



## NATIONAL ASSEMBLY

### QUESTION FOR WRITTEN REPLY

QUESTION NUMBER: 3215 [NW3547E]

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#### 3215. Mr R A Lees (DA) to ask the Minister of Finance:

(a) What number of employees left the employ of the SA Revenue Service (SARS) since 1 January 2017 and (b) in respect of each specified employee, what are the details of the (i) names, (ii) qualifications, (iii) experience held, (iv) number of years of service at SARS, (v) position held, (vi) date of resignation and (vii) reasons for leaving the employ of SARS, including reasons given by each employee in case of resignations? NW3547E

#### REPLY:

- a) In total 506 staff members left the organisation since 01 January 2017.
- b) In respect of each specified employee;
- i. According to the Protection of Personal Information (POPI) act no. 14 of 2013, SARS is unable to disclose the names of the employees.
  - ii. The qualification profile of the staff that left the organisation is varied as can be seen from the table below with the top three qualification categories being School education, Diplomas and Degrees.

Type of Qualification	Count of EID
Doctorate Degrees	1
Masters Degrees	15
Honours Degrees	24
Graduate Degrees	88

Diplomas	67
Certificates	38
Programmes	5
School Education	161
No Qualification recorded	107
<b>Grand Total</b>	<b>506</b>

iii/iv/v

All jobs in SARS are allocated to specific job families. The job family denotes the type of work traditionally done in that family. This does not represent a department or division and a specific division will have a number of people from different job families in it. Attritions per Job Family, Average Age and years of service (YOS) are captured in the table below.

<b>Job Family</b>	<b>No of Employees</b>	<b>Average of YOS</b>	<b>Average of Age</b>
Administration & Support	52	21.37	50.58
Audit	58	17.91	44.19
Branding & Communications	2	15.00	50.00
Business Process Management	2	12.00	44.50
Corporate Real Estate	2	5.00	40.00
Customer Service	111	18.25	44.81
Customs & Excise	44	12.77	40.00
Debt Management	36	16.97	46.61
Finance	7	12.86	47.14
Governance	5	6.80	36.20
Human Resources	21	11.19	43.19
Information Management	7	6.43	40.71
Investigation	10	14.30	45.90
IT: Development	12	9.25	34.83
IT: Operations	31	5.26	34.29
IT: Technology	5	3.00	37.60
Legal	27	10.85	43.04
Procurement	5	3.60	35.60
Project Management	10	4.10	33.40
Protection	6	10.83	35.50
Quality Management	8	16.88	49.00
Relationship Management & Coordination	4	18.00	53.75
Research & Analysis	7	13.14	44.57
Revenue Management	1	9.00	40.00

Risk Management	1	27.00	53.00
Strategic Management	3	17.67	47.33
Enforcement	9	11.56	42.89
Border Control	11	13.09	38.36
Financial Accounting	4	8.75	34.00
Processing	5	28.80	52.40
<b>Grand Total</b>	<b>506</b>	<b>14.78</b>	<b>43.38</b>

- vi. Although SARS request staff to indicate reasons for resigning from the organisation, employees are not compelled to provide a reason.

Below is a breakdown of the staff that left the organisation in the last 10 months and the reasons for exiting:

<b>Resignation Reasons</b>	<b>Count of EID</b>
Accepted a position at the Tax Ombud	2
Benefits	1
Career prospect	11
Contract Expired	1
Contract Expire-Short Term Contract	1
Dissatisfied with Working Environment	2
Misfit in current role	2
Other (none of the offered exit options applied)	5
Personal Reasons	85
Reason not specified (staff member chose not to offer an exit reason)	81
Recognition for work performance	2
Relocation	1
Remuneration	5
Secured better prospects	1
Working hours	1
Other Career Opportunity	103
Resume Studies	12
Contract Expire	6
Actuarial over 55 (resigned for early retirement)	3
End of Learning Contract	2
Emigrated	9
Pending Disciplinary Action	1
Dissatisfied with Supervision	1
Health Reasons	5
Dissatisfied with Location	1
<b>Grand Total</b>	<b>344</b>

Below is a summary of the attrition numbers which exclude trainee/seasonal workers.

Period	Death	Resignation	Retirement	Termination (misconduct/incapacity)	Total
Jan'17- Oct'17	39	344	83	40	506

