

Consultant talent standard

Global Risk Advisory

Operational Risk – Extended Enterprise Risk Management (EERM)

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 EERM 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 EERM Consultants:

Capability	Description	Behavioral anchors
Risk Assessment and Mitigation	Ability to effectively perform the technical components of risk assessments to provide an accurate view of the client's current risk state	<ul style="list-style-type: none"> Applies Deloitte's risk frameworks, tools, and processes (e.g., Risk Intelligence Program Methodology, Risk Intelligence Map, Risk Intelligence Diagnostic) to effectively map and organize client's data Leverages an understanding of Key Performance Indicators (KPIs), Key Risk Indicators (KRIs), and risk assessment techniques to analyze client's data and assess risks

Business Process Assessment and Design	Ability to perform end-to-end business process analyses and design	<ul style="list-style-type: none"> Analyzes client’s artifacts and data to accurately design current state business processes Applies quantitative and qualitative techniques (e.g., cycle-time analysis, Statistical Process Controls, Fishbone, benchmarking) and a solid knowledge of industry regulations (e.g., SOX, Basel) to identify process inefficiencies, risks, and control gaps Designs TO-BE business processes that include new and optimized metrics and controls Improves efficiency and efficacy of process analysis and design by leveraging technologies (e.g., Open Text, Visio, iGrafix)
Internal Controls and Design	Ability to assess and design internal controls by applying an understanding of internal control design frameworks and regulatory requirements	<ul style="list-style-type: none"> Assesses and designs internal controls, leveraging appropriate frameworks (e.g. COSO) and enabling technologies / tools Enables effective control sets analysis by researching leading practices and benchmarking data Supports analysis and development of policies and procedures by researching relevant regulations (e.g., Sarbanes-Oxley Act, J-SOX, Safe Harbor Act)
Data Analytics and Technology	Ability to gather, synthesize, and analyze data using appropriate tools and technologies	<ul style="list-style-type: none"> Keeps in mind engagement goals when selecting datasets Understands the front-to-end data analysis process Executes the Extract, Transform, Load (ETL) steps, including: assessing client’s datasets, identifying missing data, correcting errors, and loading into the appropriate platform(s) Performs data analysis leveraging appropriate techniques (e.g., SQL, SAS, R) Operates comfortably with several data analysis and visualization technologies
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
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

Specialized Technical capabilities

Below are the Specialized Technical capabilities for EERM Consultants:

Capability	Description	Behavioral anchors
Builds a Foundational Domain Knowledge	Ability to form a core Extended Enterprise Risk Management (EERM) skillset through proactively conducting research, and participating in internal and external initiatives	<ul style="list-style-type: none"> Develops a basic functional knowledge of the EERM offerings, including Software License Compliance (SLC), Business Partner Alliance (BPA), Software Asset Management (SAM), Automotive Dealership, and Third-Party Assurance (TPA) Develops a solid knowledge of general and domain-specific frameworks and methodologies (e.g., Contract Risk Compliance Methodology, SAM Methodology) Gains a basic fluency with EERM technology products and tools; keeps up to date with emerging innovations and trends
Supports Implementation of EERM Solutions	Ability to enhance quality of EERM solutions by effectively applying relevant frameworks, conducting research, and performing analyses	<ul style="list-style-type: none"> Ensures efficient and actionable analyses by keeping in mind the engagement objectives and leading practices when collecting, organizing, and analyzing data Enables in-depth analyses of the client’s relationship(s) in scope by adopting appropriate frameworks, researching governing regulations, and applying industry leading practices Identifies metrics and KRIs to increase validity and effectiveness due diligence processes Develops reports to accurately present risks, related controls, and the effectiveness of those controls