

Professional Advisory + Consulting (A+C) Frequently Asked Questions (FAQs)

For additional resources and to find more foundational information around why our Storefront is changing, visit the [Transformation Hub](#).

Note that this is a working document—as more questions arise and as we have more information to share, these FAQs will be updated. Additionally, FAQ responses in this document may vary for specific cohorts and will be communicated as appropriate.

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The information and arrangements discussed in this communication relate to an internal coordinated go-to-market business strategy, and do not (and are not intended to) in any way affect the separateness of the Deloitte U.S. legal entities, the terms of their partnership or related agreements, or their compliance with regulatory requirements and professional standards.

Part 1: General – What is Storefront?

1. What does 'Storefront' mean? Why change and when is it happening?

Deloitte's Storefront is how we organize our services and capabilities as a firm, across our businesses—essentially, it's how we go to market. It's how our clients interact with us and buy our services.

We are modernizing our Storefront to bring world-class businesses together to unlock growth and create new opportunities for our Partners, Principals, and Managing Directors (PPMDs) and professionals, simplify the client experience by better situating like-services together, and bring the US Firm in closer alignment with Global—something that's been in the works for a while.

Given the size and scale, the modernization will happen in a phased approach with some areas integrating in FY25 and the rest in FY26.

2. What is the future A+C Storefront design?

In FY26, we'll fully adopt a new Offering Portfolio (OP) design, expanding to [eight integrated Advisory and Consulting OPs](#). While some of our future OPs will resemble today's Storefront design, others will be reworked to better situate like-services together and increase client centricity.

Some parts of Advisory's current commercial Accounting & Internal Controls (A&IC) Offering Portfolio will integrate with the Audit & Assurance Operating Model. Legal Business Services, inclusive of Icertis implementations, contract Operate, and legal management (part of the current Advisory Regulatory & Legal Support OP) will be integrated with the Tax Operating Model. For more details on the A&IC changes please see the [below FAQ](#).

3. How does the future Storefront impact our A+C professionals?

In FY26, as we adopt our integrated A+C Storefront, professionals can expect the following with more updates to come:

- The core of what you do, every day for our clients, will remain the same
- Given shifts in our OPs/ Offerings, professionals will receive their new OP/O alignment(s) in late January
- As part of our integrated Storefront, and refreshed A+C Operating Model, we're integrating a series of processes that will harmonize existing Advisory and Consulting differences while enabling us to better run our businesses. Examples of these processes include:
 - **Performance Management:** Both Advisory and Consulting currently follow a Performance Year (PMY) that runs from January to December, Audit & Assurance's Performance Year begins in March and Tax's

Performance Year begins at the end of February. As a reminder, our Fiscal Year runs from June to May. There will be no changes to our PMY25 Performance Management approach / processes, inclusive of performance dimensions, promotion approach, and compensation / Annual Incentive Program (AIP) philosophy.

- **Deployment:** No changes to our deployment processes in FY25. At the start of FY26 our A+C Storefront will use one Deployment platform, MySource. Because MySource will be new for current Consulting professionals, training will be available prior to June 2025.
- **Learning / Certifications:** Current learning requirements (including CPE and Tech Savvy) are being reviewed, and we will share any updates to expectations for PMY26 as decisions are made. Current PMY/FY25 requirements remain in place until that time.
- **Pricing:** While design is underway for a FY27 modernized pricing platform, an integrated continuity pricing model will be used in FY26. Training will be available prior to June 2025.
- **Coach Assignments:** There are no immediate changes to your coach assignment. Any required changes for select populations will be communicated as details are available, after OP / Offering alignments are communicated.

Part 2: Professional Alignment and Exception Process

4. How will professionals be aligned to the FY26 Storefront? What happens if I don't agree with my alignment?

Current Leaders worked to align all professionals to FY26 OPs / Offerings by looking at the work you do, clients you serve, and applying a set of business rules. This process will result in a logical alignment, and there will be an opportunity to raise questions should the alignment appear to be in error (see guidance below). However, given the volume of changes and technical requirements, this exception process is only intended to address true data errors in alignment, not facilitate transfers or career changes. Professionals seeking to transfer OPs / Offerings, or explore shifts in their career, should do so via business-as-usual processes.

5. What is the purpose of the Navigator tool?

Navigator is a tool intended to provide secure, clear visibility into your FY26 OP / Offering alignments. Your access to Navigator is tied to your individual Deloitte account, so it is unique to you. Your Industry/Sector information will also be shown but remains unchanged by the FY26 Storefront alignment process. You can view or update your Industry/Sector anytime in [Talent on Demand](#).

6. How can I find out more information about what my Offering is / does / means and what this means for the kind of work I can expect to be doing going forward?

On the [Transformation Hub](#), you will find a breakdown of all FY26 A+C Offering Portfolios, Offerings, and Leaders. Additionally, you can find a recording of the A+C Townhall announcing the new operating model [here](#).

7. Will I need to change coaches as a result of Storefront Alignments?

FY26 Storefront alignments will not impact coach/coachee assignments for the vast majority of professionals. Professionals who are now aligned to a different operating model/OP than their coach will have an opportunity to get a new coach, with more details to be shared in Spring 2025.

Professionals may request a coach change for any reason using business-as-usual processes. More information will be shared in the coming months.

8. I'm a CCG professional and my FY26 OP or Offering alignment differs from where I expected to align. Can I request a change?

Yes, you may submit an Exception Request through the [Exception Request Intake](#).

[Form](#) between January 22 and February 5 if you meet the below criteria. Please note that exceptions will be reviewed for both the criteria below as well as business needs:

- 1 year or greater tenure at the firm (not including pre-business school time)
- Able to list 2 PPMDs or SMs who would support your realignment
- Have spent 60% or more of your time in the past performance year on client work related to desired Offering
- Preferably currently staffed in an OP or Offering related to desired Offering

Professionals who do not meet the specified criteria that has been communicated should not request a change at this time. Even if you do not submit at this time, you will still be eligible to leverage the business-as-usual transfer process in FY26 to make your case for a transfer.

9. My FY26 Offering Alignment is in a different OP than my current one. Should I request an exception?

Some FY25 Offerings and Offering Portfolios have split and combined in the design of our new Storefront, so it is possible that this was intentional. FY26 OP Leaders will be hosting Townhalls in January or February to provide more detail on the OP structure.

10. I recently submitted a business-as-usual transfer request and Navigator is not reflecting the change. Was my request processed? Should I request a change?

If you had a business-as-usual transfer become effective **after December 16**, your Navigator alignment likely does not reflect this change. Your transfer has been tracked and will be processed in a Navigator refresh in late March and will go live in FY26. You will receive a communication when the appropriate alignment is live in Navigator. You do not need to submit an exception request due to error. If you do submit an exception request as a result of your already processed business-as-usual change, you may create an error in the refresh process due to a duplication of an existing request.

11. I am currently aligned to an Offering that does a completely different type of work from the one I have been aligned to for FY26. Should I request an exception?

Yes, please leverage the [Exception Request Intake Form](#) between January 22 and February 5 and raise a request for this change. Your request will be reviewed to determine if you are experiencing an error or glitch.

12. I was on PTO or LOA from January 22 to February 5 and while I received my alignment, I missed the window to submit an Exception Request Intake Form. If there is an issue or error with my alignment, how can I raise a request for a change?

If you were out on PTO or LOA from January 22 to February 5 you can speak with your People Leader to address any issues or errors with your alignment. If your

requested change processed through your People Leader is approved, it will become effective in June 2025.

13. I was hired after December 16 and have not received access to Navigator or an email sharing information about my FY26 Storefront alignment. How and when will I find out my alignment?

If you were hired **after December 16**, you will not receive a FY26 Storefront alignment in January. Your hiring has been tracked and your alignment will be shared via Navigator in March (due to data refresh timelines). You will receive a communication when the appropriate alignment is live in Navigator. You do not need to submit an exception request due to error.

14. My Storefront alignment (A+C operating model, Offering Portfolio, Offering) is different than the work I would like to be doing in my current / future career. Can I raise a request for this change?

In an effort to stabilize alignment to the FY26 Operating Model, all non-business critical movements will be held until after June 1, 2025. You will be able to submit requests through our business-as-usual transfer process later in FY26. In the meantime, please feel free to network with peers and leaders in your desired area of work to prepare yourself and your case for transfer.

This also applies if you are interested in moving to Audit & Assurance or Tax operating models.

15. I am a professional in Advisory or Consulting and did not receive any notifications about Navigator or my A+C alignment. Should I request an exception?

There are several scenarios that may lead to you not receiving an alignment notification (i.e., you are a recent new hire, you are in a particular group within National Office, etc.). Please check your inbox for a note from the [A+C Storefront Integration Office mailbox](#) notifying you of your alignment process. If you did not receive a note to this effect, please submit a request through the [Exception Request Intake Form](#) between January 22 and February 5 using the rationale selection, "I cannot access Navigator but am a Client Service Professional in Advisory or Consulting; I may be experiencing a technical error." Your need will be addressed and responded to shortly after receipt and the appropriate team(s) will be looped in as needed.

16. I have access to Navigator but the information I believe I am supposed to see is not visible or appears to pertain to a different professional. Should I request an exception?

Please submit a request through the [Exception Request Intake Form](#) between January 22 and February 5 using the rationale selection, "I cannot access Navigator but am a Client Service Professional in Advisory or Consulting; I may be experiencing a technical error." The appropriate team(s) will review and respond to you in a timely manner.

17. I would like to change my Industry or Sector. Can I raise a request for this change?

Industry and Sector have not been changed as part of this Storefront alignment effort, therefore they are not included in the Exception Request Intake Form. However, if you would like to change your Industry or Sector, you are always able to do so as a self-service edit in your employee profile on [Talent on Demand](#). If you see 'N/A – Undefined' in your Industry or Sector on Navigator, please feel free to add your preferred Industry or Sector in your employee profile on [Talent on Demand](#) to declare your preference. For Managers and below, no additional approval is required. For Senior Managers and PPMDs, approval is required before submitting a request.

Part 3: Talent/Performance Management

18. What other changes can I expect in FY26 in addition to Storefront shifts? Will my Talent Model, Talent Group, People Leader, or other components of our talent strategy shift?

Despite shifts in our Storefront and any changes to your Offering Portfolio / Offering alignment, the core of what you do every day for our clients remains the same. Additionally, in FY26 there will not be substantial changes to our Talent Models, meaning you will remain in your current FY25 Talent Model in FY26. However, given ongoing pilots and unique client situations, some select populations may experience a change. These professionals will be communicated to directly and supported as appropriate.

In coordination with our OP / O changes, we are actively working to ensure our Talent Group structure (currently called 'sub-capabilities' in Advisory) meets our FY26 Storefront's needs. Therefore, you will learn more about your FY26 Talent Group and People leader closer to June 2025.

Overall, professionals should not expect significant changes to their talent experience- and they can learn more about Performance Management Year 26 (PMY26) during our February Special Edition Town Halls.

As always, our Firm is working to ensure our talent strategy is future fit and meets the needs of our clients and your desired talent experience. Therefore, we are looking to see how we can improve your experience through more diverse career destinations, market-relevant titles, etc. However, any of these shifts will be phased over time- and will not impact your experience in FY26.

19. Will talent processes and the talent experience be impacted as part of our integrated Advisory + Consulting Operating Model?

Today, there are distinct processes for managing talent in both Advisory and Consulting. All PPMDs and professionals are remaining in their current business and legal entity. In FY25, existing talent processes and elements of the talent experience specific to each business (e.g., performance management, learning & development requirements, deployment, compensation) will continue to apply.

However, at the start of FY26 we will have harmonized talent processes for our A+C Storefront. Any changes or needed training to navigate these processes will be shared in advance.

20. How will we create a shared culture as we integrate our Advisory + Consulting Storefront?

We will continue to be intentional about the culture and talent experience we create as we navigate our change journey over the coming year. We look forward to engaging the practices in this dialogue and building on the progress both Advisory and Consulting have made in creating an environment that differentiates us in the

market and enables all of us to thrive.

21. Should we expect to see alternative career destinations beyond PPMD in the future?

Yes, we are in the process of designing a talent model architecture of and for the future that includes new / alternative career destinations. We already have some alternative destinations in parts of our business today (e.g., Tech Fellows, Engagement Delivery Leaders, Senior Vice Presidents).

22. Can we expect to see new, market-relevant job titles in the future?

We believe market-relevant titles and levels are key for our diverse talent. While we've already introduced some new titles for select areas of our business (e.g., engineering), we're continuing to design for the future and identifying additional titles, levels, etc. that would better meet our professionals and the market's needs.

23. Will there be headcount actions associated with our Integrated A+C Operating Model?

The A+C integration is not a driver of workforce actions; the purpose is to better situate our services and capabilities to simplify how we serve our clients. As we operate our businesses for the remainder of FY25, we'll continuously assess business needs and market demand to ensure we have the right team in place to deliver on our commitments and meet future growth expectations, with the expectation that our integrated go-to-market strategy will fuel growth and opportunity.

24. Will my compensation and/or benefits be affected?

The Storefront integration is not a driver of compensation or benefits adjustments. Across the entire firm—in Advisory, Consulting, A&A, and Tax, we benchmark compensation based on jobs which include a unique combination of duties, skills, knowledge, and experience.

For FY25 and the foreseeable future, professionals will remain in their current business and legal entity and current compensation cycle, benefits, and talent experience guiding principles will not change.

25. Will there be any changes for those who currently have CPE or Tech Savvy requirements?

Current learning requirements (including CPE and Tech Savvy) will be reviewed, and we will share any updates to expectations for PMY26 as decisions are made. Current requirements remain in place until that time.

26. How will performance for Professionals be managed for Performance Years (PMYs) 25 and 26?

As a reminder, our performance year (PMY) runs on a different timeline than our fiscal year (FY).

PMY25: PMY25 kicked off on January 14, 2024 and closed January 11, 2025. Talent processes for PMY25 for Advisory teams were managed by the Advisory Talent team. Talent processes for PMY25 Consulting teams were managed by the Consulting Talent team.

PMY26: As a reminder, A+C PMY26 dates are January 12, 2025–January 10, 2026. More details regarding PMY26 performance management processes will be shared in early 2025.

27. Will my progression to the next level, given my performance in PMY25, be impacted by the A+C Storefront integration?

FY26 A+C Storefront changes will not impact PMY25 promotions, both for professionals as well as for senior managers and equivalents that are in the “on-deck” process. Advisory and Consulting will continue to follow their current year-end processes per their respective PMY25 timelines.

28. As we integrate our A+C Storefront, how will our campus hiring approach be impacted?

Our Campus strategy has already been integrated for the A+C Storefront this year onwards.

This has further elevated our brand and eminence across target institutions. We will continue to evaluate our profiles, campuses, and other sourcing strategies to meet the demand in the business.

For USI, specifically, we continue to optimize our campus strategy across institutions to drive consistency in levels and compensation.

29. How will my existing network be valued in our FY26 Storefront? What impact if any will this shift have on the staffing process?

Networking will remain a key part of our business and culture. As we design our go-forward plan, staffing mobility across different parts of the network(s) will be a critical component.

Given our FY26 Offering Portfolios and Offerings group like services and capabilities, we expect that your networks will naturally be enhanced by the professionals you work with. A key design principle of our FY26 model is to enhance staffing mobility across different parts of our Storefront, and we hope to see more cross-staffing across OPs, etc.

Starting in FY26, all US Firm Advisory and Consulting professionals will use MySource to confirm individual staffing details and make new staffing requests. Additional details and trainings on MySource will be provided to professionals ahead of FY26.

Part 4 – Miscellaneous / Resources

30. Where can I go to learn more about Storefront and stay up to date?

We're committed to providing transparent and purposeful communications throughout this journey. Professionals can expect communications to ramp up in winter/early 2025 as designs are finalized and alignment is closer.

We encourage all PPMDs and professionals to bookmark the [Transformation Hub](#), the go-to source for all things transformation—learn about our Storefront, redesigned Operating Model, Leadership, and more as information is available. If you have questions, please email the [A+C Storefront Integration Office](#) mailbox.

31. Where can I go to learn more about our FY25 Advisory and Consulting services and capabilities?

As we embark on our A+C Storefront journey, we know there is a lot to learn about our respective practices. The Advisory and Consulting 101 deck ([PDF version](#) | [PPT version](#)) provides baseline information about our FY25 Advisory & Consulting Offering Portfolios, Offerings, Industries, and Sectors. For more information about our FY26 (June 2025) A+C Storefront / integrated OPs visit the [Transformation Hub](#).

32. How are we doubling down on Industry moving forward?

At their core the role of Industries and Sectors remains the same—however, we're doubling down on their importance in how we go to market and develop our people. We evolved our Client Account Portfolio structure to better align with industry needs and are investing in IndustryAdvantage™ for deeper insights and capabilities.

In addition, there will be increased focus on Industry Talent On Demand tagging, the Industry Proficiency Program to develop skills, a new Industry Manager Experience (IMx), and continued elevation of industry leadership within USI including Industry Majors and Account Leaders. These steps reinforce our commitment to delivering exceptional value through deep Industry expertise.

Visit our [Industry page](#), to hear from our Industry Leaders and learn about what's ahead this year. Engage in town halls held in your areas and lean into opportunities to network with leadership and colleagues inside and outside of your Industry.

33. How does the Storefront integration impact the Advisory Accounting & Internal Controls (A&IC) Offering Portfolio (OP) in FY25 and FY26?

In FY25, the A&IC Offering Portfolio remains aligned to Advisory and marketplace activities are operating business as usual. Beginning in FY26, portions of A&IC offerings will be integrated with the Audit & Assurance Operating Model (Information Technology & Specialized Assurance (IT&SA), Securitization, Internal Audit, Digital Controls, complex accounting matters, and financial reporting

controls). The remaining portions of A&IC offerings (Treasury and Controllershship Transformation) will be integrated within the Advisory + Consulting Operating Model. [Explore](#) the Advisory + Audit & Assurance Storefront (A+A) FAQ for professionals.

34. As part of the modernization of our Storefront and Operating Model, should I update my social media (e.g., LinkedIn) profile, email signature block, or business cards at this time?

No updates should be made as part of the implementation of the Storefront and Operating Model integration at this time. When or if updates are needed you will be provided guidance on those changes in adherence with firm policies and guidance. As a general rule, email signature blocks, business cards, and social media networking sites must always reflect the legal entity you are associated with or employed by.

35. What will be the future name of the integrated A+C Storefront?

We are actively working on finalizing the name for the our internal integrated A+C Storefront. In the marketplace and to clients, we encourage you to focus on your identity as simply, part of "Deloitte." Leading with "Deloitte" helps maintain and elevate the prestigious Deloitte brand to foster trust with clients, stakeholders, and the public. Further, consistent use of "Deloitte" helps us avoid confusing clients with our internal structure and underscores the breadth and depth of resources, knowledge, and support to which our clients have access. The work you do is best described by your OP, Offering, Industry or Sector specialization.