains. Implements a balance of technical excellence, innovation, and mentorship. 	<p>Core Competency: Considers long-term impact, adapts to change, and demonstrates meaningful improvements within their scope.</p> <ul style="list-style-type: none"> Balance delivery speed with attention to scalability and data integrity. Meets project goals while identifying smaller improvements to optimize future effort. Demonstrates an understanding of how their work supports team's long-term mission and the agency's operational success. Collaborates effectively to ensure technical quality and sustainable code using new tools, frameworks, and existing customer needs. 	<p>Core Competency: Occasionally contributes ideas or adjusts to change, but often lacks foresight, follow-through, or long-term thinking.</p> <ul style="list-style-type: none"> Focuses primarily on immediate delivery without consistently considering future scalability or optimization. Meets fees that work short-term but may introduce future maintenance or complexity. Relies heavily on guidance for system design or long-term planning. Misses opportunities to automate repetitive tasks. Documentation or handoff materials are incomplete or lack long-term clarity. 	<p>Core Competency: Fails to plan ahead, resist change, and lacks initiative to contribute to broader team or business evolution.</p> <ul style="list-style-type: none"> Operates with a short-sighted or reactive approach to engineering. Ignores long-term scalability, maintainability, or performance in favor of quick completion. Jira Neglect: Leaves Jira tickets incomplete or miscategorized, creating hidden context that requires follow-up. Deflection: Deflects ownership to other teams instead of coordinating a resolution path. Capitulating Communication: Communicates poorly with partners, causing confusion or lost trust. Repeat Band-Aids: Repeats the same reactive fixes without pursuing durable solutions.
			<p>Aim Fair Examples</p> <ul style="list-style-type: none"> Forward Thinking Execution: Designs technical solutions and processes with scalability, maintainability, and future adaptability in mind. Innovation Leadership: Regularly identifies inefficiencies, proposes improvements, and introduces creative or data-driven methods that enhance team productivity and reliability. Process Optimization Advocate: Streamlines existing workflows, tools, or templates to reduce manual effort and increase consistency across projects. Strategic Problem Solving: Considers the long-term impact of technical decisions, ensuring the work today supports the organization's future technical evolution. Data-Driven Improvement: Uses trends, metrics, or historical outcomes to guide technical or process improvements that drive measurable efficiency gains. 	<p>Core Competency: Considers long-term impact, adapts to change, and demonstrates meaningful improvements within their scope.</p> <ul style="list-style-type: none"> Balance delivery speed with attention to scalability and data integrity. Meets project goals while identifying smaller improvements to optimize future effort. Demonstrates an understanding of how their work supports team's long-term mission and the agency's operational success. Collaborates effectively to ensure technical quality and sustainable code using new tools, frameworks, and existing customer needs. 	<p>Core Competency: Occasionally contributes ideas or adjusts to change, but often lacks foresight, follow-through, or long-term thinking.</p> <ul style="list-style-type: none"> Focuses primarily on immediate delivery without consistently considering future scalability or optimization. Meets fees that work short-term but may introduce future maintenance or complexity. Relies heavily on guidance for system design or long-term planning. Misses opportunities to automate repetitive tasks. Documentation or handoff materials are incomplete or lack long-term clarity. 	<p>Core Competency: Fails to plan ahead, resist change, and lacks initiative to contribute to broader team or business evolution.</p> <ul style="list-style-type: none"> Operates with a short-sighted or reactive approach to engineering. Ignores long-term scalability, maintainability, or performance in favor of quick completion. Jira Neglect: Leaves Jira tickets incomplete or miscategorized, creating hidden context that requires follow-up. Deflection: Deflects ownership to other teams instead of coordinating a resolution path. Capitulating Communication: Communicates poorly with partners, causing confusion or lost trust. Repeat Band-Aids: Repeats the same reactive fixes without pursuing durable solutions.
Win Right	<p>Win with integrity. We are fiercely competitive and have an uncompromising desire to win, but we don't throw winning and doing the right thing are mutually exclusive. Our challenge is to make them synonymous—and never compromise our integrity.</p>	<ol style="list-style-type: none"> You operate in an ethical manner, considering organizational and department strategies in decision-making. You treat customers, peers, and leaders with respect, regardless of position. You choose positive intent and seek to understand facts rather than acting on personal feelings. 	<p>Core Competency: Embodies integrity by consistently doing what's right, even when it's difficult or personally disadvantageous, and fosters a culture of respect, ownership, and positive intent.</p> <ul style="list-style-type: none"> Balance urgency with precision, ensuring quality and accountability in every deliverable. Proactively raises risks or misalignments early to protect project outcomes and team cohesion. Demonstrates integrity and transparency when challenges arise—focuses on facts, not blame. Holds self and peers to high engineering standards and champions peer excellence. Builds alignment across functions, translating complex technical details into relatable business understanding. Acts as a model for ethical decision-making and responsible execution under pressure. 	<p>Core Competency: Acts with integrity, professionalism, and respect, generally demonstrating positive intent and team alignment in their decisions.</p> <ul style="list-style-type: none"> Delivers accurate, reliable, and well-documented integrations that meet quality standards. Communicates risks and blockers with clarity and timeliness. Consistently completes work with minimal rework or supervision. Maintains professionalism and composure during escalations or customer issues. Demonstrates strong collaboration and commitment to team success. 	<p>Core Competency: Demonstrates intent to act ethically but struggles with consistency, particularly under pressure or when managing interpersonal conflict.</p> <ul style="list-style-type: none"> Meets basic delivery expectations but occasionally sacrifices quality for speed. Communicates issues reactively, often after impact has occurred. Relies heavily on others for validation or error handling. Struggles to balance accuracy with urgency. Demonstrates inconsistent accountability during escalations or reviews. 	<p>Core Competency: Fails to uphold ethical standards or respectful communication; actions damage trust, credibility, or team culture.</p> <ul style="list-style-type: none"> Prioritizes speed or convenience over reliability and correctness. Avoids accountability when work fails or errors are introduced. Communicates defensively or uncharitably during incidents. Ignores established QA, documentation, or deployment standards. Damages trust through repeated preventable mistakes.
			<p>Win Right Examples</p> <ul style="list-style-type: none"> Risk Awareness and Prevention: Anticipates potential risks or misalignments early and takes proactive steps to mitigate them. Commitment to Quality: Upholds exceptional standards of accuracy, validation, and documentation under all conditions. Transparent Ownership: Takes full accountability for outcomes and ensures lessons learned are shared across the team. Cross-Functional Clarity: Communicates complex technical concepts clearly to build alignment and trust across teams. Peer Accountability: Improves team quality by giving constructive feedback and modeling integrity in delivery. 	<p>Core Competency: Considers long-term impact, adapts to change, and demonstrates meaningful improvements within their scope.</p> <ul style="list-style-type: none"> Balance delivery speed with attention to scalability and data integrity. Meets project goals while identifying smaller improvements to optimize future effort. Demonstrates an understanding of how their work supports team's long-term mission and the agency's operational success. Collaborates effectively to ensure technical quality and sustainable code using new tools, frameworks, and existing customer needs. 	<p>Core Competency: Occasionally contributes ideas or adjusts to change, but often lacks foresight, follow-through, or long-term thinking.</p> <ul style="list-style-type: none"> Focuses primarily on immediate delivery without consistently considering future scalability or optimization. Meets fees that work short-term but may introduce future maintenance or complexity. Relies heavily on guidance for system design or long-term planning. Misses opportunities to automate repetitive tasks. Documentation or handoff materials are incomplete or lack long-term clarity. 	<p>Core Competency: Fails to plan ahead, resist change, and lacks initiative to contribute to broader team or business evolution.</p> <ul style="list-style-type: none"> Operates with a short-sighted or reactive approach to engineering. Ignores long-term scalability, maintainability, or performance in favor of quick completion. Jira Neglect: Leaves Jira tickets incomplete or miscategorized, creating hidden context that requires follow-up. Deflection: Deflects ownership to other teams instead of coordinating a resolution path. Capitulating Communication: Communicates poorly with partners, causing confusion or lost trust. Repeat Band-Aids: Repeats the same reactive fixes without pursuing durable solutions.
Own It	<p>Commit, take action, and deliver. We empower ourselves to step up and take initiative. We all know you can't make things happen in a vacuum. That's why we're here. We're here to succeed as a company, and it's the only way we will continue to grow.</p>	<ol style="list-style-type: none"> You seek clarity and take initiative to identify correct business/process owners or partner to support action. You document processes and procedures proactively. You identify issues and pause to conduct analysis before making decisions, showing commitment to delivering the right solution. 	<p>Core Competency: Relentlessly accountable operator who aligns execution, navigates obstacles, and communicates priorities and status with clarity and ownership.</p> <ul style="list-style-type: none"> Takes full accountability for outcomes, not just assigned tasks. Demonstrates ownership through proactive problem-solving, communication, and follow-through. Anticipates risks and drives mitigation without waiting for direction. Brings clarity to complex situations by organizing, documenting, and communicating effectively. Follows through to communicate next when challenges arise. Leads by example, creating a culture of reliability and responsibility within the team. 	<p>Core Competency: Takes consistent ownership of responsibilities, meets commitments, and communicates effectively when managing competing demands.</p> <ul style="list-style-type: none"> Owens assigned projects and delivers them reliably and on time. Communicates progress and blockers clearly and proactively. Demonstrates accountability in daily work and requests commitments made to peers and stakeholders. Follows up on issues until they are fully resolved. Seeks feedback and applies it to improve future work. 	<p>Core Competency: Has good intentions but struggles with reliable execution, communication, or alignment to team standards.</p> <ul style="list-style-type: none"> Completes tasks but often relies on others to identify gaps or follow up on items. Communicates reactively or inconsistently. Requires reminders or additional oversight to complete deliverables. Demonstrates ownership within a narrow scope but fails to consider the broader system or impact. Struggles to see issues through to closure. 	<p>Core Competency: Fails to follow through on responsibilities, creating risk for outcomes, team operations, and cross-functional relationships.</p> <ul style="list-style-type: none"> Avoids responsibility for outcomes, focusing only on assigned tasks. Does not follow through on issues or deliverables. Communicates poorly or not at all, causing confusion and delays. Blames others or external factors for missed expectations. Ends trust through lack of reliability or ownership.

Acts and Influences with a Professional and Positive Attitude		<ul style="list-style-type: none">• Positive Leadership: Models composure, optimism, and professionalism, especially in high-pressure or ambiguous situations• Empathetic Collaboration: Facilitates understanding and trust across teams by building on shared goals and respectful dialogue• Constructive Energy: Actively contributes to a positive, motivating team culture through encouragement and recognition• Role Model Behavior: Demonstrates accountability and integrity, setting the standard for professional conduct and teamwork• Calm and Calm Under Pressure: Maintains focus and clear communication during escalations or challenging scenarios	<ul style="list-style-type: none">• Professional Presence: Communicates clearly, calmly, and respectfully, even under pressure• Steadfast Persistence: Provides consistent and collaborative effort, even in the face of setbacks• Respectful Collaboration: Listens actively and engages constructively with teammates and stakeholders• Respectful Engagement: Offers help proactively and maintains positivity to team morale• Feedback Readiness: Accepts and applies feedback with openness and professionalism	<ul style="list-style-type: none">• Stress Resilience: Occasionally accepts or shows frustration in stressful situations, affecting team tone• Task Overload: Provides short feedback without balancing task or constructive guidance• Team Misalignment: Participates in team rituals but rarely contributes to morale or positive culture• Perceptive Listening: Struggles to acknowledge others' perspectives in team conversations• Clarity Lack: Little focus, reduces clarity or helpfulness in stakeholder communication	<ul style="list-style-type: none">• Unprofessional Conduct: Regularly behaves unprofessionally, using sarcasm or disrespect in communication channels• Undermining Behavior: Publicly undermines colleagues or leadership, eroding trust and collaboration• Aggressive Reaction: Reacts aggressively to feedback and refuses to engage in constructive discussion• Persistent Negativity: Displays persistent negativity that lowers team morale and productivity• Meeting Disruption: Interrupts or dominates meetings without regard for others' input
Achieves Committed Goals and Objectives	<ol style="list-style-type: none">1. You show measurable progress regularly on committed goals and KPIs. You adjust or beat these goals, and offer alternative solutions if they are not achieved2. You have the ability to adapt, you understand how and when to change your plan, you are able to change your team plan, you are able to change your team plan3. You seek out proactively to get help when you identify blockers and obstacles	<ul style="list-style-type: none">• Consistently delivers or exceeds goals with high quality, accountability, and focus• Anticipates challenges early and adjusts plans to stay on track• Balances multiple commitments effectively without sacrificing reliability or quality• Demonstrates exceptional ownership of personal and team deliverables• Inspires others through disciplined execution and consistent follow-through• Drives measurable results that advance team and organizational objectives	<ul style="list-style-type: none">• Meets established goals and objectives consistently• Manages priorities effectively to deliver results, on-time results• Demonstrates accountability for commitments and communicates progress regularly• Responds effectively to shifting priorities and adapts plans when needed• Ensures outcomes meet both technical and business requirements	<ul style="list-style-type: none">• Meets some but not all goals consistently• Demonstrates effort but struggles with prioritization, planning, or follow-through• Requires reminders or additional support to stay aligned with commitments• Occasionally misses deadlines or underperforms scope• Produces technically sound work but fails to meet agreed timelines or objectives	<ul style="list-style-type: none">• Core Competency: Fails to deliver on commitments, lacks visibility into progress or ownership of results, and does not take steps to course-correct or improve execution• Fails to meet goals or complete assigned objectives reliably• Lacks organization, accountability, or consistency in execution• Misses key deadlines without proactive communication• Produces incomplete or low-quality results that require rework• Demonstrates low ownership of personal performance or outcomes
Achieves Committed Goals and Objectives		<ul style="list-style-type: none">• Reliable and Consistent Delivery: Consistently delivers high-quality results on or ahead of schedule with exceptional accuracy and attention to detail• Proactive Planning: Anticipates timeline risks or capacity challenges early and adjusts plans to ensure commitments are met• High-Impact Contribution: Delivers outcomes or improvements that directly advance team efficiency, reliability, or KPIs• Leadership by Example: Helps others stay organized and accountable by sharing best practices, tools, or workflows that support collective success• Performance Under Pressure: Maintains focus and delivery quality during high-stress periods without compromising standards	<ul style="list-style-type: none">• Dependable Execution: Delivers work on time and to standard, validating results before closure• Accountability and Transparency: Tracks progress clearly on a daily basis and keeps stakeholders informed of status and outcomes• Goal Alignment: Ensures deliverables directly support project objectives and broader organizational priorities• Adaptability: Proactively identifies and resolves challenges or new risks or challenges emerge• Thorough Follow-Through: Completes and validates all steps of a task or deployment before marking it done	<ul style="list-style-type: none">• Proactive Planning: Completes work but frequently misses planned sprint goals or delivery dates• Just-in-Time Delivery: Fails to update progress or blockers in a timely manner, reducing transparency• Scope Understanding: Underestimates effort or scope, causing repeated timeline delays• Proactive Planning: Requires external reminders to plan when priorities shift or blockers appear• Partial Follow-Through: Leaves validation, documentation, or cleanup incomplete after delivery	<ul style="list-style-type: none">• Core Competency: Regularly misses commitments and fails to communicate changes in delivery plans• Scope Creep: Shows inconsistent follow-through and provides little or no critical updates when goals are missed• Poor Quality Deliverables: Produces deliverables that require additional rework due to insufficient testing• Supervisory Performance: Needs persistent supervision to meet basic expectations and timelines• Team Engagement: Demonstrates low investment in team objectives, causing repeated project delays
Utilizes Sound Decision Making to Get to the Right Strategic Answer	<ol style="list-style-type: none">1. You carefully consider several options before proceeding for the chosen single path2. You are willing to pivot if additional information or a better long-term solution becomes available3. You are willing to engage and consult	<ul style="list-style-type: none">• Consistently makes well-informed, data-driven decisions that balance technical feasibility, customer impact, and long-term sustainability• Uses analytical thinking and critical evaluation to choose optimal paths under uncertainty• Incorporates diverse perspectives and feedback before finalizing key technical or strategic decisions• Anticipates downstream effects of choices on system design, timelines, and customer experience• Provides clear rationale for decisions and communicates them effectively to all stakeholders• Serves as a thought partner for peers, leaders, and cross-functional teams in shaping sound solutions	<ul style="list-style-type: none">• Makes thoughtful, balanced decisions that align with project and organizational goals• Seeks input from others to confirm assumptions and validate direction• Uses available data and documentation to make logical, defensible choices• Recognizes when to escalate complex issues or seek additional expertise• Demonstrates sound technical judgment and consistent alignment with best practices	<ul style="list-style-type: none">• Makes decisions reactively or without full context• Relies on others to clarify direction or validate assumptions• Sometimes overlooks the broader impact of technical choices• Hesitates to make decisions when urgency requires action• Demonstrates inconsistent alignment between decisions and strategic goals	<ul style="list-style-type: none">• Makes decisions without proper data, validation, or collaboration• Ignores input from peers or stakeholders• Demonstrates poor judgment that leads to rework, instability, or customer impact• Fails to escalate critical decisions or learn from previous mistakes• Checks risk through inconsistent, uninformed, or impulsive actions
Utilizes Sound Decision Making to Get to the Right Strategic Answer		<ul style="list-style-type: none">• Strategic Thinking: Consistently makes well-informed, long-term decisions that balance stability, risk, and effort• Analytical Judgment: Uses data, metrics, and patterns to guide decisions that strengthen performance and reliability• Collaborative Evaluation: Seeks diverse input from peers and partners to validate key decisions and minimize blind spots• Robust Risk Assessment: Proactively identifies risks and solutions with clear, factual analysis and contextual understanding• Trusted Advisor: Helps peers assess technical, data, and priorities to improve team-wide decision quality	<ul style="list-style-type: none">• Balanced Decision Making: Makes thoughtful, practical choices that align with project goals and constraints• Collaborative Approach: Engages relevant stakeholders before implementing significant technical or process changes• Real-Case Observation: Analyzes customer design to ensure solutions address the true needs, not just symptoms• Thorough Evaluation: Strips lowest decisions or risks that need high-level review before they cause impact• Consistent Reasoning: Applies clear standards, documentation, and logic frameworks to ensure decisions are sound and defensible	<ul style="list-style-type: none">• Limited Context Decision: Makes choices with limited context and fails to analyze downstream impacts• Decision Delay: Delays key decisions too long, causing project delays or lost momentum• Validation Dependence: Relies heavily on others to validate options rather than applying judgment independently• Narrow Optimization: Optimizes for a narrow case without considering broader system effects or stakeholders• Unthoughtful Choices: Chooses their rationale or documentation for decisions, hindering shared understanding	<ul style="list-style-type: none">• Impulsive Choices: Makes impulsive or poorly substantiated decisions that lead to rework or delays• Stakeholder Ignorance: Ignores input from peers and stakeholders when decisions affect others' work• Repeated Failure: Repeats failed approaches without learning from prior outcomes• Unstable Changes: Alters production or configuration settings without analysis or sufficient planning• Evades Trust: Demonstrates consistently poor judgment that undermines project timelines and trust
Consistently Meets Overall Job Expectations	<ol style="list-style-type: none">1. You consider both the "short" (results) and the "long" (learning) in your performance. You understand that demonstrating your values is an inherent and important part of the work that gets done2. You consistently demonstrate competencies as expected for your level and your position3. You are a lifelong learner; you actively seek out opportunities to update your skillset and knowledge	<ul style="list-style-type: none">• Consistently exceeds expectations in quality, ownership, and impact• Demonstrates mastery across technical execution, collaboration, and communication• Operates with high reliability and autonomy while mentoring and supporting peers• Anticipates needs, identifies improvements, and delivers measurable outcomes beyond scope• Serves as a model of best values and elevates team performance through example• Viewed as a trusted leader, problem-solver, and contributor to organizational success	<ul style="list-style-type: none">• Reliably fulfills job responsibilities and consistently meets• Delivers quality work on time with minimal supervision• Demonstrates solid technical skills, professional communication, and dependable collaboration• Adheres to processes and contributes positively to team success• Takes accountability for results and adapts effectively to shifting priorities	<ul style="list-style-type: none">• Demonstrates capability but delivers inconsistently across tasks or• Requires periodic guidance or reminders to meet standards or deadlines• Occasionally produces incomplete or delayed work• Communication, planning, or quality may fluctuate under pressure• Shows potential but needs greater consistency in execution and follow-through	<ul style="list-style-type: none">• Frequently fails to meet role expectations or deliver assigned outcomes• Produces incomplete, inaccurate, or unreliable work• Requires frequent oversight and intervention to stay on task• Demonstrates poor communication, planning, or ownership habits• Negatively impacts team reliability, project delivery, or customer satisfaction
Consistently Meets Overall Job Expectations		<ul style="list-style-type: none">• Dependable Excellence: Consistently delivers high-quality work ahead of schedule with exceptional accuracy and zero escalations• Proactive Contribution: Frequently sought out by peers and stakeholders for guidance, technical insight, or process expertise• Team Impact: Contributes tools, templates, or efficiencies that improve delivery speed and reliability across multiple projects• Mentorship and Influence: Supports team growth through coaching, documentation, or example-based leadership• Consistent High Performance: Maintains consistent accuracy, communication, and delivery consistency across all work	<ul style="list-style-type: none">• Reliable Delivery: Consistently completes assigned work on time, meeting quality and documentation expectations• Collaborative Network: Communicates proactively, clearly, and respectfully with peers when needed, and contributes to team success• Steady and Consistent Performance: Meets project objectives and maintains quality and efficiency across deliverables without sacrificing accuracy or focus• Adapted and Improved: Manages multiple priorities effectively without sacrificing accuracy or focus• Consistent Reasoning: Applies clear standards, documentation, and logic frameworks to ensure decisions are sound and defensible	<ul style="list-style-type: none">• Performance Variance: Delivery and quality fluctuates over time, creating uneven reliability for the team• Process Gaps: Creates processes and planning occasionally but under pressure, requiring follow-up from others• Standards for Documentation and Testing: Requires reminders or coaching to sustain standards for documentation and testing• Just-in-Time Delivery: Shows some limited initiative to improve processes or address recurring friction points• Performance Variance: Delivery and quality fluctuates over time, creating uneven reliability for the team	<ul style="list-style-type: none">• Regular Underperformance: Regularly fails to meet role expectations and requires consistent oversight• Reliability Deficit: Produces unreliable or low-quality work that forces others to intervene frequently• Organizational Impact: Demonstrates poor organization and inconsistent execution across core responsibilities• No Team Contribution: Rarely contributes to team improvements or mentorship and may create collective performance• Accountability Failure: Lacks accountability, leading to persistent gaps in delivery, communication, and trust

Growth Pyramid

This pyramid illustrates the layered foundation of success for a Data Solutions Engineer II. It's designed to show that higher-level impact—such as automation, systemic problem-solving, or strategic enablement—can only be sustained when the foundational behaviors below it are consistently practiced. Each layer represents a set of competencies that build on one another: mastery at higher levels depends on excellence in the fundamentals beneath it.

This visual is used as a reference point for evaluating growth and readiness. It helps engineers and managers identify where strengths exist and where gaps in foundational consistency may limit higher-level contributions. In other words, achieving Level 3 work without maintaining the Base (Jira hygiene, repository engagement, and team collaboration) is incomplete performance. The pyramid reinforces that strong, reliable execution at every layer is what enables long-term technical maturity and team success.

