

## Senior Consultant talent standard

### Global Risk Advisory Operational Risk - Conduct Risk

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 Consultant level for our Conduct Risk 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 Senior Consultants across the organization, regardless of service. Behavioral anchors for each capability are described below.

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

#### Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Conduct Risk Senior Consultants:

Capability	Description	Behavioral anchors
<b>Risk Assessment and Mitigation</b>	Ability to strategically drive the development and execution of risk assessments and mitigation plans to enhance the client's ability to identify, evaluate, prioritize, and mitigate risks	<ul style="list-style-type: none"> <li>Plans and executes risk assessments by leveraging Deloitte's risk frameworks, tools, and processes (e.g., Risk Intelligence Program Methodology, Risk Intelligence Map, Risk Intelligence Diagnostic)</li> <li>Identifies the appropriate Key Performance Indicators (KPIs) and Key Risk Indicators (KRIs) to accurately assess risk events</li> <li>Applies an in-depth knowledge of various qualitative and quantitative techniques (e.g., statistics, thresholds, Multi-criteria Decision Analysis, Failure Mode Effects Analysis, root cause analysis) to increase reliability and validity of assessments</li> <li>Critically analyzes risk assessment results to devise targeted mitigation plans and supporting frameworks and tools</li> <li>Designs and implements risk governance structures and processes to support risk oversight</li> </ul>

<b>Business Process Assessment and Design</b>	Ability to perform complex business process assessments and design solutions to improve client's operational efficiency and compliance	<ul style="list-style-type: none"> <li>• Defines process ownership, boundaries, and interfaces to clarify process scope and responsibilities</li> <li>• Applies a combination of information gathering techniques (e.g., interviews, analytical observations, artifacts analysis) to collect reliable and comprehensive data</li> <li>• Documents complex business processes by applying a variety of techniques, tools, and technologies to identify operational inefficiencies and non-compliant situations</li> <li>• Interacts with business and functional stakeholders to validate current state assessment</li> <li>• Conducts WHAT-IF analysis to identify optimal TO-BE scenarios</li> <li>• Applies a data-driven approach to develop and implement simplified and sustainable business processes that enhance operational efficiency and compliance</li> </ul>
<b>Data Management and Technology</b>	Ability to conduct complex business analyses, leveraging a variety of tools and technologies to support project goals and objectives	<ul style="list-style-type: none"> <li>• Applies an understanding of the engagement goals to identify and collect the appropriate data</li> <li>• Leads the Extract, Transform, Load (ETL) step, managing client's interactions during the process and overseeing junior staff, as appropriate</li> <li>• Masters the use of complex data analysis techniques</li> <li>• Applies an advanced knowledge of data analysis and visualization technologies</li> </ul>
<b>Global Mindset</b>	Ability to apply a global and diverse perspective to problem solving	<ul style="list-style-type: none"> <li>• Applies awareness of global trends to address client's needs and enhance recommendations</li> <li>• Builds and sustains relationships with cross-geography team members</li> <li>• Researches content and develops contacts across the Member Firm network to apply relevant global collateral to sales pursuits and engagements</li> </ul>
<b>Internal Controls and Design</b>	Ability to evaluate internal control design issues, develop mitigation plans, and assess and design internal controls procedures and policies	<ul style="list-style-type: none"> <li>• Leads interactions with client's business stakeholders to gather key information on controls components (e.g., control environment, risk assessment, control activities) to enable a comprehensive assessment</li> <li>• Employs an analytics and technology-driven approach to controls assessment to enable real-time analysis and data-driven decisions</li> <li>• Independently performs testing of internal controls for design and operating effectiveness</li> <li>• Drives analysis of control deficiencies to prioritize gaps and develop targeted mitigation plans</li> <li>• Assesses and develops policies and procedures to ensure compliance with relevant regulations (e.g., Sarbanes-Oxley Act, J-SOX, Safe Harbor Act) and alignment with business goals and objectives</li> </ul>
<b>Knows the Business and the Industry</b>	Ability to understand how business functions operate and how industry trends impact a client's business	<ul style="list-style-type: none"> <li>• Understands the client's business model and Deloitte's relevant capabilities and solutions that support business objectives</li> <li>• Identifies opportunities to improve the efficiency and effectiveness of key processes within a business function</li> <li>• Builds knowledge in an industry by contributing to relevant firm initiatives and eminence</li> </ul>

### Specialized Technical capabilities

Below is the Specialized Technical capability for Conduct Risk Senior Consultants:

Capability	Description	Behavioral anchors
<b>Leads Development and Implementation of Conduct Risk Solutions</b>	Ability to drive development and implementation of conduct risk solutions targeted at key client's risk and business needs	<ul style="list-style-type: none"> <li>• Enables effective conduct risk assessments by identifying and operationalizing metrics that align with the client's overall assessment strategy</li> <li>• Assists with assessments, performs stakeholder interviews and analyses these to identify gaps and make informed recommendations</li> <li>• Advises clients in the implementation and maintenance of proposed conduct risk solutions by designing/enhancing conduct risk operating models, operating procedures, controls, governance structures, and other capabilities</li> <li>• Understands the influence of the client's regulatory landscape on conduct risk to effectively tailor assessments and recommended solutions</li> </ul>