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

1. AARTO, suspended licences, and the workplace: Is it really incapacity?

Author: Nicky Hardwick

With AARTO phase two now live, traffic infringements are no longer just a personal issue for employees. For employers, especially those with drivers, sales teams, fleet vehicles, or employees who travel for work, this has now become a workplace compliance issue.

The demerit system is not yet live, but once it is implemented, repeated infringements may result in licence suspensions. This raises an important employment question: what happens when an employee can no longer legally drive?

Many employers may instinctively deal with this as incapacity – this however, may not always be correct.

Incapacity is generally a no-fault process that applies when an employee cannot perform due to illness, injury, poor performance, or another inability that is not necessarily their fault.

But where an employee is required to drive for a living, and through their own unlawful conduct causes their licence to be suspended, this is not simply no-fault incapacity. The employee's own conduct has removed a legal requirement needed to perform the job. A truck driver, bus driver, or courier who loses their licence is not in the same position as an employee who becomes medically unable to work. They knew, or certainly should have known, that a valid licence was essential to the role.

This does not mean employers can dismiss automatically – a fair process is still required. The employer must consider the facts, the role, the length of the suspension, the operational impact, the employee's explanation, and any mitigating factors when deciding on the next step.

There is also a difference between a driver and an employee whose role merely includes some ad hoc driving. A sales person may still be able to do parts of the job remotely or telephonically. But even then, if

the licence suspension was caused by the employee's own unlawful conduct, the employer is entitled to consider the impact on the business.

The key point is this: employers should update contracts, fleet policies, travel policies, and disciplinary codes immediately. Employees who drive for work must understand that maintaining a valid licence is part of their employment obligation.

AARTO will force employers to deal more directly with driving conduct – or in this case, misconduct. Where an employee's own conduct causes them to lose the legal ability to perform their job, employers should be cautious about treating it as ordinary incapacity.

Sometimes the issue is not that the employee cannot do the job, it is that their own conduct has made it impossible for them to do it.

For any HR-related questions, email us on info@hrtorque.co.za.

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2. You've Landed the Job – So Now What?

Author: Jonty Aitken

Congratulations! After submitting applications, preparing for interviews, and negotiating an offer, you've landed the job. It's an exciting milestone—but it's important to remember that getting the job is only the first step. Your long-term success will depend not on how you were hired, but on how you perform once you arrive.

Many new employees assume they have a few months to settle in before making an impact. In reality, your first 100 days are some of the most important of your career. They shape your manager's confidence in you, establish your reputation with colleagues, and lay the foundation for future opportunities.

Your First 100 Days Matter

Your manager isn't expecting you to know everything immediately. What they are looking for is someone who learns quickly, demonstrates initiative, communicates effectively, and can be trusted to deliver. The employees who stand out aren't necessarily the smartest or the most experienced—they are the ones who actively take ownership of their success.

How to Impress Your Manager

Learn the business

Take time to understand how the organisation operates, who the key stakeholders are, and how your role contributes to the bigger picture. Employees who understand the "why" behind their work make better decisions.

Clarify expectations early

Don't assume you know what success looks like. Ask your manager:

- What does success look like in six months?
- What are your biggest priorities?
- How will my performance be measured?

Clear expectations prevent misunderstandings later.

Build relationships

Success is rarely achieved alone. Invest time in getting to know your colleagues, understand their challenges, and build credibility as someone who is helpful and reliable.

Deliver early wins

Look for opportunities to solve problems, improve a process, or complete work ahead of schedule. Small wins build confidence and demonstrate that you add value.

Communicate proactively

Keep your manager informed of progress, raise risks early, and never allow surprises. Managers appreciate employees who communicate before problems become crises.

Be curious

Ask thoughtful questions, seek feedback regularly, and show a genuine desire to learn. Continuous learners develop faster and become trusted team members.

Take ownership

If something goes wrong, own it. If something needs doing, volunteer. Managers quickly notice employees who consistently take responsibility rather than waiting to be told what to do.

Set Yourself Up for Long-Term Success

The first 100 days should not simply be about surviving—they should be about creating momentum.

Develop a personal plan that includes:

- Learning the business and its strategy.
- Understanding your team's priorities.
- Meeting key stakeholders.
- Building technical and organisational knowledge.
- Identifying quick improvements you can make.
- Scheduling regular feedback sessions with your manager.
- Tracking your own achievements and lessons learned.

This structured approach helps you move from being "the new employee" to becoming a trusted contributor.

The Bottom Line

Getting hired is an achievement worth celebrating—but it's only the beginning. Careers are built through consistent performance, strong relationships, and a willingness to learn.

Approach your first 100 days with purpose. Be proactive, ask questions, communicate well, and look for opportunities to add value every day.

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3. Building sustainable employment in uncertain economic times

Author: Candice Zulu

South African businesses continue to navigate a challenging economic landscape marked by rising operating costs, skills shortages, fluctuating market conditions, and ongoing regulatory obligations. While

many organisations focus on short-term survival strategies, sustainable employment requires a longer-term approach that balances business objectives with workforce stability.

HR plays a critical role in helping businesses achieve this balance. Effective HR strategies not only support compliance with labour legislation but also contribute to improved productivity, employee engagement, and organisational resilience.

One of the key elements of sustainable employment is workforce planning. Businesses that proactively assess their current and future staffing requirements are better positioned to adapt to changing market conditions. Rather than reacting to economic pressures through abrupt staffing decisions, employers can explore alternatives such as skills development, restructuring of roles, succession planning, and flexible work arrangements.

Performance management is another important component. Clear expectations, regular feedback, and employee development initiatives help organisations maximise the value of their workforce while creating opportunities for employees to grow within the business. Investing in employee capability often proves more cost-effective than frequent recruitment and replacement.

Compliance remains a fundamental consideration. South Africa's labour legislation provides a framework that protects both employers and employees. Businesses that maintain sound HR policies, fair labour practices, and proper consultation processes are better equipped to manage workplace challenges and minimise legal risks. This becomes particularly important during periods of organisational change, restructuring, or potential retrenchments.

Employee wellbeing also contributes significantly to long-term sustainability. Workplace stress, burnout, and disengagement can negatively affect productivity and retention. Organisations that prioritise employee wellness, open communication, and supportive workplace cultures are often more successful in retaining valuable talent and maintaining operational effectiveness.

In an uncertain economy, sustainable employment is not simply about preserving jobs at all costs. Rather, it is about creating workplaces that can adapt, remain compliant, and continue to provide meaningful employment opportunities over the long term. Strategic HR management enables organisations to align their people practices with business objectives while fostering a stable and productive workforce.

Businesses that view HR as a strategic partner rather than an administrative function are often better positioned to navigate economic uncertainty and build resilience for the future.

At HRTorQue, our team of specialists are on hand to help you navigate the challenges of sustainable employment in a constantly changing world. [Email us](#) for more information or to set up a time to connect, we would love to hear from you.

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4. Outsource Your Training at No Extra Cost

Author: Jonty Aitken

Employee training is essential for building capability, improving compliance, and retaining top talent. Yet for many organisations, managing training is time-consuming. Identifying needs, developing content, assigning courses, tracking completion, chasing employees, and maintaining records can quickly become a significant administrative burden.

What if you could outsource all of that—without increasing your training spend?

At HRTorQue, we offer organisations the opportunity to allocate an agreed portion of their existing training budget to us (by mutual agreement), allowing us to manage your end-to-end training programme on your behalf.

Our HR and Learning & Development specialists work with your business to identify training requirements by department, role, and individual employee. From there, we design and develop the required training, whether it's compliance, technical, leadership, HR, or organisation-specific content.

Once the training is ready, we assign it to employees through our learning platform, monitor participation, follow up on outstanding courses, and ensure completion deadlines are met. We also manage the administrative burden by maintaining training records, collecting supporting documentation where required, and issuing or recording certificates of completion.

The result is a professionally managed training function without the need to recruit additional internal resources or spend valuable management time coordinating learning activities.

The Benefits

- **No additional training cost** – Utilise an agreed portion of your existing training budget.
- **Reduced administration** – We manage the entire training process from planning through to completion.
- **Tailored learning** – Training aligned to your organisation, departments, and individual employees.
- **Improved compliance** – Ensure mandatory training is completed and fully documented.
- **Better employee development** – Structured learning plans help employees continuously build their skills.
- **Complete audit trail** – Training records, attendance, assessments, and certificates are maintained for you.

Training should develop your people—not consume your time.

By partnering with HRTorQue, you gain an experienced HR and Learning & Development team dedicated to ensuring your workforce receives the right training, at the right time, with the right documentation, while your managers remain focused on running the business.

You already have a training budget. Let HRTorQue turn it into a fully managed training solution—making employee development simpler, more effective, and at no additional cost.

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5. Performance management: Are your employees clear on their expectations?

Author: Candice Zulu

As businesses move into the second half of the year, many employers are taking stock of performance, productivity, and organisational goals. One of the most common challenges faced by managers is not necessarily poor performance, but rather a lack of clarity around expectations.

Employees cannot consistently meet expectations if those expectations have not been clearly communicated, measured, and reviewed. Effective performance management is therefore not simply about conducting annual appraisals; it is an ongoing process of setting goals, providing feedback, identifying development needs, and ensuring alignment between individual performance and business objectives.

Many organisations still rely on manual appraisal processes, spreadsheets, or inconsistent review methods. This can make it difficult to track progress, maintain fairness, and generate meaningful reporting. It can also create administrative burdens for managers and HR teams.

To support a more structured and effective approach to performance management, HRTorQue has introduced People360, a practical and user-friendly performance appraisal platform designed for organisations of all sizes. The platform assists businesses in managing the entire performance review process while providing valuable insights into employee performance, development needs, and organisational capability.

How People360 supports the performance management process

Performance challenge	How People360 helps
Employees are unsure of what is expected of them	Customised appraisal templates and KPI tracking provides clear performance expectations
Performance reviews are inconsistent across departments	Standardised assessment processes ensure fairness and consistency
Managers struggle to measure performance objectively	Weighted scoring and KPI tracking supports more objective evaluations
Training needs are identified but not documented	Development needs are captured and recorded during the appraisal process and courses can be assigned on HRTorQue's LMS platform
HR lacks visibility over performance reviews	HR oversight and moderation functionality provides greater control and consistency
Reporting is time-consuming	Built-in reporting and export capabilities simplify analysis and decision-making
Employees dispute appraisal outcomes	Employee acknowledgement and sign-off workflows improve transparency and accountability

The platform includes employee self-assessments, reviewer and manager assessments, KPI tracking, reporting functionality, and development planning tools. Employees may complete assessments independently or with support from supervisors or administrators where required, making the system suitable for operational environments with varying levels of computer literacy.

A structured performance management process offers several benefits to employers. It improves accountability, provides employees with greater clarity regarding their roles, helps identify skills gaps, supports fair decision-making, and creates valuable data for workforce planning.

For employees, regular performance discussions can increase engagement, improve communication with managers, and create clearer pathways for development and career growth. When employees understand what is expected of them and receive ongoing feedback, they are more likely to remain motivated and aligned with business objectives.

As economic pressures continue to affect businesses across South Africa, organisations that invest in clear performance management processes are often better positioned to improve productivity, retain talent, and achieve their strategic goals.

The question many employers should be asking is not only whether performance reviews are being implemented and completed, but whether employees truly understand what success looks like in their role. For businesses looking to strengthen their performance management processes, HRTorQue's People360 platform provides a practical solution that combines performance tracking, development

planning, reporting, and employee engagement within a single, user-friendly system. [Email us](#) for more information.

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6. SARS extends deadline for auto-assessment corrections

Author: Dave Beattie

The South African Revenue Service (SARS) has extended the deadline to correct automatic assessments for the 2026 filing season.

In terms of section 95(6) of the Tax Administration Act, SARS extended the deadline for taxpayers who receive automatic assessments. The deadline to make corrections will now be the 23rd of October 2026, with SARS issuing auto-assessments to qualifying taxpayers between the 1st and 12th of July.

The extension is important as it gives taxpayers more time to review the information received by SARS from third parties in order to issue the auto-assessment. Taxpayers should not assume that the assessment is automatically correct just because it is issued by SARS. Taxpayers still bear the ultimate responsibility for the accuracy of their tax submissions and could be penalised if they do not make full disclosure.

The auto-assessment process is aimed at simplifying the tax reporting obligations of salaried taxpayers with relatively straightforward tax affairs. The information received by SARS should be complete and accurate, meaning that no further action is required. The taxpayer has a responsibility to carefully check the assessment to ensure the accuracy and completeness of the information, so that the final assessment raised reflects the taxpayer's true position for that tax period.

Taxpayers with income that would not be reported to SARS by third parties and those that have additional tax deductions to make would not be able to rely on an auto-assessment.

In recent years, SARS has invested heavily in technology, data analytics, and third-party reporting systems. SARS is receiving massive amounts of data from not only local but also international sources. While auto-assessments will only reflect information received from employers, financial institutions, investment funds, and medical aids, taxpayers must not think that SARS is unaware of their worldwide earnings. South African tax residents are required to declare their worldwide earnings. Not doing so would be like playing Russian Roulette as there is a high probability of SARS having information pertaining to some or all of one's offshore assets and income. The penalties for non-compliance should be enough to convince taxpayers to do the right thing.

For any tax-related query, contact us on info@hrtorque.co.za.

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7. Landing an interview... and mastering the process

Author: Mveliso Lawula and Lungile Dlamini

Landing an interview is a huge accomplishment, but succeeding in one requires more than just showing up. Proper preparation is key in making a lasting impression and increasing your chances of success. As a

job seeker or a graduate in the job market, the time it takes to thoroughly prepare for an interview can make all the difference.

Before you even think about the interview itself, it is important to understand the company and the role you have been invited to the interview for. Research the company's mission, vision, values, and any recent news. Thoroughly go through the job description to understand the key responsibilities and the skills required. Knowing how your skills align with the job requirements is a powerful way to show that you are the suitable candidate. Identify at least three key strengths that match the job requirements, and prepare examples from your experience that demonstrate these strengths. If you do not have any professional experience, you can always use the experience from tertiary or voluntary projects you might have been involved with, as long as it highlights your skills and strengths in line with the duties of the role you are being interviewed for.

While you cannot predict every question, some are commonly asked in most interviews such as: 'Tell me about yourself', 'Where do you see yourself in five years?' or 'Tell me about a time you faced a challenge at work and how you resolved it'. Being prepared for these questions can help you remain confident and articulate.

First impressions matter, so it is important to choose your outfit well – a good rule of thumb is to choose solid, 'professional' colours, clothes that are neat and fit well, and to pay attention to personal grooming and hygiene. Remember, you do not have to worry about getting a new outfit, work with what you have and be comfortable.

Rehearsing your answers aloud is one of the easiest and best ways to build confidence and ensure you articulate yourself well. Consider conducting mock interviews with a friend or a family member to simulate the real interview. You can also use strategies such as recording yourself answering questions to evaluate your tone and delivery, and practice speaking slowly and clearly.

Ensure you have all the necessary documents ready before the interview. This might include your CV, qualifications, identification document, portfolio, or any other materials relevant to the position.

You will perform best when you feel rested and energised. Try to get a full night's sleep before the interview and eat a healthy meal beforehand to fuel your brain. On the day of the interview, it is normal to feel nervous but staying calm and focused is important. Take deep breaths, smile, and maintain eye contact. Remember, you were selected for the interview because the company believes you could be a great fit, so believe in yourself too.

Punctuality matters, so on the day of the interview ensure you arrive 15 minutes before it starts. Being rushed or late will unsettle you and make a bad first impression. Conducting yourself in a professional manner is non-negotiable – greet the receptionist or anyone sitting in the front office with a smile, know the contact person from HR by name to avoid any unnecessary inconvenience, and switch off or silence your mobile phone. When engaging or answering any questions with a panel, keep in eye contact with all interviewers equally, not just the person who asked the question. This shows that you are actively considering everyone's perspective and building a relationship with the whole team simultaneously.

At the end of the interview, you will most likely be asked if you have any questions. Having prepared one or two thoughtful questions shows that you are serious about the role, demonstrates that you can engage well, and importantly, helps you to assess whether the company is a good fit for you too.

In summary, interview preparation demonstrates confidence, professionalism, and a genuine interest in the role. By following these steps, you will be able to approach the interview with clarity and confidence, setting yourself up for success.

[Take a look at our weekly webinars or subscribe to our YouTube Channel](#) for more business-related tips and tricks.

8. This month's highlights

Author: Candice Zulu

1. Save up to 90% of your recruitment costs – have a look at the new [HRTorQue Recruitment App here](#).
2. Navigating the complexities of HR can be confusing, even for the experts. That is why we have put together our **HR Managers' Pocket Guide**, a powerful resource designed to simplify your HR journey. [Find it here](#).
3. **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
4. 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.
5. For the latest recordings from our **Wednesday webinars** take a look at our [YouTube Channel](#), filled with everything you need to know regarding HR, payroll, legislation, and compliance. 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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