

Junior Staff talent standard

Financial Advisory Financial Crisis – Forensic

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

Core Professional and Technical capabilities

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

Capability	Description	Behavioral anchors
Analytical Thinking & Problem Solving	Collects, assimilates, and analyzes relevant data and uses standard processes and tools to help surface insights and solutions	<ul style="list-style-type: none"> Recognizes the appropriate analytical techniques for the data set and problem at-hand 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 Identifies key drivers of a defined, straightforward problem; defines the problem by what it is and what it is not Applies structured processes and standard methods/tools to develop solutions, consulting others as appropriate

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

Specialized Technical capabilities

Below are the Specialized Technical capabilities for Forensic Junior Staff:

Capability	Description	Behavioral anchors
Analytics	Understands the mechanics of various analyses to support detection and prevention initiatives	<ul style="list-style-type: none"> • Applies data mining tools and technology (e.g. SQL) to extract useful information from large databases • Performs advanced and predictive analysis (e.g. regression analysis) to identify patterns and anomalies • Delivers data-based insights to senior team members to support fraud detection and prevention initiatives • Keeps up-to-date with application and uses of Artificial Intelligence to combat financial crime
Discovery	Leverages technology to perform data extraction, analysis and management in regulator-driven investigations, internal reviews or legal proceedings	<ul style="list-style-type: none"> • Applies knowledge of Electronic Discovery Reference Model (EDRM) framework and technologies leveraged across phases to support a discovery request • Analyzes data for inconsistencies and high risk areas to inform recommendations for workflow management • Assists team with coordination and centralization of documents to comply with regulatory requests, investigations, or business dispute resolutions
Disputes	Gathers and prepares data required for loss of profits and other damages assessments	<ul style="list-style-type: none"> • Runs bespoke financial analysis of a potential claim or defense • Gains a thorough understanding of the relevant information and appropriately organizes it into separate repositories/logs • Is able to navigate through data rooms made available by counsel to help team develop a robust knowledge of the content • Supports the development of clear and valid reports by accurately preparing exhibits and appendices • Identifies appropriate technical references by analyzing relevant public cases
Financial Crime	Performs an independent assessment of business environment and identify internal and external risks	<ul style="list-style-type: none"> • Investigates transactional data and relevant financial documents to flag indicators of potential corruption • Prepares analyses to enhance understanding of both financial and non-financial results to identify threats and opportunities • Evaluates existing compliance programs for regulatory gaps and suspicious activity

Investigations

Gathers and analyzes data in relation to patterns on misconduct or fraud, using Deloitte's data management capabilities

- Enables accurate forensic data analyses by applying appropriate data-transformation techniques (e.g., subsetting, summarizing, deduplicating, pivoting) to clean and organize data
 - Effectively identifies and presents patterns trends, correlations, and root-causes among forensic data by utilizing industry-leading analytics and visualization tools (e.g., Deloitte Analytics Platform, Tableau)
 - Compiles findings and conclusions into clear, accurate, and unbiased reports to help determine remedial actions
-