

Senior Staff talent standard

Audit

Building a *globally uniform level of quality and capability* in our core services so that our clients experience a *consistent, exceptional Deloitte* is critical to become the undisputed leader in professional services. The following standard defines the capabilities required at the Senior Staff level for our Audit business.

Leadership capabilities

We expect practitioners at all levels to embrace and live our purpose by challenging themselves to identify issues that are most important for our clients, our people, and for society and *make an impact that matters*. There are five Leadership capabilities that we require from all Senior Staff across the organization, regardless of service line. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
Living Our Purpose	Identifies and embraces our purpose and values and puts these into practice in their professional life	<ul style="list-style-type: none"> Lives our values and challenges others to do the same Demonstrates personal commitment to raising the bar and making an impact that matters Encourages others to find opportunities for impact; sets the pace for junior staff and peers
Talent Development	Develops self by actively seeking opportunities for growth, shares knowledge and experiences with others, and acts as a strong brand ambassador	<ul style="list-style-type: none"> Shares knowledge and experiences to support the development of peers and junior practitioners Actively seeks challenges and opportunities to build on existing strengths, develop new capabilities and learn from others Acts as a strong brand ambassador, participating in formal and informal activities focused on bringing top talent to Deloitte
Performance Drive	Seeks opportunities to challenge self; teams with others across businesses and borders to deliver and takes accountability for own and team results	<ul style="list-style-type: none"> Draws on own and others' strengths to meet personal and team objectives Collaborates within and across businesses and borders Monitors own results against objectives and seeks feedback to identify ways to improve personal and team performance
Influence	Builds relationships and communicates effectively in order to positively influence peers and other stakeholders	<ul style="list-style-type: none"> Relates effectively to people across all levels, including leaders, peers, and clients Asks insightful and provocative questions to understand the diverse views, interests and expectations of key stakeholders Adjusts communication style based on the audience in order to have maximum impact
Strategic Direction	Understands objectives for clients and Deloitte, aligns own work to objectives and sets personal priorities	<ul style="list-style-type: none"> Understands client and Deloitte objectives and takes personal accountability for aligning own work Communicates broader business objectives and desired outcomes to guide the work of others

Technical and Professional capabilities

Below are the Technical and Professional capabilities for Audit Senior Staff:

Capability	Definition	Behavioral anchors
Stakeholder Focus	Uses an understanding of audit and risk advisory issues and stakeholder needs to address complex problems	<ul style="list-style-type: none"> Builds trust and credibility with stakeholders by seeking to understand their service levels expectations and what matters to them individually Delivers high quality services by demonstrating a practical awareness of the impact of regulation and risk management on business processes and controls
Become experts in risk assessments and audit responses	Is proactive in developing a thorough understanding of the risk assessment process and its impact on the engagement and inputs into risk discussions in relation to the engagement and entity	<ul style="list-style-type: none"> Understands the risks that they have been assigned and refers to guidance in areas of their testing and reflect application into their documentation Takes responsibility for understanding key statistics and industry matters about entity before engagement begins, for example, by asking other team members and reading the prior year financial statements or audit documentation Discusses business cycles with entity staff from all relevant parts of the business and documents, including through the use of process flow diagrams, our understanding of the flow of transactions and relevant controls Inputs into risk discussions using knowledge of the entity and the associated risks and previous experience from the entity or other engagements Is aware of which risks have been identified as significant risks and which ones will be key audit matters in the audit report Prepares comprehensive documents from the 12100 sub-phase "Understanding the entity and its environment", and 12200 sub-phase "Understanding internal control"
Integrate engagement teams and manage referred work	Demonstrates an appreciation of how their work on the audit plan influences the contribution of specialists and experts	<ul style="list-style-type: none"> Adapts template referral instructions to clearly outline the scope of procedures to be performed, including the areas of audit focus. Understands the structure of the group audit and for whom the referral instructions are intended Understands the contribution of their engagement team to the overall group audit; understands how the work of the various engagement teams relates to the various types of reporting (component auditor reports to group auditor, group audit opinions, entity only opinions) Understands the extent to which work performed to support a group audit can be leveraged for an entity-only audit. Adopts an efficient approach for the entity-only audit testing, consulting with other members of the engagement team, whilst obtaining the required level of assurance Liaises effectively with onshore and offshore Centres of Excellence in the delivery of relevant tasks, understanding the scope of work delegated to them and the importance of providing accurate and complete information to them Assists in tracking deliverables from component auditors and seeks to understand the relevance and importance of these
Make appropriate use of tools, guidance and methodology	Exercises independent choice in relation to the use of tools, guidance and methodology in delivering the audit	<ul style="list-style-type: none"> Appropriately links risks, controls, procedures and findings from allocated sections across the EMS file on a timely basis When acting as field manager actively checks that all findings and issues are documented using the findings function in EMS and performs closedown procedures Applies good understanding of materiality in accordance with section 13100 Materiality in the AAM/PAAM and checks that this has been appropriately applied to allocated areas of testing Leverages up-to-date templates on Magnia and Technical Library for efficient working and thorough documentation, without over-using templates (e.g. knows when documentation in a Tickmark will suffice). Is able to use EMS Links effectively in documentation Is comfortable manipulating data received from the entity's management team and using analytical tools for substantive testing, for example, uses analytics toolbar sampling functionality, uploads data to Illumia and configures it appropriately

Manage project plans to optimize engagements	Proactively seeks to understand the bigger picture in terms of how their contribution fits within the overall project plan and looks to improve the efficiency of that plan	<ul style="list-style-type: none"> • Can articulate the audit quality milestones, the ways in which teams demonstrate completeness of milestones, and how the audit quality milestones contribute to audit quality • Proactively seeks to understand the wider audit timetable including reviewing and reporting deadlines, and makes sure their work is ready for review on a timely basis • Understands the rationale behind the timings of the audit plan and is prepared to offer challenge around whether work can be performed earlier in the audit cycle • Understands how their assigned work relies upon work performed at the earlier stages and contributes towards the work of later stages. Actively considers how their work can contribute to ease of audit execution at the later stages, for example, setting up pro-forma working papers and creating review notes to inform or remind other engagement team members • Evaluates the significance of delays or difficulties due to the entity's management team, and escalates where appropriate to more senior members of the engagement team for management and resolution • Evaluates the urgency and importance of assigned tasks on a daily and/or weekly basis. Consults with more senior members of the engagement team to guide prioritisation
Formulate reasonable judgements and conclusions in order to deliver informative and timely outputs	Applies analytical thinking and professional scepticism to surface more complex issues within the audit and appropriately document judgements	<ul style="list-style-type: none"> • Prepares documentation by anticipating questions that reviewers may ask. Distinguishes accounting judgements and conclusions from auditing judgements and conclusions • Arrives at an appropriate course of action based on relevant information. Applies professional scepticism to identify what information is missing or incomplete and takes steps to obtain it • Performs primary review in accordance with the AAM/PAAM 00300 of associate's work, assessing its accuracy and relevance • Has a working knowledge of Technical Library and other supporting resource centres and uses it as a first point of reference when tackling technical issues • Helps facilitate the appropriate application of professional judgement by consulting with more senior engagement team members on a timely basis in areas where there are questions and concerns • Understands that it is important to develop relationships beyond the finance function in order to better understand the entity's business and apply professional scepticism
Apply Ethical and Professional Standards	Acts with honesty and integrity, keeps up-to-date with ethical and professional standards, and is compliant with all Deloitte processes which safeguard client confidentiality and the firm's reputation	<ul style="list-style-type: none"> • Has a practical awareness of the risks around the engagement lifecycle and regulatory environment, and relevant practice protection policies • Commits to audit quality by seeking to improve prior year testing or documentation in areas of responsibility • Commits to professional competence by reading relevant publications and firm communications to keep up to date with professional standards • Completes compliance training and responds promptly to compliance requests by deadlines • Understands their business security responsibilities and actively manages both data stored on their laptops, including their EMS portfolio, and hard copy documents received from the entity • Understands that quality is at the heart of everything we do. Has demonstrable awareness of the firm's quality control procedures, including EQCR • Acts with honesty and integrity, including appropriate recording of chargeable hours. Seeks advice after seeing perceived unethical behaviour