

JOB PROFILE

Manager: Operations

Reference #: RP-2026-02

Purpose

To manage the complaint handling and resolution processes within the Operations Unit, ensuring the consistent and correct application of relevant legislation, overseeing practice integration and the effective implementation of the Operational Unit objectives

Job Details

Job ID:

21006458

Theme of Work:

Tactical Implementation - L3

Job Family:

Customer Service

Minimum Experience:

8 - 10 years' experience in a similar environment, of which 3 - 4 years at a junior management level

Alternative Minimum Experience:

15 years related experience, of which 3 - 4 years at a junior management level

Minimum Qualification:

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

Alternative Qualification:

Senior Certificate (NQF 4)

Minimum Functional Requirements:

Postgraduate qualification in Commerce, Tax or Law will be an added advantage.

Strong leadership, communication, problem solving, analytical skills.

Experience in complaints handling or dispute resolution process.

Knowledge of regulatory environment or public sector environment.

Leadership Level:

Middle Management (MM)

Additional Technical Competencies:

GOC Confidential - (a) sensitive information, the unlawful disclosure of which may be harmful to the security or national interest of the Republic or could prejudice the Republic in its international relations;(b) commercial information, the disclosure of which may cause financial loss to an entity or may prejudice an entity in its relations with its clients, competitors, contractors and suppliers. E.g. Taxpayer information.

Outputs

Process

- Act as the bottom-line drivers of tactical implementation within the context of business unit excellence and performance improvement. (I)
- Direct, control, coordinate and optimise budgeted resources to meet specific objectives and deliver agreed results and productivity requirements. (I)
- Ensure the development and implementation of a practice in alignment with operational policy and procedural frameworks. (I)

- Implement tactical strategy and delivery plans through the development of operational activities, ensuring the achievement of operational targets. (I)
- Plan for handling work outputs, pull together interdependent activities and specify priorities, standards and procedures to ensure tactical implementation. (I)
- Proactively identify interconnected problems, determine its impact and use to develop best fit alternatives; implementing best practice solutions. (I)
- Provide periodic reports on performance against plan & progress on short-term initiatives & use to realign tactical plan and objectives appropriately. (I)
- Recommend changes to optimise processes, systems, policies and procedures, and execute the implementation of change and innovation initiated by the organisation. (I)
- Timeously communicate top-down policy modification, objective achievement progress and critical success factors to impacted stakeholders. (I)
- Use the insights gained through integrated business reports to measure success and realign tactical strategy implementation objectives appropriately. (I)
- Ensuring that taxpayer complaints are addressed in a timely, fair and efficient manner, including coordinating the entire complaints process, from receipt and assessment to resolution and feedback.
- Maintain the integrity of the complaints resolution process and building trust with taxpayers.
- Improve and streamline the workflow process including enhancing overall service delivery to taxpayers.
- Tracking the progress of complaints, analysing trends, and preparing reports for the Senior Manager, including maintaining data on complaint resolution times, common issues and recommendations for improving the complaints-handling process.
- Handling complex and sensitive complaints that have been escalated by team members, including thoroughly analysing the complaints, identifying key issues and determining the best course of action.

Client

- Build strong relationships and implement service level agreements that promote SARS with internal and external stakeholders. (I)
- Develop and ensure implementation of practices which builds service delivery excellence and encourages others to provide exceptional client service. (I)
- Manage an integrated service excellence culture, which builds rewarding relationships and provides opportunity for feedback and exceptional service.(I)

Finance

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

Governance

- Implement governance, risk and compliance policy in own practice area to identify and manage governance and risk exposure liability. (I)
- Manage and or advise on the translation and application of policy in a specific functional area. (I)

People

- Develop and implement appropriate people capacity plans in line with delivery and efficiency targets, on budget and in partnership with specialised area. (I)
- Plan and implement enhanced organisational efficiency by identifying and addressing development requirements and providing tools for people resources. (I)

- Translate performance expectations into specific metrics and goals to identify and provide effective services, solve problems and achieve objectives. (I)
- Ensuring that the team follows best practices for resolving taxpayer complaints and adheres to the South African tax laws, established guidelines and organisational practices

Behavioural Competencies

Accountability (V)

Level 3

Competency Definition:

The acknowledgement and assumption of responsibility for actions, products, decisions, and policies within the scope of the role or employment position.

Behavioural Indicators:

Have a responsibility to speak out when you are aggrieved, using the relevant remedial processes. Build a sense of personal and social obligation to contribute meaningfully to your work, the work of SARS and the society at large. Admits own mistakes and weaknesses and seeks help from others when unable to deliver. Work to build commitment and engagement to improve team behaviour. Ensures that all stakeholders are trained to understand and practice the organisations Code of Ethics and holds self and others accountable, by arranging for training and dissemination of information. Develops and implements internal controls to manage potential barriers to implementation of organisational goals and objectives. Provides support to others in accomplishing their work. Be committed to owning up to the decisions that you make and are willing to live by them. Report and act against those people who refuse to be accountable for neglect and deliberate wrongdoing. Inspire a team spirit to enhance SARS culture. Take personal ownership of the things that are within your control.

Customer Service

Level 3

Competency Definition:

Focuses ones efforts on discovering and meeting the customers or clients' needs

Behavioural Indicators:

Identifies broader needs and concerns of customers and provides services and support to address their needs. Looks for ways to go a step beyond meeting the customer's needs and offers additional help or a customised solution. Anticipates customers' needs before they are expressed and proactively addresses them.

Fairness and Transparency (V)

Level 3

Competency Definition:

Build diverse and inclusive workplaces where decisions, practices, processes and transactions are transparent and fair.

Behavioural Indicators:

Build a sense of personal and social obligation to contribute meaningfully to your work, the work of SARS and the society at large. Admits own mistakes and weaknesses and seeks help from others when unable to deliver. Uses work time for organisational matters and not for personal matters. Ensures that all stakeholders are trained to understand and practice the organizations Code of Ethics and holds self and

others accountable, by arranging for training and dissemination of information. Evaluate each situation fairly by considering all the facts relevant to the issue presented. Review practices to ensure fairness and transparency. Reward and acknowledge people for their contribution, based on merit. Be impartial in enhancing tax and customs compliance. Be transparent, just and fair in your dealings with all stakeholders. Be a role model in leaving the SARS values to colleagues and partners.

Honesty and Integrity (V)

Level 3

Competency Definition:

The quality of being upright, truthful, sincere and freedom from deceit or fraud (H). Guided by values, ability to demonstrate moral judgement and doing the right thing consistently (I).

Behavioural Indicators:

Promotes transparent and accountable administration. Do the right thing all the time even if no one is watching. Provide an accurate account of your actions whenever required to do so. Promotes the values and beliefs of the organisation internally and externally. Develops and applies self-corrective measures. Makes proposals and recommendations in a way that wins the trust and support of others. Presents ideas and beliefs in a manner that is consistent with the rules and regulations of the organisation or department. Acts decisively against corrupt and dishonest conduct. Cooperates with others and works as a team and not for personal benefit.

Respect (V)

Level 3

Competency Definition:

Ability to be considerate for self and others.

Behavioural Indicators:

Acknowledges and respects the broad range of social or cultural customs and beliefs. Constructively criticizes people with due considering of their feelings or motivation. Do not wild power and control in situations where this is not appropriate. Be honest, respectful, and sensitive to their needs. Understand other people and their behaviours to enable effective working relationships. Treat others in a similar manner as you would want to be treated. Deliver on your promises and make effort to deliver on set expectations. Drive the awareness of diversity at teams and individual level. Admits own mistakes and weaknesses and seeks help from others when unable to deliver. Treats all colleagues with equal respect. Uses work time for organisational matters and not for personal matters. Ensures that all stakeholders are trained to understand and practice the organisations Code of Ethics and holds self and others accountable, by arranging for training and dissemination of information.

Trust (V)

Level 3

Competency Definition:

Firm belief in the reliability, truth or ability of someone or something.

Behavioural Indicators:

Honours confidentiality of sensitive information especially in discussions with clients, documents and confidential matters. Seeks and accepts personal responsibility and accountability for all actions.

Leadership Competencies

Concern for Impact of own behaviour on others

Level 3

Competency Definition:

The ability to influence a wide range of diverse individuals and groups positively.

Behavioural Indicators:

Influences others through building and sustaining relationships: Gains respect of peers and customers. Supports, mentor and coach team members. Engages in creative problem solving. Empowers others to meet strategic objectives, thus benefit the organisation as a whole.

Develops teams and nurtures interdependency

Level 3

Competency Definition:

Leverage collaborative relationships. The ability to apply the right technology to the right process at the right time with the right people.

Behavioural Indicators:

Identifies and capitalizes on new partnership opportunities. Seeks and influences new relationships outside own unit and identifies new collaborative partnerships. Identifies and creates opportunities to partner through networking and participating in cross-functional, multi-stakeholder groups. Establishes connections that help facilitate the accomplishment of broader organisational objectives. Coaches others on how to develop proposals and work plans for effective partnership arrangements. Shares information with colleagues and partners about industry trends and business opportunities.

Inspires others to Positive Action

Level 3

Competency Definition:

Inspirational leadership is about energising and creating a sense of direction and purpose for employees and excitement and momentum for change. It involves energising individuals to strive towards a compelling vision of the future by embracing and embodying SARS's values in all aspects of their work. It includes offering clarity around goals and objectives and ensuring that those who are led work collaboratively towards a shared purpose.

Behavioural Indicators:

Fosters group cohesion, shared purpose and engagement. Involves others in planning for and implementing change, and in so doing, gains their buy-in; helps others deal with their resistance to change. Rewards the contribution of group members; profiles individual and group accomplishments and talents across different functions, as appropriate. Creates an engaged work climate where staff understand the goals and objectives of the group or of the project or of the change. Communicates to colleagues, staff and/or clients why change is needed, the benefits of change, what is at stake, and how the change will positively impact employees and the organisation.

Nurtures Future Talent

Level 3

Competency Definition:

Develops the technical skills and leadership abilities of SARS personnel to create sustainable delivery capability. The drive to further the development and learning of others.

Behavioural Indicators:

Gives directions or demonstrations with reasons or rationale for a training strategy. Gives practical support or assistance to make the job easier for the other individuals (e.g., volunteers, additional resources, tools, information, and expert advice). Asks questions, gives tests, or uses other methods to verify that others have understood explanations or directions. Mentors and coaches teams to improve performance.

Stewardship and Service Orientation
Level 3
Competency Definition:

Steward leaders have a sense of purpose, which helps them to align their actions to the organisation's vision, goals, and values. Regard leadership as an inordinate privilege without a sense of entitlement. Capture the collective aspirations of those that they lead, foster a sense of commitment, and place the interest of others ahead of their own.

Behavioural Indicators:

At an individual level, stewardship focuses on promoting the well-being of each person within an organisation. Solicits and listens to the views and opinions of others, empowers, and develops teams therefore promoting a culture of continuous learning. Continuously improves work processes for better service delivery.

Strong Results Orientation
Level 3
Competency Definition:

Consistently delivers required business results; sets and achieves achievable, yet aggressive, goals; consistently complies with quality standards and meets deadlines; maintains focus on organisational goals.

Behavioural Indicators:

Exceeds current expectations and pushes for improved results in own performance. Takes on new roles and responsibilities when faced with unexpected changes. Seeks and promotes the thinking out of the box approach to challenges.

Values and Manages Diversity
Level 3
Competency Definition:

Understands and respects the customs and norms of others and modifies own behaviour. Contributes actively to a working environment that recognises, responds to and acknowledges the value proposition of SARS; acts as a catalyst for promoting SARS values and influences others to translate vision into action.

Behavioural Indicators:

Establishes relationships based on honesty and fairness. Encourages new ideas and co-creation.

Ability to translate strategy into execution
Level 3
Competency Definition:

Execution leadership means having a strategic mind-set and the leadership skills to perform a function, implement a process or execute a project.

Behavioural Indicators:

Understand and translates business unit strategic objectives to teams in support and alignment to the organisations strategic objectives. Put specific actions, timelines and operational delivery plans that supports the organisations strategic objectives.

Technical Competencies

Business Acumen

Level 3

Competency Definition:

Understands main business drivers in order to impact on decision making and get things done

Behavioural Indicators:

Has a clear understanding of the business implications of each decision made. Shows the ability to focus on the bottom line. Understands the market and is aware of competitors' activities. Usually aligns actions with the organisation's strategic goals. Usually applies a cost-benefit approach to work.

Change Management

Level 3

Competency Definition:

Transforming individuals, teams and organisations to a desired new state

Behavioural Indicators:

Participates in change programs by planning implementation activities with other change stakeholders. Interprets the meaning of new strategic directions for the work group and sets objectives and standards. Implements monitoring and feedback systems. Evaluates progress and finds ways of making continuous improvements. Implements change management policy and procedure. Carries out operational activities related to the change management activities chosen by management.

Customer Relationship Management

Level 3

Competency Definition:

Able to demonstrate concern for customer expectations and needs

Behavioural Indicators:

Conveys realistic expectations to internal and external customers. Gives high priority to addressing customer complaints. Effectively manages customer expectations, e.g. reshapes incorrect or inappropriate assumptions, establishes realistic timeframes, pushes back as necessary. Uses information about customer needs as the basis of problem solving, decision making and organisational action.

Customs Knowledge

Level 3

Competency Definition:

Activities, tasks and practices associated with obtaining and using high level of knowledge in business areas, functions and services

Behavioural Indicators:

Can generally engage with senior managers of the Customs function. Can debate with senior managers, where applicable. Demonstrates a good end-to-end understanding of the systems processing for the business area and relationships. Can readily propose functional and process design at an architecture level to business issues.

Decisiveness

Level 3

Competency Definition:

The confidence and ability to take timely and appropriate decisions

Behavioural Indicators:

Considers the impact of own decisions on the business as a whole. Knows when they have enough information to make a decision - and makes it. Considers the consequences of a decision and assesses the options before reaching a conclusion.

Dispute Resolution

Level 3

Competency Definition:

Demonstrates skills and abilities needed to effectively develop and present SARS interests in matters of dispute

Behavioural Indicators:

Develops advanced legal positions in moderately complex legal matters in the face of sophisticated opposition or inquiry. Tailors presentation of legal position to address potential questions in moderately complex legal matters. Participates in alternative dispute resolutions, develops creative solutions, and drafts settlement agreements in moderately complex legal matters. Negotiates enforceable agreements in moderately complex legal matters. Anticipates legal issues with significant ramification and counsels accordingly. Drafts and reviews moderately complex documents and determines the legality of client policies and procedures. Drafts informational letters, advisory letters and advisory opinions on moderately complex legal issues.

Effective Business Communication

Level 3

Competency Definition:

Must be able to communicate information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.

Behavioural Indicators:

Communicates high-risk sensitive matters to all relevant stakeholders. Develops well-defined communication strategy. Steers negotiations around complex issues and arrives at a win-win situation. Markets and promotes the organisation to external stakeholders. Communicates with external clients and service providers without compromising the integrity of the organisation. Balances political views with organisational needs when communicating differing viewpoints on complex issues.

Functional Policies and Procedures

Level 3

Competency Definition:

The knowledge and interpretation of the functional policies and procedures, including monitoring their consistent application internally within SARS.

Behavioural Indicators:

Has detailed understanding of relevant policies and procedures and interprets these according to operational circumstances to ensure compliance. Understands the business context sufficiently to recommend improvements and modifications to existing policy .

Managerial Budgeting

Level 3

Competency Definition:

Must be able to plan the work unit budget and manage income and expenditure, through responsible implementation of policies, practices and decisions, in order to achieve unit objectives effectively and efficiently.

Behavioural Indicators:

Develops a revenue and cost budget for a medium to large business unit probably to be presented to a EXCO. Monitors the ongoing management of this budget.

Planning and Organising

Level 3

Competency Definition:

Ability to organise, prioritise and, where applicable, delegate work activities to efficiently accomplish tasks and meet objectives

Behavioural Indicators:

Is relied on to help others plan and organise their workload. Uses effective time management processes to deal with high workloads and tight deadlines. Organises, prioritises and schedules tasks so they can be performed within budget and with the efficient use of time and resources. Achieves goals in a timely manner, despite obstacles encountered, by organising, reprioritising and replanning.

Planning, Management and Measurement

Level 3

Competency Definition:

Plans, Manages and Measures

Behavioural Indicators:

Quarterly to annual planning of an entire / part of process / business unit within SARS. Implements strategic deliverables, translates into plans, acquires resources, monitors process outputs and project execution. Sets quality standards and measurements.

Problem Analysis and Judgement

Level 3

Competency Definition:

Identifies problems, analyses the problem in a logical way, defining the root cause and formulating the correct solution or line of action.

Behavioural Indicators:

Ability to anticipate problems within one system of the entity, gather relevant information from multiple sources (also external). Involves key role players. Reduces data to logical conclusions, formulates solutions at a systemic level, manages trade-offs and conflicting agendas to reach solutions, ensuring decisive implementation.

Query Resolution

Level 3

Competency Definition:

The ability to handle queries effectively and formulate appropriate responses.

Behavioural Indicators:

Format is adapted to meet the needs of the recipient and checks are made to ensure that the information or message has been received accurately. Able to formulate detailed questions relevant to clarifying a complex problem, topic or issue. Refers decisions requiring an application of the rule of exception to the appropriate specialist or manager to address. Reviews existing procedures for relevance to support decisions.

Tax Knowledge

Level 3

Competency Definition:

Depth of understanding on tax related issues and the ability to mentor and coach others on technical matters with the purpose of ensuring that SARS is interpreting and applying the legislative framework effectively and accurately.

Behavioural Indicators:

Broad working knowledge of all forms of tax (integrated) as applied to all transactions of the business. Interpretation and application of tax laws in area of expertise. Can resolve moderately complex queries, where legal interpretation is required. Can refer to past experience, on how matters have been resolved in the past, to provide advice on a course of action. Can explain how different tax types work to the relevant audiences. Able to interpret and apply tax laws in own area of expertise. Can resolve complex queries with the assistance of legal support.