

## Junior Staff talent standard

### Global Tax and Legal Transfer Pricing

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 Junior Staff level for our Transfer Pricing service line.

#### 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 Junior Staff across the organization, regardless of service line. 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 Professional and Technical capabilities for Transfer Pricing Junior Staff:

Capability	Description	Behavioral anchors
<b>Tax Laws and Rules</b>	Develops knowledge of current tax legislation across the Global Tax and Legal function	<ul style="list-style-type: none"> <li>Develops knowledge of relevant tax rules and regulations and their associated processes to formulate solutions for client problems</li> <li>Conducts research and uses appropriate facts, analysis, and conclusions to draft technical advice, reports, memoranda and other deliverables relevant to tax laws and rules</li> <li>Remains current on recent developments and changes relating to area of tax specialization</li> </ul>

<b>Delivery Excellence</b>	Recognizes the key capabilities required to deliver a high quality service experience to the client	<ul style="list-style-type: none"> <li>• Delivers client service according to relevant Deloitte standards, policies, and ethical principles</li> <li>• Understands the general components of and tracks progress against a work plan, assuming responsibility for assigned work and reviews for accuracy and quality</li> <li>• Develops an understanding of quality processes and risk procedures as they relate to clients, including scope</li> <li>• Understands our Tax and Legal services and products</li> <li>• Supports business development efforts through data gathering, research, or proposal development</li> </ul>
<b>Analytical Thinking and Problem Solving</b>	Collects, assimilates, and analyzes data and uses standard processes and tools to help surface and support solutions for solving problems in the Tax and Legal business	<ul style="list-style-type: none"> <li>• Leads data gathering and assimilation to formulate a hypothesis and conducts an objective root cause analysis using a structured problem solving approach</li> <li>• Develops analytical models that can be interpreted convincingly and reinforce recommendations</li> <li>• Develops and validates solutions by combining insights from personal experiences and Deloitte Subject Matter Experts (SMEs) with standard methods and tools</li> <li>• Proactively shares knowledge, ideas, and information with others</li> <li>• Contributes ideas to develop solutions, consulting with others as appropriate</li> </ul>
<b>Technology Tools and Solutions</b>	Applies technology knowledge to address client business challenges	<ul style="list-style-type: none"> <li>• Is familiar with Tax and Legal's technology offerings, frameworks and methods routinely integrated within Service Line domain</li> <li>• Identifies technology components of business objectives and operations</li> <li>• Collaborates effectively with SMEs and technologists on business-technology requirements</li> <li>• Applies knowledge of technologies to strengthen client recommendations</li> <li>• Stays current on technology trends and understands how Deloitte's services and capabilities can address common client challenges</li> <li>• Comprehends how technology supports business objectives and enables core business processes</li> </ul>

### Service Line Technical capabilities

Below are the Service Line Technical capabilities for Transfer Pricing Junior Staff:

Capability	Description	Behavioral anchors
<b>Technical Knowledge of Transfer Pricing &amp; Related Rules</b>	Prepares basic transfer pricing documentation based on relevant economic and accounting principles and their interplay with Transfer Pricing (TP) rules	<ul style="list-style-type: none"> <li>• Identifies issues to project team who make referrals to tax teams based on local or domestic income tax principles, tax return due dates, and the application of the arm's length standard as relevant in the OECD TP guidelines and foreign TP rules</li> <li>• Demonstrates awareness of basic understanding of local or domestic TP and penalty rules as well as other local or domestic transfer pricing principles</li> <li>• Begins to demonstrate awareness of the differences between OECD and foreign transfer pricing rules with local TP, and knows where to access this information</li> </ul>
<b>Functional &amp; Risk Analysis</b>	Prepares client research, meeting agendas and key discussion topics for client interviews	<ul style="list-style-type: none"> <li>• Prepares client questionnaires and data requests based on project scope and participates in interviews by taking comprehensive notes</li> <li>• Gathers, tracks and summarizes client information completely and concisely by saving client information on the engagement team's collaboration site</li> <li>• Determines the party transactions that carry more potential risks for clients</li> <li>• Articulates the functional risk profile of entities involved in intercompany transactions</li> <li>• Describes how client's functions and risks impact the economic analysis</li> <li>• Prepares industry write-ups based on understanding of industry trends and their effects on the client and comparable company transactions</li> </ul>
<b>Economic Analysis</b>	Performs and drafts economic analyses that includes the necessary financial information by applying basic accounting principles, financial/transactional data concepts, and standard data sources	<ul style="list-style-type: none"> <li>• Recommends transfer pricing methods to analyze transactions to the project team</li> <li>• Develops appropriate benchmarking strategies and conducts benchmarking searches based on client's fact patterns</li> <li>• Applies standard adjustments independently and non-standard adjustments as directed</li> </ul>