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Should you need any further information on these topics, please contact us at info@hrtorque.co.za.

1. Do you still need to register for COID if employees work remotely?

Authors: Dave Beattie

The short answer is yes. Even if your employees work entirely from home or in remote locations, you are still legally required to register with the Compensation for Occupational Injuries and Diseases Act (COIDA). The shift to remote and hybrid work has not changed this obligation – if anything, it has made understanding it more important.

At the heart of this requirement is how the law defines a "workplace". Under COIDA, a workplace is not limited to a traditional office, factory, or site. It includes any location where an employee performs duties in the course of their employment. This means a home office, a co-working space, or even a temporary work setup becomes a recognised workplace in the eyes of the law. Employees who travel for work – whether to client sites, meetings, or training – are also covered during those activities.

The key concept employers must understand is "course and scope of employment". This determines whether an injury or illness is compensable. If an employee is injured while performing their work duties – even at home – that incident may qualify for compensation under COIDA. For example, if an employee trips over work equipment during working hours or develops a work-related repetitive strain injury, those situations could fall within the Act's protection. However, if the injury occurs outside of work-related activities (for instance, during a personal errand), it would likely not be covered. This distinction is critical and often requires careful interpretation.

From an employer's perspective, responsibilities do not disappear simply because employees are not physically present in an office. You are still required to provide a working environment that is safe, as far as is reasonably practicable. In a remote context, this shifts from direct control to proactive management. Employers should implement clear remote work policies, provide guidance on ergonomic setups, and identify potential risks employees may face in their home environments. While you cannot

control every aspect of an employee's home, you are expected to take reasonable steps to mitigate foreseeable risks.

Failing to register for COID can have serious consequences. Non-compliance may result in penalties, interest on overdue assessments, and the possibility of backdated payments. More significantly, if an employee is injured and the employer is not registered, the employer could be held directly liable for medical costs and compensation that would otherwise have been covered by the Compensation Fund. This creates both financial and legal exposure that far outweighs the administrative burden of compliance.

In practical terms, remote work has not removed the need for COID registration, rather, it has expanded the contexts in which it applies. Employers should view COIDA not as a box-ticking exercise, but as a critical component of risk management in a modern, flexible workforce. Ensuring compliance protects both your employees and your business, regardless of where the work takes place.

[Contact us today](#) for any HR-related queries you may have.

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2. Why matching recruits to their manager potentially matters more than their CV

Author: Karen van den Bergh

Editor's note: try our phenomenal new recruitment and onboarding app and save 90% on your recruitment. Try a demo [free](#) today.

For many years, hiring decisions have been driven primarily by qualifications, experience, and technical capability. While these factors remain important, a key variable is often overlooked – whether the individual is actually suited to the manager they will report to. Increasingly, organisations are discovering that hiring the most qualified candidate does not guarantee success. In fact, when there is a mismatch in personality, behavioural style, or working approach between an employee and their manager, even highly skilled individuals can struggle to perform, integrate, or remain in the role long term.

Research from organisations such as Gallup consistently shows that managers have a disproportionate impact on employee engagement, performance, and retention. A commonly cited finding is that a significant number of employees leave roles not because of the job itself, but because of their direct manager. This highlights a critical gap in traditional recruitment approaches. Businesses spend considerable time defining the technical requirements of a role, yet very little time considering the working style, expectations, and behavioural traits of the person leading that role.

The consequences of this oversight are often subtle at first but become increasingly damaging over time. Misalignment can lead to communication breakdowns, frustration, and incorrect assumptions about performance. A manager may perceive an employee as slow or disengaged, while the employee may feel unsupported or micromanaged. In reality, both individuals may be competent and well-intentioned, but fundamentally incompatible in how they operate. In more severe cases, this mismatch can negatively affect an employee's confidence and career trajectory, labelling them as underperforming when they are simply in the wrong environment.

One of the core issues is that while technical skills can be taught, behavioural traits and personality tendencies are far more ingrained. An employee can be trained on systems, processes, and industry knowledge, but it is far more difficult to change how they communicate, how they handle pressure, or how they prefer to work. This is why forward-thinking organisations are shifting their focus toward behavioural alignment, rather than purely technical fit.

A crucial starting point in this process is self-awareness at the management level. Hiring managers and team leaders need to clearly understand their own working style before they can identify what type of individual will succeed under them. This includes reflecting on questions such as:

- Do I prefer direct and fast-paced communication, or a more considered and collaborative approach?
- Do I expect employees to work independently, or do I provide close guidance and structure?
- How do I respond under pressure, and what do I expect from others in high-stress situations?

Without this level of clarity, recruiters and HR teams are left to make assumptions, which often results in mismatched hires.

Psychometric tools can play a valuable role in formalising this self-awareness. Assessments such as the DISC Assessment provide a structured way to evaluate behavioural tendencies across dimensions such as dominance, influence, steadiness, and conscientiousness. By profiling the hiring manager, organisations can begin to build a clear picture of what complementary traits are required in a candidate. For example, a highly dominant and results-driven manager may benefit from someone who brings structure and attention to detail, rather than another equally dominant personality that could create conflict. Similarly, a highly methodical and process-driven manager may struggle with an employee who prefers flexibility and rapid decision-making.

When this insight is properly integrated into the recruitment process, it begins to influence not only who is hired, but how roles are defined and evaluated. Job descriptions become more realistic, reflecting the actual working environment rather than an idealised version of the role. Interviews become more insightful, moving beyond technical questioning into an exploration of how a candidate thinks, communicates, and responds to real-world situations.

To support this, interviewers should incorporate questions that reveal behavioural tendencies and self-awareness. Instead of asking only about experience, they should explore how candidates operate in practice. For example, asking a candidate to describe the type of manager they work best with can provide immediate insight into their preferences and expectations. Questions such as: "Tell me about a time you worked under pressure – how did you handle it and what support did you need?" can uncover both coping mechanisms and dependency levels. Similarly: "Do you prefer clear structure and defined processes, or do you thrive in more flexible environments?" helps identify alignment with the manager's style.

It is also useful to probe communication and feedback preferences. Asking: "How do you prefer to receive feedback?" or: "Can you give an example of a time you disagreed with your manager and how you handled it?" can reveal emotional intelligence, resilience, and communication style. Another effective question is: "What frustrates you most in a work environment?" which often exposes underlying behavioural drivers and potential points of conflict. These types of questions move the conversation beyond capability and into compatibility, which is where long-term success is determined.

Real-world examples illustrate the importance of this approach. Consider a scenario where a highly analytical and detail-oriented individual is placed under an entrepreneurial, fast-moving manager who prioritises speed over precision. Despite strong technical ability, the employee may feel overwhelmed and unsupported, while the manager may become frustrated by what they perceive as a lack of urgency. In contrast, when organisations take the time to align behavioural styles, the outcomes are markedly different. Employees integrate more quickly, communication flows more naturally, and performance improves without the need for excessive intervention.

Ultimately, the goal of recruitment should not be to find the best candidate on paper, but to find the right individual for a specific environment. When organisations begin to view hiring as a process of

alignment – between role, manager, and individual – they reduce risk, improve retention, and create conditions where both employees and managers can perform at their best. Ignoring this dynamic does not just lead to poor hires; it leads to lost potential, unnecessary turnover, and avoidable frustration on all sides.

The shift required is not complex, but it does require intentionality. By combining self-awareness, structured behavioural assessment, and more thoughtful interviewing techniques, businesses can move from reactive hiring to strategic talent placement. In doing so, they not only improve outcomes for the organisation, but also ensure that individuals are placed in environments where they have the best possible chance to succeed.

At HRTorque, we specialise in bespoke HR solutions for the benefit of you and your team. Email us on info@hrtorque.co.za for more information.

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3. Overtime and annual leave: Understanding the difference

Author: Prianka Naidoo

Editor's note: do you want a tool so your managers can ask specific questions about your own policies and the relevant South African legislation, call us today for a demo of our HRTorQue HR Support app. It can also be designed to help with responding to questions on your specific bargaining councils, unions, medicals aids, you name it.

One of the questions that arise in the workplace involves annual leave and the calculation of it. Employees may wonder whether there is a relationship between overtime hours and annual leave calculation. It would seem quite logical to assume that the more hours worked during overtime periods, the higher the number of annual leave days. However, this is incorrect.

Annual leave calculations are normally done by using ordinary working hours for an employee rather than his or her overtime work periods. Compensation for overtime is different, and this type of work does not have any effect on annual leave calculations.

The point of having annual leave days is to give employees a break from their regular job. Thus, calculations are made based on an employee's regular working hours. Since overtime affects an employee's income rather than his or her working schedule, it does not impact annual leave days.

Many misconceptions arise since employees see their overtime hours recorded in large numbers in their payslips and automatically assume that such an occurrence must be compensated by leave days. It is for this reason that employers need to clearly explain how:

- Ordinary hours are determined
- Overtime hours are determined
- Annual leave is earned

For example, if an employee works 45 ordinary hours and 15 overtime hours, while they might have worked a total of 60 hours in the week, the earning of annual leave is based only on the number of ordinary hours of work, which totals 45 hours.

If employees usually work on Sundays or Public Holidays as part of their ordinary duties, such days of work earn extra compensation, depending on the terms and conditions of employment and labour laws. If Sunday constitutes an ordinary working day, the employee receives 1.5 times the regular pay, except if

otherwise agreed. Likewise, if work is done on a Public Holiday, the worker earns extra pay, normally twice the regular pay according to BCEA.

So, although employees may be paid at a higher rate for working on Sundays or Public Holidays, this does not imply that there will be any increase or doubling of their annual leave entitlements. Employees' annual leave will still be calculated according to the number of hours or days that constitute their ordinary working period.

For any leave-related query, chat to one of our HR consultants today. Email us on info@hrtorque.co.za.

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4. Reminder: South Africa requires foreign nationals and employers to contribute to the Unemployment Insurance Fund (UIF)

Author: Dave Beattie

Editor's note: do you feel that you sometimes spend your life explaining concepts to your staff. For example, how their payslip works or how UIF or PAYE works. Why don't you talk to us about the HRTorQue Learning Management System where we offer courses on the generic legislation and can easily design bespoke courses for your organization on your policies, payslips or even how to use specific tools for their jobs. All courses come with a completion certificate.

Prior to the 1st March 2018, both the employee and the employer were not required to contribute to the UIF, if the employee had entered South Africa for the purpose of carrying out a contract of service, apprenticeship, or learnership within South Africa, and upon termination of the contract, the employer was required by law or by the contract, to repatriate that employee from South Africa.

However, from March 2018, these employers and their employees were required to contribute to the UIF. Both the employee and the employer are required to contribute 1% of the employee's remuneration to the UIF each month. The contributions are currently limited to R177.12 per month.

Where the foreign employee is remunerated by a local employer or where the employee's remuneration is reported in a shadow payroll in South Africa, the payroll system should be updated to ensure compliance with the UIF contribution requirements.

Employers are also reminded that Skills Development Levy and Compensation Fund contributions are applicable where foreign employees are employed under a contract of service, apprenticeship, or learnership. Foreign employees are entitled to compensation if they are injured or contract a disease while on duty.

Understanding legislation in the payroll space and keeping up with legislative changes is daunting for most payroll administrators. It is therefore important to attend regular CPD sessions, training, and webinars. To ensure you keep up to date, [subscribe](#) to our newsletter and webinar notification channels.

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5. "We've always done it this way": The hidden risk sitting in your HR and Payroll

Author: Candice Zulu

Editor's note: give us a call today for a quote for a payroll review to identify any risks you may be running. Or to train your staff why don't you look at some of our free webinars or our Learning Management System.

"We've always done it this way"... a phrase that generally brings comfort in business. It suggests consistency, experience, and control, but in HR and payroll, can quietly create risk. Why? Because what worked a few years ago may no longer be applicable today.

When the familiar becomes risky

Most HR and payroll processes are not formally redesigned each year – instead, they evolve over time. A system is set up, a contract is used, a process is followed, and it soon becomes routine. And eventually, these routines stop being questioned. But legislation changes. Systems update. Compliance expectations increase.

Frameworks such as the Labour Relations Act and the Basic Conditions of Employment Act require accuracy, consistency, and proper process, not just good intention. The risk is not obvious, until something goes wrong.

The problem with "it seems fine"

In our experience, most issues don't start as major problems. They start small:

- A payroll calculation slightly off
- A contract clause that no longer aligns
- A deduction handled incorrectly
- A process followed out of habit rather than compliance

And because nothing immediately breaks, it gets left. Until it doesn't. A query, an audit, or a dispute quickly exposes what was never reviewed or corrected.

In a digitised and highly regulated environment, this matters, because organisations like the South African Revenue Service (SARS) are increasingly data-driven, and discrepancies are easier to detect. At the same time, employees are more informed, and workplace processes are more likely to be challenged. What used to go unnoticed now gets tested. And when it does, "we've always done it this way" is no longer a defence.

A better question to ask is not: "Has this caused a problem yet?" But rather: "Has this been properly reviewed?" Because there is a big difference.

A practical next step

A short, objective review of your HR and payroll processes can quickly highlight:

- Compliance gaps
- Payroll inconsistencies
- Contract risks
- Opportunities to improve efficiency

In many cases, small adjustments make a significant difference. And where more structured support is needed, having the right partner ensures that legislation is kept up to date, processes are properly applied, and potential risks are identified early... before they become costly.

At HRTorQue, we believe that what you don't review today in HR and payroll, often becomes what you have to fix tomorrow. Our team of experts are on hand to ensure every detail is checked – and rechecked – so that all your internal processes run as smoothly as possible. [Email us](#) for more information.

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6. Employment Equity and Skills Development: Two sides of workplace transformation

Author: Candice Zulu

Editor's note: we have an amazing new offer for our clients. Subject to certain conditions, if you allocate a specific portion of your training budget to us to manage, we will provide a full training function. Our HR team will agree training requirements with you. Our training team will design and allocate specific training to your staff each month and our HR team will make sure they do it. All training is accompanied by the documentation necessary for Skills and Equity compliance. Give us a call to find out more today.

For many businesses, particularly SMEs, managing Employment Equity (EE) and Skills Development (SD) can become overwhelming. Employers are often balancing operational demands while trying to keep up with changing legislation, reporting deadlines, workplace consultations, training initiatives, and compliance requirements.

In many cases, companies genuinely want to invest in transformation and employee growth but simply do not have the internal HR resources, time, or specialised expertise to manage the process effectively. This often results in Employment Equity becoming a once-a-year reporting exercise rather than a meaningful workplace strategy.

Skills Development faces similar challenges. Businesses may struggle to identify the right training interventions, implement development plans, or create clear growth pathways for employees. Without proper alignment between Employment Equity and Skills Development, organisations may find it difficult to build sustainable transformation within the workplace.

How Employment Equity and Skills Development work together

Employment Equity identifies areas where representation may be lacking within the workplace, while Skills Development helps prepare employees for future opportunities and advancement.

For example, a company may identify underrepresentation of women in supervisory or management positions during its EE analysis. Rather than recruiting externally only, the business could implement leadership development programmes, mentorship initiatives, or supervisory training for existing female employees. Over time, these skills development initiatives create internal growth opportunities while supporting the organisation's Employment Equity objectives.

This is where many businesses begin to see that Skills Development is not separate from Employment Equity. Instead, it is one of the key drivers that helps businesses achieve meaningful and sustainable workplace transformation.

At HRTorQue, we understand that many organisations do not always have the internal capacity to effectively manage EE and SD requirements while still focusing on day-to-day operations. Our team can assist businesses with:

- Employment Equity Plans and reporting
- Workplace Skills Plans (WSP) and Annual Training Reports (ATR)
- Workplace consultations and compliance guidance

- Identifying suitable training and development initiatives
- Aligning HR, compliance, and BBBEE objectives
- Practical HR support tailored to your organisation's needs

Rather than approaching these functions as separate compliance requirements, we assist businesses in creating practical workforce strategies that support both organisational growth and employee development. [Email us today](#) to find out more.

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8. This month's highlights

Author: Candice Zulu

1. Navigating the complexities of HR can be confusing, even for the experts. That is why we put together our **HR Managers' Pocket Guide**, a powerful resource designed to simplify your HR journey. [Find it here.](#)
2. **Income tax numbers:** We can assist you with the registration of your employees for income tax purposes, managing the process from start to finish. Our consultants will obtain your employees' personal information from your payroll administrator and complete the necessary applications. The turnaround time for this process is 24 hours and the cost per application is R300 plus VAT per employee. A volume discount will be negotiated in cases where there are more than 20 applications at a time. Should you need assistance please contact Dave Beattie on 031 564 1155 or dave@hrtorque.co.za
3. HRTorQue hosts weekly, online **HR-focused mini workshops**, assisting and guiding your managers to perform better. [Email us](#) for more information or [subscribe](#) to receive details and invites to our 2026 calendar.
4. For the latest recordings from our **Wednesday webinars** take a look at our [YouTube channel](#), filled with informative HR, payroll, and legislation tips and tricks. If you are not receiving our weekly invites, please subscribe [here.](#)

[Contact us today](#) for all your HR, payroll, tax, and accounting needs.

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