SARS takes pride in its successful development and implementation of a capacity development programme which is the core component to the building of a sustaining workforce and institutional capacity.

The purpose of this presentation is to share our knowledge and learnings with other employers.
1. How did we go about building this programme?
2. What capacity did we require to build this programme?
3. What kinds of training did we develop?
4. Reasons for success?
5. What were some of the challenges to the implementation?
6. What are some of the benefits?
7. What lessons can we share with other organisations in the public service?
SARS strategically adopted a multipronged sourcing strategy that supports its need to attract **core, critical and scarce skills**.

SARS furthermore strives towards an Integrated Talent Management approach to ensure SARS business performance and continuity.
SARS Strategic Intent

Achievement of an Integrated Talent Management approach:

• Assessing the business strategy and direction and determined the talent implications as well as defining the ‘Build and Buy’ actions required

• Attracting and selecting talent applicable to business needs at the appropriate time, place and price

• Setting goals to manage and measure performance required to achieve business success

• Investing in the development of employees to remain relevant to the changing business environments through training and development activities and to ensure personal upskilling of staff

• Identifying high flyers and high potential employees and investing in transitioning them into key roles in business to ensure sustainable and continuous business success

• Implementing tools and programs to reward and motivate employees and retain the skilled resources
How did we go about building this programme?

SARS introduced and implemented the following initiatives towards building a capacity development programme:

- Establishment of the SARS Academy to facilitate training interventions
- Recruiting and building a learner pipeline at tertiary levels
- Introducing a Graduate development programme to build critical, core and scarce skills pipeline for SARS and the country
- Awarding bursaries internally and externally to create a pipeline for the graduate recruitment programme
- Creating opportunities for youth, women and people with disabilities through learnership allowing them to exit with marketable qualifications
- Identifying leadership potential through targeted Talent Boards thereby creating a leadership bench strength and succession planning
- Capacitating employees on the Values of SARS
The capacity we required building this programme

- Commitment and support from top Leadership (EXCO)
- Strong and fully fledged, resourced and functional training academy
- Developing adequate skills of trainers and dedicated, willing mentors
- Adequate resources to deliver on the WSP
- Change management in understanding the organisational changes and need for development
- Strong governance model and structures to support and monitor the implementation of the workplace skills plan (WSP) with the involvement of stakeholders such as Organised Labour
Kinds of training developed?

• Technical skills focusing on customs, taxation, audit and customer services, legal and IT

• Leadership skills

• Soft- and behavioural skills
Key Success Factors

- Commitment and support of top leadership
- Adequate funding for the skills development and training
- Re-investing grants in skills development initiatives utilising the DPSA model
- Expanding a national footprint for the Academy
- Utilisation of line business specialists as facilitators to deliver technical training
- FASSET and PSETA collaboration which allows us to leverage on opportunities provided by both
- Establishing clear service level agreements with the external providers
- E-Learning Tool (LSO)
Challenges

• A need for enhanced infrastructure and resources which can accommodate sustained graduate intakes

• Lack of inter-governmental collaboration with other Government institutions

• Reskilling of employees due rapidly changing business environments
Benefits

• Creation of a sustainable and integrated talent management value chain
• Reduction of training and development costs through more focused development efforts
• Developing a pipeline for core, critical and scarce skills to ensure adequate resources available for SARS and the country
• Ease of compliance with the national Skills Development Act and Employment Equity Act
• Developing the unemployed for future placement in the external job market
Lesson to be Learned

- Establishment of strong and sustainable governance structure to monitor compliance and implementation of development

- Creating a learning organisation where transferring of skills becomes practise

- Strong change management process to reduce resistance to change and to take up opportunities for development

- Sharing of resources between Government departments