

## Senior Staff talent standard

### Global Tax and Legal Global Employer Services

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 Global Employer Services 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
<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 Global Employer Services Senior Staff:

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

<b>Delivery Excellence</b>	Demonstrates advanced knowledge of the key capabilities required to deliver a high quality service experience to the client	<ul style="list-style-type: none"> <li>• Proactively manages client issues and expectations</li> <li>• Gains the confidence of the client by demonstrating in client interactions an understanding of their business</li> <li>• Monitors execution of own work to ensure adherence with quality standards, serving as an example to Junior Staff (where applicable)</li> <li>• Identifies potential areas of risk and discusses those issues with management</li> <li>• 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)</li> <li>• Plans and organizes business development efforts under the direction of others</li> </ul>
<b>Analytical Thinking and Problem Solving</b>	Selects appropriate methods for collecting and analyzing data, and develops informed recommendations that shape or support the client's business strategy	<ul style="list-style-type: none"> <li>• Conducts hypothesis testing to clarify the problem and its root causes</li> <li>• 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</li> <li>• Maintains knowledge in the use of data, service line innovation, benchmarks, and business metrics to make critical decisions</li> <li>• Provides a vision for deliverables, develops and validates team's analysis and recommendations in context of broader project</li> <li>• 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</li> <li>• Understands that competitive advantage is continuous innovation and uses experience and proven methodologies to assist in the development of solutions</li> </ul>
<b>Technology Tools and Solutions</b>	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"> <li>• Ensures team has sufficient knowledge of technology/methodologies to complete client projects effectively by sharing best practices and tools with junior practitioners</li> <li>• Articulates how technology enables business processes and is able to communicate its value clearly to clients</li> <li>• Can speak comfortably about technology tools with clients</li> <li>• Articulates how technology enables business processes and is able to communicate its value clearly to clients</li> <li>• Translates client needs into detailed requirements</li> </ul>

### Service Line Technical capabilities

Below are the Service Line Technical capabilities for Global Employer Services Senior Staff:

Capability	Description	Behavioral anchors
<b>Global Mobility</b>	Builds relationships with client stakeholders to gather and analyze existing global mobility structures against project goals	<ul style="list-style-type: none"> <li>• Applies understanding of client needs to make global mobility recommendations</li> <li>• Knows and understands vendor roles along with key players in the vendor landscape</li> <li>• Determines criteria for assigning people to understand assignee and policy types that may apply to each</li> <li>• Facilitates discussions of mobility population segmentation with client stakeholders</li> </ul>
<b>Reward Skills</b>	Interfaces with clients to determine needs, drafts compensation packages, and helps implement selected plans	<ul style="list-style-type: none"> <li>• Reviews as-is controls environment and process documentation to identify control gaps and/or deficiencies</li> <li>• Identifies potential changes to processes and/or controls to remediate deficiencies</li> <li>• Assesses client reporting and withholding obligations in different countries (including obligations regarding pension plans and rules regarding automatic exchanges of information (e.g., CRS, FATCA))</li> <li>• Determines equity amounts attributable to multiple countries and reviews calculations</li> <li>• Reviews and advises on bonus, equity or pension plan introduction or connects the client with the correct specialists</li> <li>• Performs analysis of compensation and benefit analysis to understand deal implications, provides recommendations based on due diligence, and performs post acquisition consulting</li> <li>• Performs technical analysis of all aspects of taxation on payroll and for tax, social security, and immigration compliance</li> </ul>

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<b>Global Employer Services Technology</b>	Assesses current technologies and recommends future uses or integrations to address client's needs	<ul style="list-style-type: none"><li>• Collaborates with clients to identify technology solutions to meet their needs by liaising with the business and development teams</li><li>• Assists in delivering (GlobalAdvantage) GA applications and coordinates the development lifecycle activities (e.g., creates business requirements, proposes designs, and develops solutions)</li><li>• Seeks to apply best practices from other groups where possible</li></ul>
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