

Senior Manager: Operations

Purpose

To formulate the Office of the Tax Ombud's Operations Strategy and associated delivery plans related to multiple areas, through management of complaints resolution processes, customer service operations, and systemic investigations, driving operational excellence, fostering customer-centricity environment, and ensuring adherence to legal, statutory and regulatory compliance requirements. in order to address organisational service requirements.

Job details

Minimum Experience:

10 – 12 years' experience in a similar environment, of which 3 - 4 years at a middle management level or operated at middle management level.

Minimum Qualification:

Relevant Honours Degree / Postgraduate Diploma (NQF 8)

Minimum Functional Requirements:

Deep understanding of tax legislation, regulations and operational procedures, preferably with exposure to the South African Revenue Service.

Proven experience in leading teams and driving operational efficiency.

Strong problem-solving analytical and decision-making abilities.

Additional Technical Competencies:

Grade of Clearance: Secret - (a) sensitive information, the disclosure of which may endanger the security or national interest of the Republic or could jeopardise the international relations of the Republic;(b) commercial information, the disclosure of which may cause serious financial loss to an entity; or (c) personal information, the disclosure of which may endanger the physical security of a person. E.g. VIP/Restricted Taxpayer information.

Alternative Minimum Experience:

12 - 15 years related experience, of which 3 - 4 years at a middle management level or operated at middle management level.

Alternative Qualification:

Relevant Bachelor's Degree / Advanced Diploma (NQF 7)

Leadership Level:

Executive (EX)

Outputs

Process

- Develop tactical strategy and delivery plans in support of functional objectives in partnership with leadership.
- Direct, control, coordinate and optimise budgeted resources to meet specific objectives and deliver agreed results and productivity requirements.
- Ensure the development and implementation of multiple practices in alignment with operational policy and procedural frameworks.
- Identify and recommend opportunities to continuously improve all functions and systems in line with national, regional, and organisational changes.
- Plan for handling work outputs, pull together interdependent activities and specify priorities, standards and procedures to ensure tactical excellence.
- Proactively identify interconnected problems, determine their impact and use to develop best

fit alternatives; driving best practice solutions.

- Provide periodic reports on performance against plan and progress on medium-term initiatives and use to realign operating plans and objectives appropriately.
- Recommend changes to optimise processes, systems, policies and procedures, and direct the implementation of change and innovation initiated by the organisation.
- Timeously communicate top-down policy modification, objective achievement progress and critical success factors to impacted stakeholders.
- Use the insights gained through integrated business reports to measure success and realign tactical strategy development objectives appropriately.
- Oversee the management of customer service operations and complaints resolution processes by ensuring that complaints are handled timeously, efficiently, fairly and in a transparent manner, and ensure an effective and professional responses to taxpayer complaints, queries and concerns.
- Ensure that SARS implements the OTO recommendations on taxpayer complaints timeously.
- Engage with National Treasury and SARS on tax legislative issues that impact on complaints and dispute resolution.
- Lead the development of customer service feedback strategy to enhance the taxpayer experience and ensure implementation thereof.
- Monitor and evaluate the performance of customer and complaints resolution process, using customer feedback to identify areas of improvement.
- Provide innovative solutions, operational insights, and recommendations to improve processes, streamline workflow, optimise resources and thus enhance customer engagement and improving the quality of taxpayer support and ensuring implementation thereof.
- Oversee the management of systemic investigations, team, ensuring identification of emerging systemic issues and patterns that may indicate recurring systemic issues.
- Initiate investigation of systemic issues and draft a comprehensive report with actionable recommendations aimed at addressing the identified systemic issues.
- Establish clear monitoring framework outlining specific timelines and responsible parties for the implementation of systemic recommendations.
- Identify areas that require changes in the tax legislation, policies, regulations, procedures and practices to reduce systemic risks and engage with National Treasury and SARS in this regard.
- Develop and maintain a detailed report on complaints resolution, customer services, and systematic issues in order to identify metrics, trends, and outcomes in the complaints, risks and opportunities.

Client

- Build strong relationships and develop service level agreements that promote SARS with internal and external stakeholders.
- Develop and ensure implementation of practices which build service delivery excellence and encourage others to provide exceptional client service.
- Manage an integrated service excellence culture, which builds rewarding relationships and provides opportunities for feedback and exceptional service.
- Collaborate with SARS, taxpayers and tax practitioners to resolve complex and escalated complaints, ensuring that resolutions are fair, transparent and within the legal and regulatory framework.
- Engage with SARS, taxpayers and tax practitioners to gather feedback on the practical impact of implemented recommendations.

Finance

- Draw up a budget aligned to business unit delivery plans, monitor planned vs. actual, minimise expenditure and report on cost efficiency.
- Implement and monitor financial control, management of costs and corporate governance in area of accountability.

Governance

- Implement governance, risk and compliance policy in own practice areas to identify and manage governance and risk exposure liability.
- Manage and or advise on the translation and application of policy in a specific functional area.
- Ensure the customer service policies and processes are efficient, fair, transparent and impartial, adhering to legal and organisational framework and best practices.
- Ensure the complaints resolution process complies with the tax legislation as well as the legal and organizational framework and best practices.

People

- Create a positive work climate and culture to energise employees and give meaning to work, minimise work disruption and maximise employee productivity.
- Develop and implement appropriate people capacity plans in line with delivery and efficiency targets, on budget and in partnership with specialised areas.
- Plan and develop enhanced organisational efficiency by identifying and addressing development requirements and providing tools for people resources.
- Translate performance expectations into specific metrics and goals to identify and provide effective services, solve problems and achieve objectives.

Behavioural Competencies

- Accountability
- Customer Service
- Fairness and Transparency
- Honesty and Integrity
- Respect
- Trust

Leadership Competencies

- Concern for Impact of own behaviour on others
 - Develop teams and nurtures interdependency
 - Inspires others to positive action
 - Nurtures future talent
 - Stewardship and service orientation
 - Strong results orientation
 - Values and manages diversity
 - Ability to translate strategy into execution
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Technical Competencies

- Business acumen
- Change management
- Contact centre professional development
- Customer relationship management
- Decisiveness
- Effective business communication
- Functional policies and procedures
- Managerial budgeting
- Planning and organising
- Planning, management and measurement
- Problem analysis and judgement
- Query resolution