

Senior 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 Senior 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 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

Core Professional and Technical capabilities

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

Capability	Description	Behavioral anchors
Analytical Thinking & Problem Solving	Selects appropriate methods for collecting and analyzing data, and develops informed recommendations to alleviate business concerns	<ul style="list-style-type: none"> Builds sophisticated analytical models to handle large data sets with Excel, Tableau, or other relevant specialized tools/programs (e.g. IDeal) that can be interpreted convincingly Applies rigor to all analytical models and enhances a model's ability to serve as a decision-making tool Is aware of relevant technology applications for data modelling and analysis, and easily learns new applications Maintains a working knowledge of measurement tools, benchmarks, statistics, and metrics needed to quantify and analyze aspects of deal risk Uses simulation techniques for goal setting, forecasting, value stream modelling, among other purposes Is able to think independently to generate recommendations and propose solutions, leveraging junior staff where appropriate

Business & Financial Acumen	Applies finance knowledge to effectively diagnose a crisis situation and/or help stabilize a client's business	<ul style="list-style-type: none"> Understands basic financial concepts and cost/profit drivers for client's business Identifies potential impacts of financial and economic crisis on business and articulates the business case for proposed solutions Uses company financial information to better understand a client's business and support recommendations Assesses and tracks key performance indicators and performs trend analysis to build sound forecasting
Delivery Excellence	Produces a high quality work product and collaborates with others to deliver a superior client experience	<ul style="list-style-type: none"> Understands how assigned areas of responsibility contribute to engagement objectives and desired outcomes Manages to deadlines to help team stay on track during a transaction, adapting to changing priorities as they arise Develops informed recommendations by combining insights from personal experiences and Deloitte subject matter experts (SMEs) with relevant technologies, methods, and/or tools
Manages Quality & Risk	Manages own work in an ethical manner with a continuous attention to quality and risk rules, and confidentiality	<ul style="list-style-type: none"> Outlines a quality assurance plan, specifying the standards, tools, and techniques to define priorities needed to provide high-quality services Mitigates deviations from required quality standards by establishing internal review cycles and monitoring progress Anticipates potential risks related to managed work/processes and escalates them in a timely fashion to engagement leadership or relevant stakeholders
Modelling	Builds models that are sophisticated, robust, and easily interpreted to inform insights	<ul style="list-style-type: none"> Understands different ways of modeling capital expenditure to different asset classes and any goodwill that arises on acquisition Tests Excel formulas independently to identify mathematical and logic errors during model testing Leverages proprietary frameworks, standards, and guidelines to enhance accuracy, quality, and standardization of financial models Proposes alternative layouts for model inputs and scenarios Articulates examples of transaction synergies and how to incorporate them into a model Interprets model's outputs and monitors key transaction measures against KPIs

Specialized Technical capabilities

Below are the Specialized Technical capabilities for Forensic Senior Staff:

Capability	Description	Behavioral anchors
Analytics	Applies statistical, econometric, and financial expertise to translate structured and unstructured data into useful information	<ul style="list-style-type: none"> Analyzes complex data structures, relationships, and trends, even with unstructured or abstract data, using Deloitte's Data Visualization capabilities Conducts exploratory analysis (e.g. outlier detection) and social network analysis to investigate suspicious activities that carry a high financial crime risk Applies knowledge of Artificial Intelligence to uncover evidence of schemes or scenarios, and help client respond to potential issues quickly and efficiently
Discovery	Applies Deloitte's tools and methodologies to respond to a discovery request	<ul style="list-style-type: none"> Converts and organizes large amounts of electronic data into a manageable set for review by key stakeholders Employs analytical tools (e.g., Demo Relativity, Dynamic Review and Brainspace) to inform insight-driven decision-making Assists client with review, redaction, and production of sensitive information in matters of disputes and investigations Executes and maintains data security protocols, including use of government-level data encryption
Disputes	Investigates and compiles case information to critique the adversary's position and help build the client's position	<ul style="list-style-type: none"> Works closely with clients to understand the business and the facts of the case, as well as to gather relevant information Collaborates with counsel on the document production process Forms robust conclusions by performing thorough business and financial analyses, reviewing relevant case documents, and critically analyzing facts and supporting evidence Builds advanced damages assessment models Enables accurate expert witness reports by succinctly articulating findings Drafts reports based on solid frameworks to stand the stress and depth of court room testimony Performs quality checks and finalizes appendices and exhibits to the Report

Financial Crime	Anticipates emerging threats through the use of market-leading technology to uncover possibilities that others may fail to find	<ul style="list-style-type: none"> • Identifies relevant parties and systems from which the data should be collected to meet investigation demands • Partners with Deloitte Discovery professionals to collect, preserve, and host data subject to the investigation • Performs background checks on client's business partners for indication of risk, using Deloitte's specialized external research tool (e.g., Voyager, Marigold) • Prepares investigative reports for clients, including scope, procedures performed, findings and recommendations for remedial actions
Investigations	Identifies, measures, and mitigates the impact of frauds and other business threats, using Deloitte's advanced research and analytic capabilities	<ul style="list-style-type: none"> • Assesses client's exposure to corruption, financial crime, enterprise fraud, cybercrime, supply chain breakdowns, and other vulnerabilities, based on due diligence findings • Articulates findings to help client understand and address areas of vulnerability • Develops fraud awareness trainings and AML compliance programs to educate key stakeholders about risk prevention, detection, and deterrence