

# DSE II (L7) Competency Matrix

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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.

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## 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 (Elite Performer)	Achieves	Dev Needed	Least Effective
		(Meets Expectations - Solid, Reliable Contributor)	(Partially Meets Expectations – Inconsistent Performer)	(Does Not Meet Expectations - At Risk)
<b>Be Obsessed</b>	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
<b>Aim Far</b>	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
<b>Win Right</b>	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
<b>Own It</b>	Owns 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
<b>Join Forces</b>	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
<b>Expect Candor</b>	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
<b>Boldly Go</b>	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
<b>Act Now and Drive Successful Outcomes</b>	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
<b>Acts and Influences with a Professional and Positive Attitude</b>	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
<b>Achieves Committed Goals Effectively</b>	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
<b>Unless Sound Decision Making To Get to the Right Strategic Answer</b>	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
<b>Consistently Meets Overall Job Expectations</b>	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

Value/Competency	Description	Company Bullets	Top 2		Dev Needed	Least Effective	
			(Elite Performer)	(Meets Expectations - Solid, Reliable Contributor)			
Be Obsessed	<p>Walk with the customer as you transform their world. We never want to do something that's something that you don't want or need. We've discovered that if we're solving real problems and add value, it doesn't benefit you, then we refine what we're doing.</p>	<ul style="list-style-type: none"> <li>1. You frequently solicit feedback from customers, peer groups, and leaders.</li> <li>2. You actively consider other perspectives when making decisions.</li> <li>3. You operate with growth mindset, i.e. views challenges as opportunities to grow and create solutions.</li> </ul>	<b>Core Competency:</b> Proactive strategic partner who relentlessly advocates for and embodies customer needs while maintaining alignment and transparency. <ul style="list-style-type: none"> <li>• Proactively anticipates customer and system needs, preventing issues before they occur.</li> <li>• Enhances customer experience through foresight, innovation, and cross-functional collaboration.</li> <li>• Deeply understands the interplay of agency goals and business impact.</li> <li>• Balances technical rigor with empathy and value delivery.</li> <li>• Transforms feedback and friction into scalable solutions that improve customer delivery speed with accuracy and data security.</li> <li>• Coaches peers to apply a customer-first mindset and strategic perspective.</li> </ul>	<b>Core Competency:</b> Consistently considers the customer's needs and actively solicits feedback, and delivers value through thoughtful engagement. <ul style="list-style-type: none"> <li>• Aligns technical execution with agency goals and internal priorities.</li> <li>• Responds promptly to customer or partner feedback with effective, well-communicated solutions.</li> <li>• Has a deep understanding of agency goals and business impact.</li> <li>• Transforms feedback and friction into scalable solutions that improve customer delivery speed with accuracy and data security.</li> <li>• Demonstrates curiosity and follow-through during and after deployments.</li> </ul>	<b>Core Competency:</b> Demonstrates effort to support customers but lacks consistency in applying a customer-centric mindset or fails to anticipate needs. <ul style="list-style-type: none"> <li>• Shows effort to support customers but does so inadequately rather than proactively.</li> <li>• Has inconsistent ownership of agency outcomes.</li> <li>• Focuses on assigned tasks rather than end-to-end impact.</li> <li>• Demonstrates limited anticipation of risks or trends.</li> <li>• Communication is often delayed or incomplete, requiring follow-up.</li> </ul>	<b>Core Competency:</b> Fails to operate with a customer-first mindset, resulting in reactive, thoughtless behavior or erosion of trust. <ul style="list-style-type: none"> <li>• Fails to demonstrate a customer-first mindset; operates reactively and without foresight.</li> <li>• Neglects to anticipate or prevent issues.</li> <li>• Communicates ineffectively, damaging credibility and trust.</li> <li>• Avoids accountability and fails to collaborate/cross-functionally.</li> <li>• Lacks understanding of agency goals, measures, and value creation.</li> </ul>	
Be Obsessed Examples			<ul style="list-style-type: none"> <li>• <b>Jira Process Leadership:</b> Improves Jira accuracy, automation, or visibility to enhance team traceability, communication, and operational consistency.</li> <li>• <b>Problem Solving:</b> Identifies and mitigates potential risks or inefficiencies in processes/resource allocation that make it easier for others to troubleshoot, deliver, or iterate.</li> <li>• <b>Mentorship Through Ownership:</b> Actively supports peers by sharing best practices and encouraging investigation strategies that improve overall team capacity and confidence.</li> <li>• <b>Operational Oversight:</b> Anticipates potential risks, gaps, or failure points by reviewing processes and procedures to ensure alignment with agency goals.</li> <li>• <b>Project Connector:</b> Strengthens alignment between CSQA, Support, and Solutions Architects by clarifying workflows, dependencies, or communication channels.</li> <li>• <b>Automation &amp; Efficiency Mindset:</b> Identifies repetitive manual work and automates it using automation, templates, or reusable components that streamline execution.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Responsive Issue Resolution:</b> Quickly fixes a mapping issue, validates across databases, and closes the loop with stakeholders.</li> <li>• <b>Customer-Aligned Delivery:</b> Reviews agency reference material to identify gaps and provides superficial Jira updates or minimal ticket contact that requires follow-up.</li> <li>• <b>Ad-hoc Fixing:</b> Fixes problems without documenting root cause or providing context.</li> <li>• <b>Shallow Requirements:</b> Accepts ambiguous requirements rather than challenging them to ensure clarity and alignment.</li> <li>• <b>Task Focused:</b> Struggles to connect technical work to agency outcomes, focusing on tasks rather than value.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Ignored Feedback:</b> Regularly ignores customer feedback and refuses to escalate or investigate patterns.</li> <li>• <b>Task-Oriented:</b> Focuses on tasks incomplete or misaligned, creating hidden work and missed visibility.</li> <li>• <b>Deflection:</b> Deflects ownership to other teams instead of coordinating a resolution.</li> <li>• <b>Confusing Communication:</b> Communicates poorly with partners, causing confusion and frustration.</li> <li>• <b>Repeat and Alike:</b> Repeats the same reactive fixes without pursuing durable solutions.</li> </ul>		
Aim Far	<p>Thrive big with a long-term view. We want to move the world to be a better place. We've failed spectacularly a few times, but that's part of what makes us the ones for the race. That's our final destination.</p>	<ul style="list-style-type: none"> <li>1. You anticipate potential blockers and are prepared with proactive rather than reactive solutions.</li> <li>2. You consider scalability when proposing ideas.</li> <li>3. You "think outside the box" and adapt to the ever-changing needs of the business.</li> </ul>	<b>Core Competency:</b> Proactive innovator who anticipates challenges, drives scaled solutions, and adapts quickly to evolving customer and business needs. <ul style="list-style-type: none"> <li>• Thinks strategically and designs technical solutions with long-term scalability and resilience in mind.</li> <li>• Considers scalability opportunities to automate, optimize, and amplify existing processes.</li> <li>• Operates beyond immediate needs—aligns engineering work with Aeron's mission and long-term vision.</li> <li>• Takes initiative to drive innovation, documentation and learning sharing.</li> <li>• Prioritizes system reliability and future-proofing over short-term gains.</li> <li>• Expands focus through a balance of technical excellence, innovation, and leadership.</li> </ul>	<b>Core Competency:</b> Considers long-term project, adapts to change, but prioritizes meaningful improvements within their scope. <ul style="list-style-type: none"> <li>• Delays delivery speed with attention to scalability and delivery.</li> <li>• Makes project goals while identifying smaller improvements to be implemented later.</li> <li>• Demonstrates an understanding of how their work supports the organization's mission and long-term vision.</li> <li>• Collaborates effectively to ensure technical quality, timely delivery, and evolving customer needs.</li> </ul>	<b>Core Competency:</b> Occasionally contributes ideas or adjusts to change, but often lacks oversight, follow-through, or long-term thinking. <ul style="list-style-type: none"> <li>• Focuses primarily on immediate delivery without considering future scalability or optimization.</li> <li>• Makes less project work than might be ideal.</li> <li>• Relies heavily on guidance for system design or long-term planning.</li> <li>• Misses opportunities to automate repetitive tasks.</li> <li>• Documentation or handoff materials are incomplete or lack long-term clarity.</li> </ul>	<b>Core Competency:</b> Fails to plan ahead, resists change, and lacks initiative to contribute to broader team or business evolution. <ul style="list-style-type: none"> <li>• Operates with a short-sighted or reactive approach to engineering.</li> <li>• Ignores long-term scalability, maintainability, or performance in favor of quick wins.</li> <li>• Fails to align with broader system architecture or best practices.</li> <li>• Avoids learning new tools or technologies that improve outcomes.</li> <li>• Produces technical debt that slows down future projects or causes repeated issues.</li> </ul>	
Aim Far Examples			<ul style="list-style-type: none"> <li>• <b>Forward-Thinking Execution:</b> Drives technical solutions and processes improvements that align with long-term goals.</li> <li>• <b>Innovation Leadership:</b> Requires innovative processes, implements, and introduces creative or data-driven methods that support the organization's mission.</li> <li>• <b>Process Optimization Advocate:</b> Streamlines existing workflows, tools, or methodologies to increase efficiency and reduce waste.</li> <li>• <b>Strategic Problem Solving:</b> Considers the long-term impact of technical decisions, ensuring the work today supports the organization's future needs.</li> <li>• <b>Data-Driven Improvement:</b> Uses trends, metrics, or historical outcomes to benchmark or prove the effectiveness of new ideas and techniques.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Process Improvement Mindset:</b> Regularly identifies opportunities for improvement or strengthens existing processes, configurations, or practices to facilitate efficiency and success.</li> <li>• <b>Collaborative Alignment:</b> Works effectively across functions to ensure alignment with the organization's mission and long-term goals.</li> <li>• <b>Delivery Readiness:</b> Produces reliable, well-documented solutions that improve efficiency without impacting quality.</li> <li>• <b>Ownership of Improvement:</b> Takes initiative to close small gaps or inefficiencies without minimal or unclear documentation that hampers reuse or reworking.</li> <li>• <b>Task Handoff:</b> Heavily relies on adopt new tools or patterns, waiting until others have done the work.</li> <li>• <b>Scalability Blueprint:</b> Struggles to balance immediate delivery with consideration for downstream costs or stability.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Short-Term Focus:</b> Delivers short-term fixes that increase future workload.</li> <li>• <b>Process Resist:</b> Rarely questions existing processes or looks for repeatable improvements.</li> <li>• <b>Tool Hesitancy:</b> Reluctant to adopt new tools or patterns, waiting until others have done the work.</li> <li>• <b>Stand-By Handoffs:</b> Reluctant to update or improve handoffs and documentation.</li> <li>• <b>Short-Sighted Priorities:</b> Dismisses long-term risks and prioritizes speed at the expense of reliability.</li> </ul>		
Win Right	<p>We're integral. We are deeply conscious and have an impeccable track record, but we don't think winning and doing the right thing are mutually exclusive. We're here to make them synonymous — and never compromise our integrity.</p>	<ul style="list-style-type: none"> <li>1. You operate in an ethical manner, considering organizational and departmental strategies in addition to personal ethics.</li> <li>2. You treat customers, peers, and leaders with respect, even when they are being difficult.</li> <li>3. You choose positive intent and seek to understand rather than act on personal feelings.</li> </ul>	<b>Core Competency:</b> Embodies integrity by consistently doing what's right, even when it's difficult, upholding positive intent, and fosters a culture of respect, ownership, and positive intent. <ul style="list-style-type: none"> <li>• Balances urgency with precision, ensuring quality and accountability in all work.</li> <li>• Proactively raises risks or requirements early to protect project outcomes.</li> <li>• Demonstrates integrity and transparency when challenges arise—focuses on facts and communicates clearly.</li> <li>• <b>Cross-Functional Clarity:</b> Communicates complex technical concepts clearly and concisely to diverse audiences.</li> <li>• <b>Peer Accountability:</b> Improves team loyalty by giving constructive feedback and modeling integrity in diversity.</li> </ul>	<b>Core Competency:</b> Acts with integrity, professionalism, and respect, demonstrating positive intent and team alignment to their success. <ul style="list-style-type: none"> <li>• Delivers accurate, reliable, and well-documented interpretations of requirements.</li> <li>• Communicates risks and blockers with clarity and timeliness.</li> <li>• Consistently completes work with minimal risk or supervision.</li> <li>• Models self and peers to high engineering standards and champion peer review.</li> <li>• Establishes strong collaboration and commitment to team success.</li> </ul>	<b>Core Competency:</b> Demonstrates a intent to act ethically but struggles with consistency, particularly under pressure or when messaging is interpreted as manipulative. <ul style="list-style-type: none"> <li>• Meets basic delivery expectations but occasionally sacrifices quality for speed.</li> <li>• Communicates risks and blockers with clarity and timeliness.</li> <li>• Consistently completes work with minimal risk or supervision.</li> <li>• Models self and peers to high engineering standards and champion peer review.</li> <li>• Establishes strong collaboration and commitment to team success.</li> </ul>	<b>Core Competency:</b> Fails to uphold ethical standards or respectful communication; actions damage trust, credibility or team morale. <ul style="list-style-type: none"> <li>• Prioritizes speed or convenience over reliability and correctness.</li> <li>• Ignores or dismisses risks when work is rushed.</li> <li>• Communicates deliberately or indirectly during incidents.</li> <li>• Ignores established QA, documentation, or deployment standards.</li> <li>• Damages trust through repeated preventable mistakes.</li> </ul>	
Win Right Examples			<ul style="list-style-type: none"> <li>1. You seek clarity and take initiative to identify opportunities to increase process owners or partner to support action.</li> <li>2. You document processes and procedures to support action.</li> <li>3. You conduct a formal risk analysis before making decision, showing commitment to delivering the right solution.</li> </ul>	<b>Core Competency:</b> Relentlessly accountable operator who drives execution, takes responsibility, and communicates proactively and with clarity and candor. <ul style="list-style-type: none"> <li>• Takes full accountability for outcomes, not just assigned tasks.</li> <li>• Demonstrates ownership through proactive problem-solving.</li> <li>• <b>Commitment to Quality:</b> Upholds exceptional standards of accuracy, quality, and craftsmanship.</li> <li>• <b>Transparent Ownership:</b> Takes full accountability for outcomes and communicates clearly and transparently.</li> <li>• <b>Professional Communication:</b> Maintains respect and courtesy when interacting with others.</li> <li>• <b>Peer Accountability:</b> Improves team loyalty by giving constructive feedback and modeling integrity in diversity.</li> </ul>	<b>Core Competency:</b> Takes consistent ownership of responsibilities, communicates clearly and concisely, and manages competing demands. <ul style="list-style-type: none"> <li>• Owns assigned projects and delivers them rapidly and on time.</li> <li>• Communicates progress and blockers clearly and professionally.</li> <li>• Demonstrates accountability in day-to-day work and respects commitments made to peers and stakeholders.</li> <li>• Follows up on issues and they are fully resolved.</li> <li>• Seeks feedback and applies it to improve future work.</li> </ul>	<b>Core Competency:</b> Has good intentions but struggles with reliable execution, communication, or alignment to team standards. <ul style="list-style-type: none"> <li>• Completes tasks but often relies on others to identify gaps or follow-up on results.</li> <li>• Communicates respectfully or inconsistently.</li> <li>• Neglects accountability in day-to-day work to complete deliveries.</li> <li>• Demonstrates ownership within a narrow scope but fails to consider the broader system or impact.</li> <li>• Struggles to see issues through to closure.</li> </ul>	<b>Core Competency:</b> Fails to follow through on responsibilities, creating risk for customers, team operations, and cross-functional relationships. <ul style="list-style-type: none"> <li>• Ignores responsibility for outcomes, focusing only on assigned tasks.</li> <li>• Does not follow through on issues or deliveries.</li> <li>• Ignores accountability in day-to-day work to complete deliveries.</li> <li>• Ignores external factors for revised expectations.</li> <li>• Erodes trust through lack of reliability or ownership.</li> </ul>
Own It	<p>Comment, take action and deliver. We empower individuals to step up and take initiative. Be an owner, not a follower. That's the only way we've been able to succeed as a company, and it's the only way we will continue to grow.</p>	<ul style="list-style-type: none"> <li>1. You seek clarity and take initiative to identify opportunities to increase process owners or partner to support action.</li> <li>2. You document processes and procedures to support action.</li> <li>3. You conduct a formal risk analysis before making decision, showing commitment to delivering the right solution.</li> </ul>	<b>Core Competency:</b> Relentlessly accountable operator who drives execution, takes responsibility, and communicates proactively and with clarity and candor. <ul style="list-style-type: none"> <li>• Takes full accountability for outcomes, not just assigned tasks.</li> <li>• Demonstrates ownership through proactive problem-solving.</li> <li>• <b>Commitment to Quality:</b> Upholds exceptional standards of accuracy, quality, and craftsmanship.</li> <li>• <b>Transparent Ownership:</b> Takes full accountability for outcomes and communicates clearly and transparently.</li> <li>• <b>Professional Communication:</b> Maintains respect and courtesy when interacting with others.</li> <li>• <b>Peer Accountability:</b> Improves team loyalty by giving constructive feedback and modeling integrity in diversity.</li> </ul>	<b>Core Competency:</b> Takes consistent ownership of responsibilities, communicates clearly and concisely, and manages competing demands. <ul style="list-style-type: none"> <li>• Owns assigned projects and delivers them rapidly and on time.</li> <li>• Communicates progress and blockers clearly and professionally.</li> <li>• Demonstrates accountability in day-to-day work and respects commitments made to peers and stakeholders.</li> <li>• Follows up on issues and they are fully resolved.</li> <li>• Seeks feedback and applies it to improve future work.</li> </ul>	<b>Core Competency:</b> Fails to follow through on responsibilities, creating risk for customers, team operations, and cross-functional relationships. <ul style="list-style-type: none"> <li>• Ignores responsibility for outcomes, focusing only on assigned tasks.</li> <li>• Does not follow through on issues or deliveries.</li> <li>• Ignores accountability in day-to-day work to complete deliveries.</li> <li>• Ignores external factors for revised expectations.</li> <li>• Erodes trust through lack of reliability or ownership.</li> </ul>		

	<b>Own It Examples</b>					
Join Forces	<p>As one global team. Creating the future is a team sport. We have the right people, the right skills, the right culture, and the right tools in the right place. — Experts in the right markets with multiple technology stacks and expertise in different domains. You need electronic weapons, we need teamwork. We're one global team committed to an audacious vision.</p> <ul style="list-style-type: none"> <li>1. You prioritize organizational needs over individual needs.</li> <li>2. You seek cross-department collaboration to align shared goals.</li> <li>3. You lead the path forward together, checking biases, and championing inclusivity.</li> </ul>	<p><b>Core Competency:</b> Collaborates across teams with consistency, humility, and integrity—driving collective success by leveraging relationships, context, and inclusivity.</p> <ul style="list-style-type: none"> <li>• Builds strong, trust-based relationships across teams and functions</li> <li>• Actively collaborates to solve complex problems that span teams or systems</li> <li>• Anticipates with clarity, empathy, and alignment to shared goals</li> <li>• Anticipates cross-team dependencies and aligns workstreams proactively</li> <li>• Creates unity and shared ownership during high-stress or ambiguous pressure scenarios, ensuring consistency and confidence in delivery</li> <li>• Elevates team performance by fostering transparency, respect, and knowledge sharing</li> </ul>	<p><b>Reliable Delivery:</b> Consistently delivers on time, validated against what needs quality and timely expectations</p> <p><b>Clear Communication:</b> Keeps stakeholders informed of progress and outcomes, maintaining transparency and consistency with internal teams and external partners</p> <p><b>Consistent Follow-Through:</b> Monitors outcomes post-implementation to ensure success and data integrity</p> <p><b>Effective Escalation:</b> Identifies and raises blockers early with context and proposed solutions for faster resolution</p>	<p><b>Needs Ownership:</b> Completes tasks but requires reminders or oversight to do them in order</p> <p><b>Reactive Status:</b> Provides status only when asked, creating gaps in communication and potentially impacting decision-making</p> <p><b>Incomplete Handoff:</b> Handoffs work without confirming deployment details or necessary context</p> <p><b>Verification Delays:</b> Requires more steps than necessary to validate outcomes</p> <p><b>Non-Owner Mindset:</b> Fails to name or share ownership for their end-to-end outcomes</p>	<p><b>Abandon Work:</b> Abandons deliverables midstream and leaves follow-up work to others</p> <p><b>Premature Closure:</b> Closes tickets without verifying success or communicating learnings to relevant stakeholders</p> <p><b>Remediation Avoidance:</b> Avoids responsibility for production issues and does not participate in remediation</p> <p><b>Knowledge Loss:</b> Fails to document or share pertinent information, causing duplication and delays</p> <p><b>Habits of Waste:</b> Regularly misses commitments and erodes confidence in reliability</p>	
Join Forces Examples						
Expect Candor	<p>Deliver with respect. Assume positive intent. Encourage candid feedback and the truth on the table — Experts in the right markets with multiple technology stacks and expertise in different domains. You need electronic weapons, we need teamwork. We're one global team committed to an audacious vision.</p> <ul style="list-style-type: none"> <li>1. You actively seek feedback from others in order to become a better leader.</li> <li>2. You demonstrate awareness of how your behavior impacts others.</li> <li>3. You provide candid, honest and constructive feedback to others.</li> </ul>	<p><b>Core Competency:</b> Creates and participates in a feedback culture by proactively seeking, offering, and receiving candid input with professionalism and maturity.</p> <ul style="list-style-type: none"> <li>• Communicates with clarity, honesty, and respect even in challenging situations</li> <li>• Proactively shares insights, risks, and feedback to improve outcomes for self and others</li> <li>• Provides and receives feedback with professionalism and growth mindset</li> <li>• Surface difficult truths early to drive alignment and prevent escalation</li> <li>• Anticipates organizational safety by modeling transparent, solution-oriented dialogue</li> <li>• Uses data and context to inform candid discussions and influence decisions</li> </ul>	<p><b>Coordinated Execution:</b> Collaborates effectively with partners and stakeholders to achieve alignment, accountability, delivery</p> <p><b>Clear Communication:</b> Provides timely, transparent updates that keep everyone aligned throughout execution</p> <p><b>Feedback Integration:</b> Adjusts approach based on peer or stakeholder feedback to improve outcomes</p> <p><b>Shared Ownership:</b> Documents work clearly and considers dependencies, creating fast-track internal surprises</p>	<p><b>Reactive Collaboration:</b> Collaborates only when prompted, rather than through engagement, leading to confusion, duplication, or conflict</p> <p><b>Technique Over Substance:</b> Focuses on technical details that are hard for non-technical stakeholders to act on</p> <p><b>Meetings as Showcases:</b> Hosts frequent meetings that rarely contributes starting information or next steps</p> <p><b>Partial Handoff:</b> Shares partial contact or incomplete handoffs that lead to confusion</p> <p><b>Dependency Blindness:</b> Heavily relies on help for surface dependencies, creating fast-track internal surprises</p>	<p><b>Isolated Work:</b> Works in isolation, failing to inform or align with dependent teams</p> <p><b>Dissimile Input:</b> Dismisses input from peers or partner teams, creating tension and reducing buy-in</p> <p><b>Information Withholding:</b> Withholds critical information or documentation that others need</p> <p><b>Coordination Refusal:</b> Refuses to attend coordination sessions or ignores agreed-upon processes</p> <p><b>Shared Priorities:</b> Prioritizes personal or siloed goals over shared team outcomes</p>	
Expect Candor Examples						
Boldly Go	<p>Embrace the unknown. Take giant risks that challenge the status quo and demonstrate that bold leaders — failures included — lead to the greatest success. We're one global team committed to an audacious vision.</p> <ul style="list-style-type: none"> <li>1. You demonstrate courage in exploring new technologies, fields, and sectors.</li> <li>2. You take calculated risks to improve system performance, reliability or scalability.</li> <li>3. You demonstrate thoughtful, balanced innovation with data-driven validation.</li> </ul>	<p><b>Core Competency:</b> Proactively challenges the status quo, embraces ambiguity and uncertainty, and leads with boldness to drive business and customer forward — learning, iterating along the way.</p> <ul style="list-style-type: none"> <li>• Demonstrates curiosity and courage in exploring new technologies, fields, and sectors</li> <li>•冒險精神: Takes calculated risks to improve system performance, reliability or scalability</li> <li>•思慮周全: Shows thoughtful, balanced innovation with data-driven validation</li> </ul>	<p><b>Transparent Communication:</b> Proactively shares risks, challenges, and insights with clarity and honesty to drive alignment and trust</p> <p><b>Professional Directives:</b> Raises misalignments early and facilitates clear direction to move forward</p> <p><b>Growth Mindset in Feedback:</b> Actively seeks input from peers and stakeholders to improve outcomes for self and others</p> <p><b>Data-Informed Honesty:</b> Uses evidence and context to challenge assumptions constructively and guide teams toward accurate conclusions</p>	<p><b>Totally Transparent:</b> Shares updates, concerns, and blockers proactively and with professionalism</p> <p><b>Feedback Loop:</b> Actively solicits and provides continuous communication based on shared goals</p> <p><b>Receptive to Feedback:</b> Welcomes and applies feedback to improve outcomes for self and others</p> <p><b>Fast Feedback:</b> Provides timely, specific feedback to adapt</p> <p><b>Adaptability in Communication Style:</b> Adapts tone, detail, and cadence to diverse audiences and feedback to improve clarity and effectiveness</p>	<p><b>Late Warnings:</b> Avoids raising uncomfortable risks until they become urgent</p> <p><b>Partial Feedback:</b> Gives vague or non-actionable feedback that doesn't help improve outcomes</p> <p><b>Defensive Reactor:</b> Reacts defensively to peers' input instead of adapting</p> <p><b>Inconsistent Updates:</b> Communicates inconsistently, leaving stakeholders confused and unable to act</p> <p><b>Data-Driven Challenges:</b> Fails to use data or context when challenging assumptions, weakening credibility</p>	<p><b>Informative Withholding:</b> Withholds critical information or misrepresents facts during reviews or incidents</p> <p><b>Public Criticism:</b> Uses blame or hostile language in feedback, damaging psychological safety</p> <p><b>Feedback Ignorance:</b> Ignores repeated feedback and fails to change behavior or priorities</p> <p><b>Public Criticism:</b> Publicly criticizes others rather than engaging in constructive, problem-solving conversations</p> <p><b>Emotional Escalation:</b> Escalates emotionally rather than focusing on resolution and improvement</p>
Boldly Go Examples						
Act Now and Drive Successful Outcomes	<ul style="list-style-type: none"> <li>1. You develop a proactive approach and think ahead to anticipate potential issues with projects and initiatives. You identify areas for improvement, and your work shows clear progress on high-priority items.</li> <li>2. You create clarity by building team alignment and setting clear expectations with key stakeholders and work together with your team to make it happen.</li> <li>3. You take personal responsibility for your work, and you hold yourself and others to high-quality results and taking responsibility for errors or mistakes.</li> </ul>	<p><b>Core Competency:</b> Consistently operates with urgency and strategic foresight—drives results early, prioritizes impact, and drives execution with clarity and focus.</p> <ul style="list-style-type: none"> <li>• Demonstrates strong bias to action while maintaining quality and accuracy</li> <li>• Anticipates urgency without sacrificing thoroughness or security</li> <li>• Anticipates urgency without sacrificing thoroughness or security</li> </ul>	<p><b>Core Competency:</b> Delivers results on time and with care, generally prioritizes needs, and takes responsibility for quality and alignment.</p> <ul style="list-style-type: none"> <li>• Adapts with appropriate urgency when customer or system issues arise</li> <li>• Balances responsiveness with thoughtful execution</li> <li>• Communicates clearly about timing, risks, and next steps</li> <li>• Sets realistic timelines and communicates them clearly</li> <li>• Supports timely delivery of team objectives</li> </ul>	<p><b>Core Competency:</b> Inconsistent follows-through and urgency; tends to operate reactively and struggles with prioritization or ownership in complex situations.</p> <ul style="list-style-type: none"> <li>• Struggles to prioritize or focus attention, causing periodic delays</li> <li>• Struggles to prioritize tasks when urgency increases</li> <li>• Relies on others to determine next steps instead of taking initiative</li> <li>• Responds reactively rather than proactively in time-sensitive situations</li> <li>• Struggles to escalate issues early enough</li> </ul>	<p><b>Core Competency:</b> Fails to drive customers with urgency, consistency, or ownership—prioritizes needs, and customer impact at risk.</p> <ul style="list-style-type: none"> <li>• Over-prioritizes or neglects new approaches</li> <li>• Poor Decision-Making: Poorly plans or processes changes that could reduce repetitive manual effort</li> <li>• Reactive Feedback: Ignores lessons from failed experiments and repeats the same mistakes</li> <li>• Knowledge Anxiety: Demands apathy toward learning or knowledge sharing</li> <li>• Emotional Escalation: Actively undermines innovation initiatives with negative guidance or dismissive feedback</li> </ul>	
Act Now and Drive Successful Outcomes						
Acts and Influences with a Professional and Positive Attitude	<ul style="list-style-type: none"> <li>1. You assume positive intent and believe that your colleagues are working to the best of their ability with the resources and information they have available.</li> <li>2. You expect candor, providing timely, constructive feedback to peers and leadership when and where appropriate.</li> <li>3. You communicate in a way that is respectful and kind—encouraging others to flourish with you.</li> </ul>	<p><b>Core Competency:</b> Consistently models a high standard of professionalism, taking ownership of mistakes and learning from them through their respectful communication and grounded mindset.</p> <ul style="list-style-type: none"> <li>• Models professionalism and positivity in all interactions, even under pressure</li> <li>• Creates a sense of calm, confidence, and clarity during complex or high-pressure situations</li> <li>• Acts as a stabilizing influence who helps others stay focused and centered during times of stress or uncertainty</li> <li>• Proactively uplifts team morale, celebrates wins, and reinforces Aon values through behaviors</li> <li>• Builds credibility by consistently aligning words, actions, and outcomes</li> </ul>	<p><b>Core Competency:</b> Communicates respectfully and constructively in professional settings, and provides feedback with reasonable candor and tact</p> <ul style="list-style-type: none"> <li>• Demonstrates consistent professionalism and respect in all interactions</li> <li>• Communicates clearly, positive, solution-focused attitude during setbacks</li> <li>• Responds calmly and thoughtfully to feedback and challenges</li> <li>• Contributes to a supportive, collaborative, and growth-minded environment</li> <li>• Communicates with clarity and empathy to strengthen relationships</li> </ul>	<p><b>Core Competency:</b> Inconsistent in maintaining professional tone or mindset—struggles to balance caring with fact or project optimism and respect in difficult moments.</p> <ul style="list-style-type: none"> <li>• Maintains professionalism most of the time but occasionally becomes reactive under stress</li> <li>• Demonstrates a generally positive attitude but struggles with tone or clarity in certain situations</li> <li>• Focuses more on technical accuracy than relationship health</li> <li>• Struggles to provide feedback deliberately or consistently</li> <li>• Contributes to team efforts but may inadvertently bring down morale during setbacks</li> </ul>	<p><b>Core Competency:</b> Undermines professionalism through negative tone, resistance to feedback, or poor communication habits that create friction or distrust.</p> <ul style="list-style-type: none"> <li>• Demonstrates unprofessional or negative behavior that impacts morale or collaboration</li> <li>• Avoids feedback or defers to feedback or customer challenges</li> <li>• Damages trust through disengaged communication or incoherence</li> <li>• Allows frustration or negativity to influence tone and teamwork</li> <li>• Undermines culture or credibility through attitude, language, or behavior</li> </ul>	

Acts and Influences with a Professional and Positive Attitude			
Achieves Committed Goals and Objectives	<p><b>Core Competency:</b> Delivers or exceeds committed goals consistently with high quality, accountability, and focus.</p> <ul style="list-style-type: none"> <li>1. You Show measurable progress regularly on committed work and demonstrate ownership of these goals, and offer alternative solutions when needed.</li> <li>2. You think big AND small; you understand how different parts of your work fit into the overall goal or strategic commitment.</li> <li>3. You reach out promptly to get help when using resources and feedback.</li> </ul>	<p><b>Core Competency:</b> Delivers or exceeds committed goals consistently with high quality, accountability, and focus.</p> <ul style="list-style-type: none"> <li>• Consistently delivers or exceeds goals with high quality, accountability, and focus</li> <li>• Completes tasks early and adjusts plans to stay on track</li> <li>• Demonstrates exceptional ownership of personal and team deliverables</li> <li>• Expresses others through disciplined execution and consistent follow-through</li> <li>• Drives measurable results that advance team and organizational objectives</li> </ul>	<p><b>Core Competency:</b> Delivers or exceeds committed goals consistently with high quality, accountability, and focus.</p> <ul style="list-style-type: none"> <li>• Professional Presence: Communicates calmly, clearly, and effectively with stakeholders</li> <li>• Solution-Focused: Prioritizes resolution and collaboration over blame or frustration</li> <li>• Empathetic Collaboration: Builds understanding and trust across teams by focusing on shared goals and respectful dialogue</li> <li>• Calm and Clarity Under Pressure: Maintains focus and clarity during high stakes or challenging situations</li> </ul>
Achieves Committed Goals and Objectives	<p><b>Core Competency:</b> Delivers or exceeds committed goals consistently with high quality, accountability, and focus.</p> <ul style="list-style-type: none"> <li>1. You carefully consider several options before proceeding with the right strategic path</li> <li>2. You are willing to pivot if additional information or a better long-term solution becomes available</li> <li>3. You are willing to disagree and commit</li> </ul>	<p><b>Core Competency:</b> Delivers or exceeds committed goals consistently with high quality, accountability, and focus.</p> <ul style="list-style-type: none"> <li>• Reliably and Consistent Delivery: Consistently delivers high-quality, reliable, and timely results</li> <li>• Proactive Planning: Anticipates timeline risks or capacity challenges early and proactively addresses them</li> <li>• High-Impact Contribution: Delivers outcomes or improvements that directly advance team efficiency, reliability, or ROI</li> <li>• Leads by Example: Sets a positive example and accountability by sharing best practices, tools, or workflows that support collective success</li> <li>• Drives measurable results that advance team and organizational quality during high-demand periods without compromising standards</li> </ul>	<p><b>Core Competency:</b> Delivers or exceeds committed goals consistently with high quality, accountability, and focus.</p> <ul style="list-style-type: none"> <li>• Meets established goals and objectives consistently</li> <li>• Manages priorities effectively to deliver reliable, on-time results</li> <li>• Communicates clearly and consistently with stakeholders and communicates progress regularly</li> <li>• Responds effectively by shifting priorities and adapts plans as needed</li> <li>• Ensures outcomes meet both technical and business requirements</li> </ul>
Utilizes Sound Decision Making to Get the Right Strategic Answer	<p><b>Core Competency:</b> Makes informed decisions based on available information, adapts when needed, and aligns with team direction even when they initially disagree</p> <ul style="list-style-type: none"> <li>1. You consider both the WHAT (results) and the HOW (values) in your performance. You understand how your personal values are an inherent and important part of the work that gets done.</li> <li>2. You consistently demonstrate competencies that align with your personal values.</li> <li>3. You are a lifelong learner; you actively seek opportunities to upskill your abilities and knowledge.</li> </ul>	<p><b>Core Competency:</b> Makes informed decisions based on available information, adapts when needed, and aligns with team direction even when they initially disagree</p> <ul style="list-style-type: none"> <li>• Consistently makes well-informed, data-driven decisions that balance risk and reward</li> <li>• Uses analytical training and critical evaluation to choose optimal paths under uncertainty</li> <li>• Incorporates perspectives and feedback before finalizing key technical or strategic decisions</li> <li>• Understands the potential effects of choices on system design, timelines, and customer experience</li> <li>• Provides clear rationale for decisions and communicates them effectively to shaping sound solutions</li> </ul>	<p><b>Core Competency:</b> Approaches decisions with limited flexibility or feasibility, may struggle to connect, pivot, or align with team direction when needed</p> <ul style="list-style-type: none"> <li>• Makes thoughtfully balanced decisions that align with project needs</li> <li>• Seeks input from others to confirm assumptions and validate direction</li> <li>• Utilizes available data and documentation to make logical, supportable choices</li> <li>• Hesitates to make decisions when urgency requires action</li> <li>• Demonstrates sound technical judgment and consistent alignment with best practices</li> </ul>
Utilizes Sound Decision Making to Get the Right Strategic Answer	<p><b>Core Competency:</b> Makes well-informed, well-rounded, long-term decisions that balance risk and effort</p> <ul style="list-style-type: none"> <li>1. You analyze data, metrics, and patterns to guide decisions that align with your personal values.</li> <li>2. You consistently demonstrate competencies that align with your personal values.</li> <li>3. You are a lifelong learner; you actively seek opportunities to upskill your abilities and knowledge.</li> </ul>	<p><b>Core Competency:</b> Makes well-informed, well-rounded, long-term decisions that balance risk and effort</p> <ul style="list-style-type: none"> <li>• Strategic Thinking: Consistently makes well-informed, long-term decisions that balance risk and effort</li> <li>• Analytical Judgment: Uses data, metrics, and patterns to guide decisions that align with your personal values</li> <li>• Collaborative Evaluation: Seeks diverse input from peers and partners to inform decisions and build buy-in</li> <li>• Evidence-Based Reasoning: Supports recommendations and solutions with data, research, and professional understanding</li> <li>• Trusted Advisor: Helps peers assess risks, make, and prioritize to improve team-wide decision quality</li> </ul>	<p><b>Core Competency:</b> Makes thoughtfully balanced decisions that align with project needs</p> <ul style="list-style-type: none"> <li>• Balanced Decision Making: Makes thoughtful, practical choices that align with project goals and constraints</li> <li>• Collaborative Approach: Engages relevant stakeholders to inform decisions and build buy-in</li> <li>• Root-Cause Orientation: Analyses problems deeply to ensure solutions address underlying causes and prevent recurrence</li> <li>• Timely Execution: Brings forward decisions or risks that need attention in a timely manner</li> <li>• Consistent Ratiocination: Applies Aon standards, documentation, and logic frameworks to ensure decisions are sound and defensible</li> </ul>
Consistently Meets Overall Job Expectations	<p><b>Core Competency:</b> Consistently exceeds expectations in quality, ownership, and impact across all areas of responsibility, including communication, collaboration, and communication</p> <ul style="list-style-type: none"> <li>1. You consistently demonstrate competencies that align with your personal values.</li> <li>2. You are a lifelong learner; you actively seek opportunities to upskill your abilities and knowledge.</li> </ul>	<p><b>Core Competency:</b> Consistently exceeds expectations in quality, ownership, and impact across all areas of responsibility, including communication, collaboration, and communication</p> <ul style="list-style-type: none"> <li>• Consistently exceeds expectations in quality, ownership, and impact across all areas of responsibility, including communication, collaboration, and communication</li> <li>• Demonstrates accountability and autonomy while mentoring and supporting peers</li> <li>• Adapts to new responsibilities, identifies improvements, and delivers measurable outcomes beyond scope</li> <li>• Serves as a model of Aon values and elevates team performance through leadership</li> <li>• Viewed as a trusted leader, problem-solver, and contributor to organizational success</li> </ul>	<p><b>Core Competency:</b> Reliably fulfills job responsibilities and consistently meets or exceeds expectations in quality, ownership, and impact across all areas of responsibility, including communication, collaboration, and communication</p> <ul style="list-style-type: none"> <li>• Reliable Delivery: Consistently completes assigned work on time, meets or exceeds expectations in quality, ownership, and impact across all areas of responsibility, including communication, collaboration, and communication</li> <li>• Trustful Collaboration: Frequently reaches out by peers and stakeholders for guidance, technical insight, or process expertise</li> <li>• Team Success: Focuses on team success and contributes to improvements that improve delivery speed and reliability across multiple projects</li> <li>• Mentorship and Guidance: Supports peer growth through coaching, guidance, and feedback</li> <li>• Consistent High Performance: Maintains exceptional accuracy, communication, and delivery consistency across all work</li> </ul>
Consistently Meets Overall Job Expectations	<p><b>Core Competency:</b> Consistently exceeds expectations in quality, ownership, and impact across all areas of responsibility, including communication, collaboration, and communication</p> <ul style="list-style-type: none"> <li>1. You consistently demonstrate competencies that align with your personal values.</li> <li>2. You are a lifelong learner; you actively seek opportunities to upskill your abilities and knowledge.</li> </ul>	<p><b>Core Competency:</b> Reliably fulfills job responsibilities and consistently meets or exceeds expectations in quality, ownership, and impact across all areas of responsibility, including communication, collaboration, and communication</p> <ul style="list-style-type: none"> <li>• Reliable Delivery: Consistently completes assigned work on time, meets or exceeds expectations in quality, ownership, and impact across all areas of responsibility, including communication, collaboration, and communication</li> <li>• Trustful Collaboration: Frequently reaches out by peers and stakeholders for guidance, technical insight, or process expertise</li> <li>• Team Success: Focuses on team success and contributes to improvements that improve delivery speed and reliability across multiple projects</li> <li>• Mentorship and Guidance: Supports peer growth through coaching, guidance, and feedback</li> <li>• Consistent High Performance: Maintains exceptional accuracy, communication, and delivery consistency across all work</li> </ul>	<p><b>Core Competency:</b> Reliably fulfills job responsibilities and consistently meets or exceeds expectations in quality, ownership, and impact across all areas of responsibility, including communication, collaboration, and communication</p> <ul style="list-style-type: none"> <li>• Reliability Deficit: Produces unreliable or low-quality work that forces others to intervene frequently</li> <li>• Communication Deficit: Demonstrates poor organization and inconsistent execution across core responsibilities</li> <li>• No Handoff: Fails to pass responsibilities to team improvements or mentorship</li> <li>• Accountability Failure: Lacks accountability, leading to persistent gaps in delivery, communication, and trust</li> </ul>

## 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.

