La formació universitària i la inclusió en el mercat laboral de l'auditoria

Qué competencias buscamos en recién graduados

Tres tipos de competencias

Liderazgo

Profesionales

Técnicas

Expertos en evaluaciones de riesgos y respuestas de auditoría

Trabajo conjunto con otros miembros o equipos del encargo

Análisis adecuado y conclusiones oportunas

Nuestras herramientas

Formación interna

DELOITTE UNIVERSITY

MÁSTER A PARTIR DE SENIOR

En proceso de elaboración ad hoc. Incluirá temas de Big Data y Data Analytics.

FORMACIÓN EN INGLÉS:

Clases durante todo el año, intensivas en verano y subvención para el estudio de inglés en el extranjero.

PLAN DE FORMACIÓN DE AUDITORIA

Con revisión anual y formado por socios especializados en formación.

REUNIONES DE ACTUALIZACION TÉCNICA SEMESTRALES

Para dar a conocer novedades técnicas, legislativas, de procesos, etc.
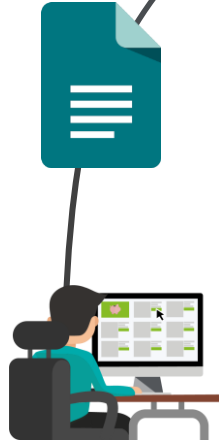
FORMACION AL INCORPORARSE EN LA FIRMA

Durante el primer año se reciben 4 semanas de formación al entrar:

- Curso de contabilidad: 2 semanas

- Curso de auditoría: 2 semana

FORMACIÓN TÉCNICA, DE OFIMÁTICA Y A NIVEL DE SKILLS

Adaptada a cada categoría desde el inicio de tu carrera profesional.

Graduados

Universidad

Firmas profesionales

Trabajar conjuntamente

Compromisos
- Prepararlos y formarlos para incorporarse al mercado laboral
- Adquisición de conocimientos
- Adquisición de competencias

Compromisos
- Escoger los perfiles adecuados
- Complementar los conocimientos adquiridos
- Formarlos en otras competencias necesarias
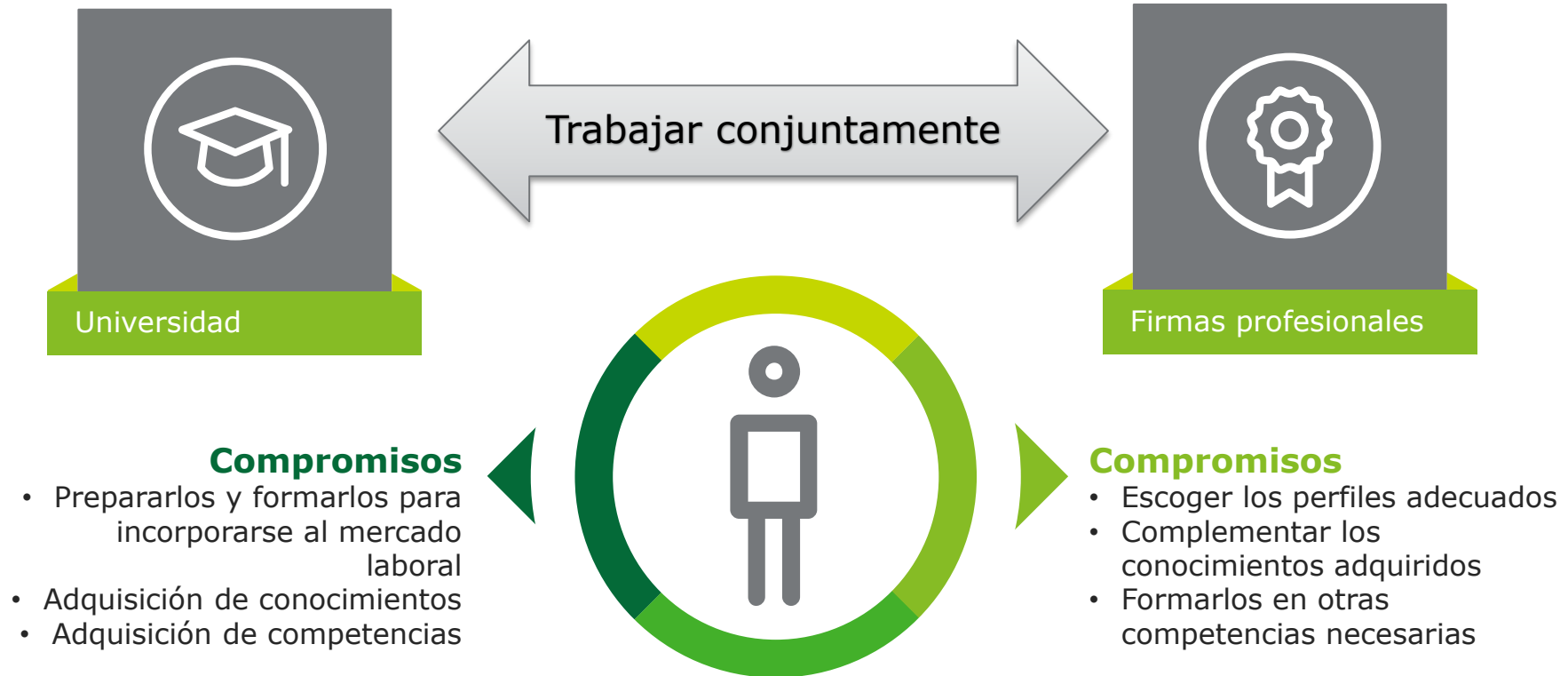
Sistema universitario

Los conocimientos adquiridos durante los grados de Ade o Empresa son adecuados para las necesidades requeridas

Seguir trabajando en…

- Los empleadores necesitan que los graduados lleguen con una **sólida base** en **contabilidad** pero también en **otras materias** como IA, Data Analytics, etc.

- Cada vez son más importantes **conocimientos de otros principios contables** (IFRS, USGAAP, etc)

- Se presentan **diferencias** significativas **entre universidades**, no solo en el grado de conocimientos sinó, también, en la percepción que los universitarios tienen sobre la contabilidad y la auditoria

- Las asignaturas de contabilidad, en muchos planes de estudiós están al principio del grado, lo que genera la necesidad de "refrescar" conocimientos en su incorporación. Se **podrían revisar los cursos** en los que las assignatures de contabilidad se imparten.

- Faltan conocimientos en **auditoria** (contenido, proceso y, sobretodo, orientación sobre la profesión)

- **Refuerzo** de las **competencias personales** (trabajo en equipo, PMO, presentacions, etc.)

Anexos

01

02

03

Liderazgo

Profesionales

Técnicas

Habilidades

Habilidades de liderazgo

Ventaja competitiva

Definition
Brings a fresh perspective and challenges Deloitte to think differently.

Behavioral anchors
- Builds understanding of key traditional and non-traditional competitors in the market, uses awareness of broader, disruptive trends to identify potential implications for Deloitte.
- Uses own knowledge of emerging trends (e.g. technology, social media, digital) to provide upward mentorship to leaders.

Leadership
Competitive edge

Illustrative effective examples

- Improves the way in which things are done; seeking out new ways to improve the quality of their work on engagements and highlighting opportunities to improve processes to senior leadership.
- Shows interest in market activity and regulatory developments, quick to adapt and willing to try new ways of working when requested to do so.
- Finds effective and efficient ways to get things completed, particularly when performing unfamiliar or repetitive tasks.
- At the end of an engagement, proactively considers their activities undertaken and assesses whether they could improve the processes used or find better ways to manage their workload. Discusses the outcome with their manager or field manager and documents findings for next year.
- Makes an effort to become aware of the audit tendering process and how Deloitte differentiates itself in the market.
- Is constantly focused on continuous improvement.
- Seeks out and embraces new ways of working such as analytical tools and Deloitte Way Workflows where available and challenges managers to implement them.

Illustrative ineffective examples

- Sends a PBC schedule to the entity management team without tailoring it, or emails the entity management team an outstanding list too frequently or without discussion with team members.
- Manages their workload inefficiently by, for example, manually manipulating data instead of leveraging Excel or the analytics toolbar.

Influencia

Definition
Actively focuses on developing effective communication and relationship-building skills.

Behavioral anchors
- Engages with others to build relationships and develop a network.
- Demonstrates ability to understand the underlying interests and expectations of others.
- Respects and responds with sensitivity to the concerns and viewpoints of others.

Leadership
Influence

Illustrative effective examples

- Builds relationships by proactively investing time in getting to know those they work with and their key stakeholders.
- Displays respect for others' opinions, even when they differ from their own and attempts to put their views forward based on considered rationale, delivered in a sensitive, yet confident style.
- Understands the specific needs of others and is aware that different situations may require different approaches and is able to adapt and tailor their personal and leadership style accordingly.
- Is well prepared for key interactions with others in the engagement team or the entity's management team.
- Seeks experience or understanding of the entity's management team in order to gain understanding of their priorities and to build effective relationships.
- Is proactive and timely in their communications to team members and entity management and effectively documents oral communications and decisions clearly for others to understand.
- Prepares meeting minutes and working papers with logical structure and clear, concise and precise writing.
- Prepares memos to support basic accounting issues and areas of audit judgment that are well written with logical structure and argument and appropriate reference to authoritative literature that effectively justifies the audit position and judgments made.

Illustrative ineffective examples

- Is oblivious to how interpersonal dynamics within the entity's management team might impact on the team's interactions or approach to communications.
- Manages their workload inefficiently by, for example, writing long detailed emails instead of discussing matters over the phone or in person, particularly when still at the stage of ascertaining fact patterns.
- Prepares badly written, excessively long or unstructured communications that confuse and do not effectively communicate key points.
- Does not apply business writing skills and prepares unstructured documents that do not adequately cover the relevant topics and do not contain appropriate business language.
- Does not express their points in a logical manner, creating confusion and failing to win over others to their point of view.

Habilidades de liderazgo

Resultados

Definition
Understands expectations and demonstrates personal accountability for keeping performance on track.

Behavioral anchors
- Ensures he/she is clear on expectations and asks clarifying questions when needed.
- Is aware of own strengths and uses them effectively to deliver high quality results.
- Assumes personal responsibility for achieving results and supports the team by taking on additional responsibilities when needed.

Dirección estratégica

Definition
Understands how their daily work contributes to the priorities of the team and the business.

Behavioral anchors
- Understands objectives and desired outcomes for assigned areas of responsibility and sets personal goals accordingly.
- Seeks to understand how specific areas of responsibility contribute to broader business objectives and outcomes.

Leadership
Performance drive

Illustrative effective examples

- Is motivated by delivering results that contribute to a high quality engagement output, invest discretionary effort in delivering above and beyond what is expected.
- Determined to improve their personal performance they regularly ask for feedback from those around them and adjust their efforts accordingly.
- Is aware of areas that could escalate into issues that could prevent the completion of tasks (including availability of relevant staff, on the engagement and as part of the entity's management team) and caters for this into their project or engagement plan.
- Works towards targets being set for them. Where targets are not set, proactively requests them. Seeks to understand expectations others have on them and exceed these with enthusiasm.
- Is confident to question the status quo in a constructive manner, or ask relevant questions at meetings.
- Is able to categorize tasks effectively to direct work, for example, considering which members of the core team or delivery centers are needed to perform them, and which areas of the audit they will contribute to.
- Actively looks for ways in which to rectify or improve any mistakes made on engagement or project.
- Is receptive and takes on board constructive criticism and feedback to improve performance.
- Sets stretching but realistic performance improvement targets. Periodically revisits these and revises these where appropriate.

Illustrative ineffective examples

- Takes on areas of the audit without seeking appropriate support from other team members.
- Fails to address issues and challenges on engagement as they arise, instead hoping that others in the team will deal with it.

Leadership
Strategic direction

Illustrative effective examples

- Is motivated by making an impact that matters, professionals at this level apply efforts to goals that contribute to the broader priorities of the team and the engagement.
- Spends time seeking to understand their service area's and Deloitte's overall goals; translating this into a personal meaning to which they align their energies and efforts.
- Puts in place basic but effective measures to work through and monitor their daily and weekly tasks, taking sequencing and priority of tasks into account.
- Approaches the manager in advance of the planning meeting to gain an understanding of responsibilities in the engagement and how they will contribute to delivering the audit.
- Keeps the team manager updated regarding inefficiencies of the entity's management team so that additional costs and overruns are recoverable.
- Attends group meetings and asks relevant questions on what the firm's strategy means to them.
- Represents year group in communicating helpful suggestions and ideas to the way in which the office/group organizes its associates and senior associates.

Illustrative ineffective examples

- Misapplies effort for lack of a clear understanding of the objective of a task e.g. performs detailed work on draft numbers when only a broad overview is required.
- Concentrates on own audit testing, without being aware of wider engagement priorities and shows no concern about the progress of work or the pressures on the other team members.

Habilidades de liderazgo

Desarrollo

Definition
Demonstrates strong commitment to personal learning and development; acts as a brand ambassador to help attract top talent.

Behavioral anchors
- Solicits feedback to build understanding of own strengths and areas for development.
- Actively participates in key learning and development opportunities for his/her level.
- Acts as a brand ambassador with peers and colleagues to support attraction of top talent.

Leadership
Talent development

Illustrative effective examples

- Demonstrates an interest in their own development and seeks to accelerate their learning, and proactively seeks to understand and develop personal strengths and development areas.
- Seeks out opportunities to learn new skills and acquire technical knowledge to support their development.
- Completes all mandatory audit and accounting technical learning requests, including those relevant to accreditation in certain areas of audit specialism.
- Applies knowledge gained on previous audits or from studies to current or subsequent engagements, seeks to apply theoretical knowledge to practical scenarios.
- Proactively engages in deeper investigation using multiple sources, both internal and external. Aims to uncover both the "what" and "why" of a specific task or process in hand.
- Has a strong commitment to their own personal development and understanding of own personal strengths and current limitations. Puts measures in place to address these by actively seeking feedback during engagements to continually improve performance.
- Presents self as an ambassador for Deloitte at recruitment and other events.
- Actively seeks feedback during engagements and uses this to continually improve their performance. Responds to requests for upwards feedback on a timely basis.
- Seeks out mentors, looks to people who are further along in their careers for advice; ask about their stories and learn from their experiences; ask about their career progression and the value proposition of a long-term career at Deloitte.

Illustrative ineffective examples

- Is unwilling to take on assignments that present unfamiliar challenges or where they have limited experience despite having the right skills.

Liderazgo

Definition
Demonstrates an awareness of strengths, differences, and personal impact to motivate others.

Behavioral anchors
- Is aware of own strengths and limitations, demonstrates passion and authenticity in his/her work and interactions with others.
- Respects differences; demonstrates appreciation for the contributions of others.
- Understands and values the importance of trust; follows through on commitments.

Leadership
Inspirational leadership

Illustrative effective examples

- Seeks to act in an authentic manner that will help others understand what they enjoy about their work.
- Spends time thinking about what they want to be known for in the eyes of peers and leaders and adapts their behaviors to be in line with this.
- Demonstrates a positive attitude towards delivering high quality. Shares ideas for improvement in an open and considered way.
- Is excited to contribute to improving audit delivery. Seeks to share knowledge and skills on latest technological advancements with other team members.

Illustrative ineffective examples

- Is not aware of office or group issues or the firm's strategy, or is openly critical with peer group regarding the firm's initiatives and specific projects.
- Is not self aware of their skills or the impact that they have on others in the team.

Habilidades de liderazgo

Valores

Definition
Builds own understanding of our purpose and values; explores opportunities for impact.

Behavioral anchors
- Behaves in accordance with Deloitte values.
- Consistently challenges self to deliver outstanding quality and value.
- Recognizes and explores opportunities for personal impact on stakeholders and for colleagues and communities.

Leadership
Living our purpose

Illustrative effective examples

- Applies energy and attention to activities that will make an impact that matters.
- Acts in a professional manner and seeks to find out more about how they can demonstrate Deloitte's values and have a measurable impact for organizations.
- Takes advantage of formal and informal approaches to improving well-being and flexibility.

Illustrative ineffective examples

- Is only interested in completing the tasks allocated to them and produces work of a mediocre standard.

Habilidades profesionales

Comportamiento ético y profesional

Compliance with auditing and accounting standards, relevant laws and regulations (including specific local laws and regulations), ethical standards, independence requirements and the audit firm's quality control procedures.

Definition
Acts with honesty and integrity and builds a foundational knowledge of ethical and professional standards and Deloitte processes which safeguard client confidentiality and the firm's reputation.

Behavioral anchors
- Acts with honesty and integrity and seeks advice from a senior objective practitioner when perceiving unethical behavior. Avoids any behavior that might discredit Deloitte.
- Understands that quality is at the heart of everything Deloitte does and is embedded in the firm's process.
- Understands client confidentiality responsibilities and issues that may impact Deloitte's reputation and acts accordingly.
- Understands appropriate methodology as well as quality and risk protocols and applies these as directed by senior team members.
- Builds knowledge of technical and professional standards and relevant regulatory frameworks.

Professional
Ethical and professional standards

Illustrative effective examples

- Completes compliance training and responds promptly to compliance requests by deadlines.
- Commits to audit quality by seeking to improve prior year testing or documentation in areas of responsibility.
- Understands their business security responsibilities and actively manages both data stored on their laptops, including their Audit Engagement (EMS or AS2) portfolio, and hard copy documents received from the entity.
- Understands that quality is at the heart of everything we do and recognizes the importance of reviews in achieving this.
- Acts with honesty and integrity, including appropriate recording of chargeable hours. Seeks advice from suitably senior and objective practitioners after seeing perceived unethical behavior.

Illustrative ineffective examples

- Fails to commit to professional competence by following work performed in prior year without seeking a briefing from manager.
- Has no awareness of practice protection policies and practices including, for example, the Bannerman paragraph.
- Places entity confidentiality at risk by taking their personal computer into a bar after work or failing to report data and device losses (including mobile phones) on a timely basis.

Habilidades profesionales

Foco en los stakeholders

Audit Professionals need to focus on meeting the needs of multiple stakeholders, building trust and credibility through high-quality work and providing constructive challenge to audit clients on engagement issues.
They must establish and leverage an understanding of audit and assurance services and stakeholder needs to deliver high-quality engagements.

Definition
Establishes rapport with stakeholders by conveying a genuine interest in their business and an approachable demeanor.
Demonstrates ability to understand the specific need on each assigned task and strives to understand the entity's business and regulatory control processes.

Behavioral anchors
- Develops an understanding of Making Moments Matter and observes their positive impact on engagements.
- Communicates with entity counterparts and wider engagement team regarding their own areas of work as directed.
- Establishes rapport with entity counterparts by having a professional yet approachable demeanor.
- Develops the skills and behaviors to build relationships in a professional environment.

Professional
Focus on stakeholders

Illustrative effective examples

- Is cognizant of the entity management team's pressures and other matters outside of the audit when arranging meetings or requesting information. Checks that information has not already been requested.
- Builds rapport by conveying a genuine interest in the entity and demonstrates a practical awareness of market trends in the industry in which the entity operates.
- Opens meetings with the entity's management team by clearly stating the objectives of the meeting and the reason it is required.
- Understands that it is important to get out of the finance function and starts to develop relationships across the entity's business to better understand wider business issues.
- Understands importance of building a network of contacts at their clients, including those outside the finance department.
- Understands the sensitivity of potential misstatements to the entity management and has the ability to communicate minor misstatements to them where appropriate.

Illustrative ineffective examples

- Does not consider how best to engage with the entity's management team, does not understand the task and its connection to stakeholder needs, and is unprepared for meetings, failing to listen attentively or respond.
- Responds to a query or question from the entity's management team in an aggressive or defensive manner.

Habilidades profesionales

Uso de herramientas y metodología

Delivery of high-quality audits via a number of enablers:
Global Audit Imperatives: Fundamental tenets applicable for all audits to drive the pursuit of professional excellence and quality audits
Professional Excellence: Tools and resources for audit practitioners that focus on behaviors required to deliver the highest professional excellence
Methodology, content, guidance, learning, tools and data analytics: Enhancement and supplementation to existing resources to reflect changing standards and expectations, which continue to provide the foundational elements in performing a quality audit
"Tech Savvy" understanding of technology trends and their potential impacts including knowledge of applications, databases and ERPs and the role of data processing in a modern audit
Data Analytics skills including acquiring and preparing data and understanding statistical concepts and conducting statistical analysis.
DA/EMS: Continued roll out of Deloitte Audit across the Deloitte network
Deloitte Way Workflows

Definition
Makes appropriate use of tools, guidance and methodology as directed in delivering their contribution to the audit.

Behavioral anchors
- Begins to understand which tools are available and how to leverage these within their scope of the engagements.
- Uses tools, guidance and methodology appropriately as directed on the engagement.
- Understands where to locate guidance and resources.
- Regularly updates global profile with skills and resume/CV.

Professional
Use tools, guidance and methodology

Illustrative effective examples

- Risks, controls, procedures and findings from allocated sections are appropriately linked across the EMS file on a timely basis.
- Performs sampling procedures in accordance with section 23005 Audit Sampling of the AAM/PAAM and uses disaggregation techniques correctly in accordance with section 23002-2 Substantive Analytical Procedures of the AAM/PAAM.
- Applies good understanding of materiality in accordance with section 13100 Materiality in the AAM/PAAM to allocated areas of testing.
- Runs file check and clears resulting exceptions, consulting with the team, EMS champions or National Audit Office where there is doubt over their cause or significance.
- Uses Magnia in an efficient and effective manner to perform audit tasks. For example, is comfortable manipulating views in EMS to see relevant information, utilizes filecheck to for completeness and sense checks, leverages EMS Links and EMS's Print View functionality.
- Is familiar with Magnia templates and database procedures and is able to bring them into the file and update them efficiently. Leverages the library pane to check completeness.
- Refers to specific accounting and auditing standards and associated guidance in audit documentation of testing. Understands the purpose of the guidance pane in EMS.
- Is familiar with audit procedures and testing templates in the Deloitte Way Workflow, and is able to bring them into the file and complete standardized templates efficiently.
- Understands how to use basic tools integrated in the Deloitte Way Workflows and uses them as part of the audit work.
- Uses standardized DWW templates and tools included in the Deloitte Way Workflow to ensure consistent high quality work.

Illustrative ineffective examples

- Biases their sample selection towards easy items or picks a judgmental number for testing.
- Creates inefficiencies by failing to leverage analytics or automation tools or technologies.

Habilidades profesionales

Gestión de encargos de manera eficiente

Development and management of a project plan is a critical component to executing high-quality audits. A robust project plan includes key activities, milestones, deadlines, and priorities for all engagement team members, including P/P/Ds, professionals, component auditors, centers of excellence and audit delivery centers and internal specialists.

Definition
Adopts a structured approach and follows process in delivering their work against the project plan.

Behavioral anchors
Contributes to specific tasks, as directed by senior team members and adheres to agreed project timelines to ensure their work is ready for review on a timely basis.
Follows agreed process in development of deliverables and adopts a structured approach.
Promptly escalates delays or difficulties to more senior team members for appropriate management or resolution.

Professional
Manage projects effectively

Illustrative effective examples

- Is aware of the entity management's timetable and ensures their allocated work is appropriately aligned.
- Seeks guidance to differentiate between the essential and non-essential deliverables of their workload and prioritizes appropriately.
- Takes responsibility for their allocated work - including communicating outstanding items, communicating any issues internally and with the client, processing through review and clearing review notes.

Illustrative ineffective examples

- Hinders the management of engagement economics by not recording their chargeable time accurately or on a timely basis.
- Fails to document work in EMS and fails to promptly sign off as preparer on audit work when completed or signs when work is incomplete.
- Is unaware of the audit quality milestones, the ways in which teams demonstrate completeness of milestones, or how the audit quality milestones contribute to audit quality.
- Does not seek to understand the rationale behind the timings of the audit plan.
- Is overly focused on completing just the urgent tasks allocated to them. Neglects other tasks (such as receiving support from the entity's management team for outstanding sample selections) that may result in further problems if these are also not addressed.

Habilidades técnicas

Expertos en evaluaciones de riesgos y respuestas de auditoría

Audit Professionals are required to obtain an understanding of the entity and its environment, including the entity's internal control. This is a continuous dynamic process of gathering, updating and analyzing information throughout the audit. Audit Professionals are required to have knowledge of relevant accounting standards applicable to the entity. Auditors are required to perform risk assessment procedures to provide a basis for the identification and assessments of the risks of material misstatement.

Audit Professionals should leverage data analytics to assess risk and audit responses and be able to understand and interpret the results of the analytics and the broader implications for risks assessment.

Definition
Is aware of core risk assessment processes and key entity and industry background and understands how this impacts on the work they perform.

Behavioral anchors
- Has awareness that risk assessment process impacts on the level and nature of testing performed.
- Understands how to use basic data analytics tools and takes the opportunity to build awareness of how to use these tools effectively on engagements to assess risk and plan audit responses.

Specialized professional
Become experts in risk assessments and audit responses

Illustrative effective examples

- Keeps abreast of business and current affairs by attending department meetings and industry sessions and utilizing media sources, e.g., financial press, radio, television, internet and industry specific publications.
- Attends engagement team discussions at the planning or pre-planning stage of the audit. When starting on an engagement after the planning stage has been completed, asks for a briefing on the identified fraud risks and understands their relevance to assigned areas of testing.
- Develops understanding of how risk rating effects the extent of testing, for example, that sample sizes are affected when reliance is placed on the operating effectiveness of control or when a risk is a significant risk.
- Takes responsibility for understanding key statistics and industry matters about entity before engagement begins, for example, by asking other team members, reading the prior year financial statements or audit documentation, and doing personal research.

Illustrative ineffective examples

- Fails to connect their work to the scoping of material balances and over audits non material balances with no identified risk of material misstatement.
- Does not read documents from the sub-phase "Understanding the entity and its environment" already in the audit file prior to commencing audit work.
- Fails to document exceptions to testing or communicate these with more senior engagement team member.
- Doesn't seek to understand how differences in entities' industries or the nature of entities' business operations impact on the identification of risks (including fraud risks).

Habilidades técnicas

Trabajo conjunto con otros miembros o equipos del encargo

Involving centers of excellence, audit delivery centers and internal specialists early and often in audits leads to cohesive, well-integrated engagement teams. As auditors, we have a responsibility to understand the scope of work performed by the centers of excellence, audit delivery centers, experts and internal specialists. We are responsible to supervise their procedures, review their working papers and understand the conclusions they reach.
Supervision, communication and review, in relation to work performed by component auditors, are important activities to determine appropriate identification and response to assessed risks of material misstatement to the group financial statements and, more broadly, adherence to the DTTL Audit Approach Manual.

Definition
Works effectively as part of a team to deliver the audit and understands how their role integrates into the wider engagement team.

Behavioral anchors
- Understands the purposes of the three key stages of the audit (planning, testing and reporting), and how their assigned work relies upon work performed at the earlier stages and contributes towards the work of later stages.
- Proactively seeks to be informed of the wider audit timetable including reviewing and reporting deadlines, and makes sure their work is ready for review on a timely basis.
- Promptly escalates delays or difficulties to more senior members of the engagement team for appropriate management and resolution.

Specialized professional
Integrate engagement teams and manage referred work

Illustrative effective examples

- Has an awareness of how IT specialists may be involved to achieve the objectives of the audit. Understands whether their work relies upon or supplements the work of IT specialists.
- Understands the contribution of their engagement team to the overall group audit; understands how their work is relevant to the various types of reporting (component auditor reports to group auditor, group audit opinions, entity only opinions)
- Assists in tracking deliverables from component auditors and seeks to understand the relevance and importance of these.
- Understands the different teams contributing to the audit engagement (e.g., audit delivery centers and specialists) and their respective roles on the engagement.
- Liaises effectively with centers of excellence and audit delivery centers in the delivery of relevant tasks, understanding the scope of work delegated to them and the importance of providing accurate and complete information to them.
- Interacts as appropriate with centers of excellence and audit delivery centers regarding allocated areas of work to ensure that delivery is on track and issues are raised to more senior team members promptly.
- Acts as a link between centers of excellence and audit delivery centers and entity management in order to ensure the smooth flow of required information.
- At the planning stage, works with Engagement manager to collate audit delivery center requirements and uses central system portal to raise tickets where appropriate.
- Works with audit delivery center team to resolve open questions during the audit engagement.

Illustrative ineffective examples

- Assumes work required to support an entity-only audit has been carried out by the group engagement team, or assumes that the results of work performed by the group engagement team has no impact on the entity-only audit.

Habilidades técnicas

Análisis adecuado y conclusiones oportunas

Making reasonable judgments involves: Identifying the issue
Applying knowledge of business, financial accounting standards and reporting standards and information technology
Researching the topic and considering different perspectives
Evaluating alternatives in the light of the relevant facts and circumstances;
Considering whether a suitable process was followed in reaching a conclusion and whether sufficient appropriate audit evidence exists to support it
Consulting as appropriate
Documenting the conclusion and the rationale for it

Definition
Understands the audit issues and judgments in their assigned audit work, and demonstrates professional skepticism in its execution.

Behavioral anchors
- Identifies potential audit issues, unusual items, questions or concerns, and discusses them with the field manager on a timely basis and in a clear and concise way.
- Seeks to understand information presented to them and its source in order to derive appropriate course of action. Works through a range of data in an ordered way, using data analytic tools where appropriate, and flags any unusual or out of the ordinary findings.
- Applies professional skepticism by considering the entity's management team's explanations in the context of wider audit knowledge.

Specialized professional
Formulate reasonable judgments and conclusions in order to deliver informative and timely outputs

Illustrative effective examples

- Takes responsibility for understanding the purpose of the work delegated to them.
- Understands that it is important to interact with the entity's management team face to face in order to discuss audit queries and evaluate provided information with professional skepticism.
- Understands how to challenge in a constructive way and can use relevant questioning techniques.
- Applies professional skepticism and identifies errors and inconsistencies in areas and raises these promptly to more senior team members.

Illustrative ineffective examples

- Fails to apply professional skepticism by taking the entity's management team's explanations at face value, without requesting corroborative evidence or considering contradictory evidence.
- Fails to document results of testing with sufficient detail to enable an experienced auditor to understand the nature, timing and extent of the audit procedures and the results and evidence obtained.
- Makes no effort to develop or exercise personal research skills, including familiarity with Technical Library and other sources of information.
- Has difficulty telling the difference between a business issue and an audit issue.

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