

## Consultant talent standard

### Global Risk Advisory

### Operational Risk – Operational Risk & Transformation (OR&T)

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

#### Core Professional and Technical capabilities

Below are the Core and Professional Technical capabilities for OR&T Consultants:

Capability	Description	Behavioral anchors
<b>Risk Assessment and Mitigation</b>	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"> <li>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</li> <li>Leverages an understanding of Key Performance Indicators (KPIs), Key Risk Indicators (KRIs), and risk assessment techniques to analyze client's data and assess risks</li> </ul>

<b>Business Process Assessment and Design</b>	Ability to perform end-to-end business process analyses and design	<ul style="list-style-type: none"> <li>Analyzes client’s artifacts and data to accurately design current state business processes</li> <li>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</li> <li>Designs TO-BE business processes that include new and optimized metrics and controls</li> <li>Improves efficiency and efficacy of process analysis and design by leveraging technologies (e.g., Open Text, Visio, iGrafix)</li> </ul>
<b>Internal Controls and Design</b>	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"> <li>Assesses and designs internal controls, leveraging appropriate frameworks (e.g. COSO) and enabling technologies / tools</li> <li>Enables effective control sets analysis by researching leading practices and benchmarking data</li> <li>Supports analysis and development of policies and procedures by researching relevant regulations (e.g., Sarbanes-Oxley Act, J-SOX, Safe Harbor Act)</li> </ul>
<b>Data Analytics and Technology</b>	Ability to gather, synthesize, and analyze data using appropriate tools and technologies	<ul style="list-style-type: none"> <li>Keeps in mind engagement goals when selecting datasets</li> <li>Understands the front-to-end data analysis process</li> <li>Executes the Extract, Transform, Load (ETL) steps, including: assessing client’s datasets, identifying missing data, correcting errors, and loading into the appropriate platform(s)</li> <li>Performs data analysis leveraging appropriate techniques (e.g., SQL, SAS, R)</li> <li>Operates comfortably with several data analysis and visualization technologies</li> </ul>
<b>Knows the Business and the Industry</b>	Ability to understand the client’s business, interpret sector trends, and learn leading practices	<ul style="list-style-type: none"> <li>Stays current on business trends and industry practices</li> <li>Conducts research on economic, sector, and market conditions to better understand the client’s needs</li> <li>Applies business and industry experience to assigned areas of responsibilities</li> </ul>
<b>Global Mindset</b>	Ability to effectively interact with colleagues and clients of varying backgrounds to effectively serve clients	<ul style="list-style-type: none"> <li>Keeps up-to-date on local and global economic trends relevant to client and Deloitte</li> <li>Develops positive working relationships with cross-geography team members and practitioners to enhance service delivery</li> <li>Thinks outside of own Member Firm to identify relevant points of view, qualifications, and approaches</li> <li>Is responsive to requests from across the organization for Intellectual Property or insights</li> </ul>

### Specialized Technical capabilities

Below are the Specialized Technical capabilities for OR&T Consultants:

Capability	Description	Behavioral anchors
<b>Conducts Operational Risk Management (ORM) Maturity Analyses</b>	Ability to enhance effectiveness of the client’s ORM system analysis	<ul style="list-style-type: none"> <li>Strengthens effectiveness of ORM strategies by supporting the development of ORM maturity frameworks to identify gaps with industry leading practices and relevant regulatory expectations</li> <li>Collects and organizes client’s data to support ORM maturity analysis</li> <li>Conducts research on benchmarking data and leading practices to develop initial understanding of client risk environment and drafts initial maturity assessment deliverables</li> </ul>
<b>Executes ORM Transformations</b>	Ability to leverage industry-leading tools and frameworks to increase effectiveness of ORM solutions	<ul style="list-style-type: none"> <li>Applies relevant Deloitte frameworks (e.g. Deloitte Risk Maps) to enhance effectiveness of ORM governance solutions</li> <li>Increases client’s ability to detect, manage, and respond to operational risk by supporting development of risk assessment tools</li> <li>Enhances usability of assessment results by researching approaches, frameworks and tools to develop holistic and integrated reports</li> </ul>