

## Senior 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 Senior 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 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 OR&T 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>Internal Controls Assessment 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>Data Analytics 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>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>
<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>

### Service Line Technical capabilities

Below are the Service Line Technical capabilities for OR&T Senior Consultants:

Capability	Description	Behavioral anchors
<b>Evaluates Operational Risk Management (ORM) Effectiveness</b>	Ability to use data-driven insights to form recommendations that enhance accuracy and effectiveness of ORM strategies	<ul style="list-style-type: none"> <li>• Applies Deloitte tools and methodologies (e.g. Risk Intelligence Map) to identify, assess, and prioritize client's operational risks</li> <li>• Assesses the client's Organizational Risk Management (ORM) infrastructure to identify gaps with relevant benchmarking data, industry leading practices, and regulatory expectations</li> <li>• Leverages gap-assessment results to identify and prioritize recommendations to enhance effectiveness of ORM infrastructures (e.g., governance, risk measurement, risk reporting)</li> </ul>

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**Leads ORM Transformations**

Ability to implement ORM programs to increase the client's ability to measure, monitor, and mitigate operational risk

- Increases effectiveness of ORM governance systems by designing key components of the ORM governance (e.g., operating model, roles and responsibilities, processes) to effectively close gaps with industry leading practices
  - Develops comprehensive operational risk measurement systems that include quantitative and qualitative measures of both risks and controls and are effectively integrated with business processes; leverages technology solutions, as appropriate
  - Enables client to effectively identify, prioritize, and mitigate risks by developing comprehensive reports that present operational risks and controls data in an clear and aggregate view
  - Guides client in the definition of effective mitigation plans that improve the client's ability to mitigate risk and address incidents; designs enabling policies, procedures, and supporting tools, as needed
  - Works with client's business and functional stakeholders to help identify or assess the current KRI methodology and approach
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