

## Junior Staff talent standard

### Financial Advisory Financial Crisis – Restructuring Services

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 Junior Staff level for our Restructuring Services service line.

#### 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 Junior Staff across the organization, regardless of service line. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
<b>Living Our Purpose</b>	Builds own understanding of our purpose and values; explores opportunities for impact	<ul style="list-style-type: none"> <li>Behaves in accordance with Deloitte values</li> <li>Consistently challenges self to deliver outstanding quality and value</li> <li>Recognizes and explores opportunities for personal impact on clients and for colleagues and communities</li> </ul>
<b>Talent Development</b>	Demonstrates strong commitment to personal learning and development; acts as a brand ambassador to help attract top talent	<ul style="list-style-type: none"> <li>Solicits feedback to build understanding of own strengths and areas for development</li> <li>Actively participates in key learning and development opportunities for his/her level</li> <li>Acts as a brand ambassador with peers and colleagues to support attraction of top talent</li> </ul>
<b>Performance Drive</b>	Understands expectations and demonstrates personal accountability for keeping performance on track	<ul style="list-style-type: none"> <li>Ensures he/she is clear on expectations and asks clarifying questions when needed</li> <li>Is aware of own strengths and uses them effectively to deliver high quality results</li> <li>Assumes personal responsibility for achieving results and supports the team by taking on additional responsibilities when needed</li> </ul>
<b>Influence</b>	Actively focuses on developing effective communication and relationship-building skills	<ul style="list-style-type: none"> <li>Engages with others to build relationships and develop a network</li> <li>Demonstrates ability to understand the underlying interests and expectations of others</li> <li>Respects and responds with sensitivity to the concerns and viewpoints of others</li> </ul>
<b>Strategic Direction</b>	Understands how their daily work contributes to the priorities of the team and the business	<ul style="list-style-type: none"> <li>Understands objectives and desired outcomes for assigned areas of responsibility and sets personal goals accordingly</li> <li>Seeks to understand how specific areas of responsibility contribute to broader business objectives and outcomes</li> </ul>

#### Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Restructuring Services Junior Staff:

Capability	Description	Behavioral anchors
<b>Analytical Thinking &amp; Problem Solving</b>	Collects, assimilates, and analyzes relevant data and uses standard processes and tools to help surface insights and solutions	<ul style="list-style-type: none"> <li>Recognizes the appropriate analytical techniques for the data set and problem at-hand</li> <li>Contributes to the creation of analytical models and effectively uses visualization technologies (e.g. Tableau) to help team present sophisticated analyses and information in a logical manner</li> <li>Identifies key drivers of a defined, straightforward problem; defines the problem by what it is and what it is not</li> <li>Applies structured processes and standard methods/tools to develop solutions, consulting others as appropriate</li> </ul>

<b>Delivery Excellence</b>	Manages own work against project plan to ensure a superior client experience	<ul style="list-style-type: none"> <li>• Completes assigned work on time, and according to specifications and quality standards</li> <li>• Understands role in ensuring engagement profitability</li> <li>• Asks clarifying questions to engagement management to reduce ambiguity</li> <li>• Tracks progress against work plan and identifies potential issues while remaining focused on identified priorities</li> <li>• Builds a working list of people, references, and tools needed to get work done</li> </ul>
<b>Manages Quality &amp; Risk</b>	Complies with quality standards, risk rules, and confidentiality guidelines to deliver results	<ul style="list-style-type: none"> <li>• Applies Deloitte's risk policies and confidentiality procedures throughout the engagement</li> <li>• Appropriately applies prescribed quality checks to assigned work and documents work performed</li> <li>• Anticipates potential risks related to managed work/processes and escalates them in a timely fashion to engagement leadership or relevant stakeholders</li> </ul>
<b>Modelling</b>	Adopts a disciplined approach to building financial models	<ul style="list-style-type: none"> <li>• Designs robust and reliable financial models by leveraging Deloitte tools and standard industry programs</li> <li>• Understands the overall model development process and the typical structure of a suitable financial model; tailors model with the end-user in mind</li> <li>• Generates forecasts for revenues, operating and maintenance costs, and working capital</li> <li>• Applies IRR and NPV calculations and other key output measures to models with ease</li> <li>• Increases integrity of financial models through development cycle to support model validations</li> </ul>

### Specialized Technical capabilities

Below are the Specialized Technical capabilities for Restructuring Services Junior Staff:

Capability	Description	Behavioral anchors
<b>Financial Restructuring Advisory</b>	Supports detailed financial reviews and due diligence assignments based on agreed roadmap	<ul style="list-style-type: none"> <li>• Understands client's business and current situation to extract, cleanse, and prepare data for data analysis</li> <li>• Contributes to creation of financial models to surface insights</li> <li>• Narrates findings using analytical and visualization tools (e.g., Excel, Tableau)</li> </ul>
<b>Turnaround &amp; CRO Services</b>	Applies comprehensive industry research and analysis to support operational and financial restructuring	<ul style="list-style-type: none"> <li>• Identifies and gathers relevant information through proprietary and internal research channels to better understand client's business/situation</li> <li>• Proactively seeks for learning opportunities on leading financial and operational solutions that provide for a successful restructuring</li> <li>• Applies Deloitte's tools and systems to assess components of client's business, and helps pull together financial analyses to optimize operational efficiency</li> <li>• Assists in maintaining financial models that integrate operational sensitivities</li> </ul>
<b>Contingency Planning &amp; Insolvency Solutions</b>	Drafts statutory forms/documents, handles simple claims, and maintains trading accounts	<ul style="list-style-type: none"> <li>• Completes various forms of documentation that may need to be filed in a bankruptcy or insolvency engagement</li> <li>• Maintains all relevant background information such as client's assets, liabilities, and transactions</li> <li>• Drafts and files documents required for the bankruptcy/insolvency process as instructed by senior team</li> <li>• Has a basic knowledge of employee entitlements and can handle administration process for simple employee claims</li> </ul>
<b>Portfolio Lead Advisory Services</b>	Analyzes market trends, financial metrics, and regulatory/legal restrictions to assess impact to client's portfolio and help evaluate different investment strategies	<ul style="list-style-type: none"> <li>• Compiles data in existing and adjacent markets to understand client's current position and developing threats</li> <li>• Uses Deloitte proprietary tools to evaluate different combinations of assets and help build investment strategies for the clients</li> <li>• Prepares and presents mid-term and long term strategic plan recommendations to Senior Staff and management leveraging available market, organizational, and product insights</li> <li>• Supports portfolio monitoring and recovery enhancement measures</li> </ul>