

Consultant talent standard

Global Risk Advisory

Financial Risk – Accounting and Financial Reporting Risk (A&FRR)

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 Consultant level for our A&FRR service.

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 Consultants across the organization, regardless of service. 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 A&FRR Consultants:

Capability	Description	Behavioral anchors
Knows the Business and the Industry	Ability to understand the client’s business, interpret sector trends, and learn leading practices	<ul style="list-style-type: none"> Stays current on business trends and industry practices Conducts research on economic, sector, and market conditions to better understand the client’s needs Applies business and industry experience to assigned areas of responsibilities
Executive Presence	Ability to articulate thoughts and ideas in a clear and composed manner to instill confidence in team and clients	<ul style="list-style-type: none"> Understands the linkage between personal and Deloitte brand and demonstrates the professionalism and interpersonal maturity to reinforce both reputations Respects and responds with sensitivity to the concerns and viewpoints of others Gains the confidence of the client by demonstrating an understanding of and active interest in their business

Global Mindset	Ability to effectively interact with colleagues and clients of varying backgrounds to effectively serve clients	<ul style="list-style-type: none"> • Keeps up-to-date on local and global economic trends relevant to client and Deloitte • Develops positive working relationships with cross-geography team members and practitioners to enhance service delivery • Thinks outside of own Member Firm to identify relevant points of view, qualifications, and approaches • Is responsive to requests from across the organization for Intellectual Property or insights
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Specialized Technical capabilities

Below is the Specialized Technical capability for A&FRR Consultants:

Capability	Description	Behavioral anchors
Supports Accounting and Financial Reporting Risk Solutions	Ability to identify and assess risks over accounting and financial reporting by applying appropriate standards, frameworks, and tools	<ul style="list-style-type: none"> • Helps identify changes needed in the client’s accounting and reporting infrastructures by researching shifting regulations and new accounting standards • Enables accurate assessments and targeted transformations of client’s accounting and reporting capabilities by researching industry leading frameworks, standards, and benchmarking data • Improves efficacy of accounting and financial reporting risk assessments by keeping in mind the client’s business and regulatory environment when collecting, organizing, and analyzing data • Supports evaluation of clients internal controls over accounting and reporting risk by applying appropriate standards (e.g. GAAP) • Clearly documents, validates and articulates risk and controls assessment findings that meet quality standards, and communicates them to project management in a timely manner
