

Senior 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 Senior 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 Senior Staff across the organization, regardless of service line. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
Living Our Purpose	Identifies and embraces our purpose and values and puts these into practice in their professional life	<ul style="list-style-type: none"> Lives our values and challenges others to do the same Demonstrates personal commitment to raising the bar and making an impact that matters Encourages others to find opportunities for impact; sets the pace for junior staff and peers
Talent Development	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"> Shares knowledge and experiences to support the development of peers and junior practitioners Actively seeks challenges and opportunities to build on existing strengths, develop new capabilities and learn from others Acts as a strong brand ambassador, participating in formal and informal activities focused on bringing top talent to Deloitte
Performance Drive	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"> Draws on own and others' strengths to meet personal and team objectives Collaborates within and across businesses and borders Monitors own results against objectives and seeks feedback to identify ways to improve personal and team performance
Influence	Builds relationships and communicates effectively in order to positively influence peers and other stakeholders	<ul style="list-style-type: none"> Relates effectively to people across all levels, including leaders, peers, and clients Asks insightful and provocative questions to understand the diverse views, interests and expectations of key stakeholders Adjusts communication style based on the audience in order to have maximum impact
Strategic Direction	Understands objectives for clients and Deloitte, aligns own work to objectives and sets personal priorities	<ul style="list-style-type: none"> Understands client and Deloitte objectives and takes personal accountability for aligning own work Communicates broader business objectives and desired outcomes to guide the work of others

Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for BPS Senior Staff:

Capability	Description	Behavioral anchors
Laws and Rules	Provides initial recommendations based on current legislation across the Global Tax and Legal function to engagement leadership	<ul style="list-style-type: none"> Applies knowledge and skills of relevant practices and processes (or relevant rules and regulations) in area of specialization to client problems Presents findings and recommends and implements advice independently relevant to laws and rules, and consults others as needed Reviews written technical advice, reports, memoranda and/or other deliverables relevant to laws and rules for adequacy of research conducted and appropriateness and accuracy of conclusions Assesses the business impact of recent developments and changes relating to specialization areas for clients

Delivery Excellence	Demonstrates advanced knowledge of the key capabilities required to deliver a high quality service experience to the client	<ul style="list-style-type: none"> • Proactively manages client issues and expectations • Gains the confidence of the client by demonstrating in client interactions an understanding of their business • Monitors execution of own work to ensure adherence with quality standards, serving as an example to Junior Staff (where applicable) • Identifies potential areas of risk and discusses those issues with project management • Recognizes when a client need can be addressed by one of our Tax and Legal services or products after considering applicable Deloitte policies and professional rules (e.g. independence requirements) • Plans and organizes business development efforts under the direction of others
Analytical Thinking and Problem Solving	Selects appropriate methods for collecting and analyzing data, and develops informed recommendations	<ul style="list-style-type: none"> • Conducts hypothesis testing to clarify the problem and its root causes • Interprets and synthesizes data, exercises professional skepticism to challenge data, and identifies meaningful insights to develop recommendations that most effectively support a client's business objectives • Teaches others how to use available knowledge networks and develops network of internal and external contacts within the organization to facilitate sharing/retrieving of information • Understands that competitive advantage is continuous innovation and uses experience and proven methodologies to assist in the development of solutions
Technology Tools and Solutions	Articulates how technology enables the business and communicates this effectively to clients while ensuring appropriate technologies and methodologies are used on projects	<ul style="list-style-type: none"> • Ensures team has sufficient knowledge of technology/ methodologies to complete client projects effectively by sharing best practices and tools with junior practitioners • Articulates how technology enables business processes and is able to communicate its value clearly to clients • Can speak comfortably about technology tools with clients • Articulates how technology enables business processes and is able to communicate its value clearly to clients • Translates client needs into detailed technology requirements

Service Line Technical capabilities

Below are the Service Line Technical capabilities for BPS Senior Staff:

Capability	Description	Behavioral anchors
Finance & Accounting	Develops and enhances impact of finance and accounting solutions by applying best practice, conducting research, executing analyses using simple RPA tools and developing reports	<ul style="list-style-type: none"> • Leads the development of finance and accounting solutions by advising on, designing, or optimizing client's financial and accounting processes, procedures, models, and reports • Develops an in-depth knowledge of local and international accounting rules and principles (e.g., local GAAP, IFRS, SOX for all business cycles) • Ensures client's fiscal reporting and guarantees delivery within the statutory deadlines. Knows, in detail, the principal legislation in relation to taxes and rates. Fulfills all fiscal obligations • Has a practical awareness of the BPS methodologies, processes and tools • Encourages the utilization in the team of the technology platforms • Has a practical awareness of the technology put at disposal by the Firm and encourages its utilization in the team • Responds promptly to compliance requests by deadlines • Has a practical awareness of the accounting standards, relevant laws and regulations (including specific local laws and regulations)
Payroll	Drives seamless execution and implementation of payroll solutions targeted at key client's needs and enhanced by leading practices	<ul style="list-style-type: none"> • Enhances efficiency and quality of client's payroll systems by keeping in mind the overall payroll strategy to effectively identify and close compliance, operational and technology gaps • Effectively reviews, interprets, and advises clients on special payroll-related rules • Demonstrates fluency in payroll technology platforms and develops expertise within a specific technology • Demonstrates an understanding of and knowledge about the integration between HR processes/platform with payroll processes

Technology

Drives implementation of technology solutions that align with business objectives

- Translates functional requirements into technical requirements to ensure effective alignment with client's key priorities
 - Drives choice and customization of tools and methods based on client's key requirements
 - Specializes in and builds an internal brand within an ERP solution
 - Articulates and frames technical-business problems and solutions, both for technical and non-technical audiences
 - Delivers valuable insights, from business case to blueprinting to go-live, based on previous ERP implementation experience
 - Drives, validates and finalizes the deliverables created by junior staff
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