

## Junior Staff talent standard

### Global Tax and Legal Business Process Solutions

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 Business Process Solutions (BPS) 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 BPS Junior Staff:

Capability	Description	Behavioral anchors
<b>Laws and Rules</b>	Develops knowledge of current legislation across the Global Tax and Legal function	<ul style="list-style-type: none"> <li>Develops knowledge of relevant 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 laws and rules</li> <li>Remains current on recent developments and changes related to area of 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 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 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 BPS Junior Staff:

<b>Capability</b>	<b>Description</b>	<b>Behavioral anchors</b>
<b>Finance &amp; Accounting</b>	Operates finance and accounting solutions that strengthen compliance and improve efficiency	<ul style="list-style-type: none"> <li>• Supports development of financial and accounting solutions by operating key financial and accounting topics (e.g., bookkeeping, reconciliation, budgeting, reporting, consolidation, controlling and analysis)</li> <li>• Builds a foundational knowledge of local and international accounting rules and principles (e.g., local GAAP, IFRS, SOX within all business cycles)</li> <li>• Prepares client’s fiscal, statutory and duty-related reports</li> <li>• Performs work in an efficient and effective manner by consistently applying BPS methodologies, processes and tools</li> <li>• Applies basic fluency in accounting and tax related technology platforms</li> <li>• Knows and uses technology put at disposal by the Firm</li> <li>• Responds promptly to compliance requests by deadlines</li> <li>• Applies the accounting standards, relevant laws and regulations (including specific local laws and regulations)</li> </ul>
<b>Payroll</b>	Supports payroll solutions through applying leading practices, researching regulations, and performing technical analyses	<ul style="list-style-type: none"> <li>• Supports implementation of client's payroll systems by understanding and applying relevant frameworks, tools, and leading practices.</li> <li>• Builds a solid knowledge of payroll-related rules and regulations by independently conducting research on key areas, including tax legislation, salaried employees legislation, benefits, and social security</li> <li>• Applies basic fluency in payroll-related technology platforms to execute on relevant payroll solutions</li> </ul>

---

**Technology**

Builds and applies Technology knowledge (e.g., ERP, Analytics, Robotics) to address client business challenges

- Performs work in an efficient and effective manner by consistently applying relevant methods and tools (e.g., EVD for ERP solutions, DT/1, Prince2)
  - Independently leads requirements gathering and performs gap analysis to uncover functionality that may require further configuration or an additional solution
  - Contributes ideas to identify and develop solutions with other team members
  - Builds the deliverables of the project in collaboration with other team members (requirements lists, meeting minutes, Business Blueprint)
  - Customizes and programs the developments required in order to meet the specific client challenges
  - Conducts the test sessions, training courses and monitoring
-