

**TABERNACLE CHRISTIAN ASSOCIATION**  
**“TABERNACLE FM”**

## **PERFORMANCE UNDER THE CURRENT LICENSE**

### **An overview of past performance**

Tabernacle FM was established with the aim of reaching the whole of Lesotho with the word of God. Upon the issuance of the license, the station has been able to reach Maseru, but later we decided to apply for more frequencies which were granted to us. However, we have not been able to access those frequencies due to a hold up with LNBS, whom we use their transmitters to broadcast.

Upon the issuance of the license, Tabernacle FM had intended to acquire the skills of the station manager, marketing assistant, presenters and reporters. However, due to a decision reached upon by the Association's Managing Committee, the station was not able to hire some managing professionals in the Sales department because it was not Tabernacle FM's mission to make profit, the soul focus was on spreading the good news of Christ.

Nevertheless, the Committee has decided to reconsider their previous decision and, alongside with spreading the word of God, explore the raising funds aspect of the station, hence the new addition to the staff was made. Below we have the summary of the staff and the responsibilities each one of them has been assigned to handle, along with the organogram of the service's management.

Tabernacle Christian Association improve its professionalism to its presenters by taking some of its 3 presenters to study at Limkokwing University of Creative Technology assisted by LCA to improve their studies.

We are also willing to hold different workshops with media professionals to nourish their talents (presenters), this will improve them to be more profession behind the mics and produce the quality service to our consumers hence compliance to Media rules and regulations.

We are also willing to take part in all LCA workshops which invites presenters to learn on how the radio station is required to be run in the country and to be in line with all the changes made by the Authority.

Tabernacle FM will employ some activities that will be training its new and current employees in the different areas where there is more shortage. These activities will

be tailor-made to specific needs or problems of various target groups. They will be conducted in a relatively short period of time. They include workshops, short courses, in-service training, and apprenticeships.

Within the context of these document, the following terms have been defined:

- ✓ *Workshops* are training activities that Centre on a particular theme and identify a concrete output at the end, such as project proposals, a set of recommendations, etc.;
- ✓ *Short courses* address specific themes but do not aim for a product or output at their conclusion;
- ✓ *In-service training* is on-site, on-the-job training where job-related skills and knowledge are either provided or strengthened;
- ✓ *Apprenticeship* is a variation similar to in-service training, where the trainee works directly under a tutor or mentor on an individual basis at the tutor's or the mentor's site.

Providing and/or upgrading specific skills and knowledge required for enhanced performance of expected duties and responsibilities.

We also have a plan to take other remaining 3 presenters to short course program of 6months period in 2025.

By the end of the year, December 2024, we have a plan to hold a workshop of a week where we will be inviting MISA Lesotho to train our presenters.

## SUMMARY OF STAFF RESPONSIBILITIES

### ✓ **General Manager** – *Rev. Lipene Gerard Lejakane*

Is responsible for the overall strategic direction of the station. The job also includes the overall administrative management of the station. Rev. Lejakane works closely with the management of the departments to ensure the smooth running of the station.

### ✓ **Station manager** – *Rorisang Lejakane*

Oversees the day-to-day operations of the station which includes inter alia, managing various departments, scheduling on and off-air staff, dealing with promotions, monitoring and evaluation of the station and meeting all the requirements and regulations with regards to the programming, handling all complaints and queries and request of information about the station, hiring and training new employees, interns and personnel at the station and contributing to the development of the budgets. Duties also involve working closely with the program Manager in the production department and the Marketing Manager in the marketing department of the station.

### ✓ **Program manager** – *Tumelo Lejakane*

Handles the production aspects of the station, ranging from scheduling programs to managing all the technical crew of the station. Works closely with the production and reports back to the station manager on the developments that need to be made in the station regarding production.

### ✓ **Marketing manager** – *Tiisetso Percy Shao (volunteer)*

The Marketing Manager's job is to oversee the marketing of Tabernacle FM i.e., networking with businesses, organizations, agencies and pastors to seek advertisers and airtime buyers.

### ✓ **Presenters**

The work of the presenters is to present programs. We will continue working with the presenters that we already have in the station and only make a few additions where we see fit. This are the employed presenters and the volunteers that are currently part of the presenting team of the station.

- a. Chesiso (Anty) – *permanent*
- b. Ntate Motsoahae – *volunteer*
- c. Ntate Thulo – *Volunteer*
- d. Mme Matlotliso – *Volunteer*

**Detailed operational performance including professional and technical training.**

We are a broadcast company primarily engaged in acquiring, developing and operating broadcast properties. As of February 2023, we owned a studio facility in Maseru, with a fully fitted live studio, comprising of all necessary live studio equipment.

**Strategy**

Our strategy is to operate a Christian radio station with its soul focus on reaching Lesotho and its surrounding areas with the gospel of God. Programming and marketing are key components in our strategy to achieve top ratings in our radio operations. Marketing our station in churches and offering live church broadcasts has helped boost the ratings of the station where 6 in 10 people in the country listen to 10.7 Tabernacle F.M.

**Advertising Sales**

Our primary source of revenue has been from the founder who is also the chairman of the Association and the Managing director of the station. Aside from that, the station has been receiving donations from church and individuals who hope for the success of the station.

**Personnel**

We are committed to hiring, developing and supporting a diverse and inclusive workplace. Our management teams are expected to exhibit and promote honest, ethical and respectful conduct in the workplace. All of our employees must adhere to a code of conduct that sets standards for appropriate ethical behavior.

### **Challenges encountered which hindered progression.**

- ✓ LCA provided the requested frequencies but due to the technical aspects having to do with LNBS whom we use their transmitters, we have not been able to reach all the places we intended to reach upon the application of the frequencies adding to 101.7MHz
- ✓ Due to the decision reached upon by the Managing committee, we have not been able to reach the heights we intended to reach upon the establishment of the station, as relevant management and technical positions could not be filled due to lack of funds to employ relevant people to fill those positions.

Tabernacle FM has no rent related expenses because the building used belongs to the owner of the station, Rev Gerard Lejakane and was built solely for the purposes of the station. The station currently does not lease music hence no music licensing expenses. No equipment repairs were required in the past year, hence no costs incurred and likewise, there were no programming and advertising costs incurred.

### **CURRENT ASSETS**

#### **• Amounts owed by customers**

Our station does not have any money pending from customers as there has never been any business done involving the station and any third party.

### **NON-CURRENT ASSET**

#### **• Studio equipment**

Tabernacle FM is currently in possession of the following studio equipment:

- ✓ Transmitter machine
- ✓ Four desk top PCs and monitors, with mouse and keyboards each
- ✓ Audio mixer
- ✓ 4 microphones and a microphone stand each
- ✓ Studio earphones

#### **• Office Furniture**

Tabernacle FM has two offices with one occupied office which has the following furniture:

- ✓ Table
- ✓ 4 chairs
- ✓ Printing machine
- ✓ Laptop PC with a charger

#### **SOURCES OF FUNDING TO ENSURE SUSTAINABILITY**

Tabernacle FM is a radio station aimed at spreading the gospel of God. Hence, since the issuance of the license, the station's focus has been building a listener base, and attracting more people to listening to the station. The station has successfully gained the trust of people and built a platform where Christians go any time of the day and revive themselves in the word of God. Raising funds has not been the main focus up until now hence nothing has been done to raise funds since the issuance of the current license.

##### **A. The key activities that can be incorporated for fund raising**

Should Tabernacle FM decide to venture into the fundraising aspect of the station, the key activities involved in doing so will be, but not limited to the following:

##### **sponsored Content**

Tabernacle FM will be making money by having brands pay to have radio presenters endorse and promote products/services on air. This is a great way for companies to advertise their products because listeners love and trust their favorite radio presenters and so products will appear more appealing. However, it will be made clear to listeners that this content is a commercial arrangement. Branded content will also take the form of an article which Tabernacle FM will then publish to their website and share on social media.

Sponsored content is a great way to build brand awareness as our presenters will frequently mention the brand's name and positioning. Furthermore, over time a positive association of the brand will build in the listener's mind. Sponsored content also reaches an audience in a less direct way so the audience tends not to think of the message as an advertisement but more as a helpful piece of information.

## **Charging Callers**

One method Tabernacle FM will consider using to make extra income is charging callers. We have scheduled programs where presenters will encourage their listeners to call or text in for a chance to be featured on air or to enter a competition. The station will charge a small fee to each incoming caller and make a profit through this. However, we will make sure to tell our listeners that callers will be charged as a way to raise funds for the station. For our plan to work effectively, we will be making an arrangement with Vodacom and Econet, so that both parties know how profit sharing will be carried out.

## **Sponsored Events**

Tabernacle FM will also be making money through hosting an event or supporting an advertising partner's event. Not only do these sponsored events attract new listeners, but they also bring in extra revenue through merchandising and ticket sales.

## **B. Sources of income**

Since the issuance of the license, the funding of Tabernacle FM has been done by the Tabernacle Christian Association's chairman, who is also the Managing director of the station. His soul focus has been to reaching a wide range of people with the gospel of God, hence he decided that he will fund the station himself to cut the need to focus on the fund-raising activities which he believed would take the focus away from the main issue, which is to spread the word of God.

Tabernacle FM will employ some activities that will training to its new and current employees in the different areas that there is most shortage. These activities will be tailor-made to specific needs or problems of various target groups. They will be conducted in a relatively short period of time. They include workshops, short courses, in-service training, and apprenticeships.

Within the context of these document, the following terms have been defined:

- ✓ *Workshops* are training activities that Centre on a particular theme and identify a concrete output at the end, such as project proposals, a set of recommendations, etc.;
- ✓ *Short courses* address specific themes but do not aim for a product or output at their conclusion;



- ✓ *In-service training* is on-site, on-the-job training where job-related skills and knowledge are either provided or strengthened;
- ✓ *Apprenticeship* is a variation similar to in-service training, where the trainee works directly under a tutor or mentor on an individual basis at the tutor's or the mentor's site.

### **Objectives of short-term training**

The short-term training offered at Tabernacle FM will be aimed at:

- ✓ Providing and/or upgrading specific skills and knowledge required for enhanced performance of expected duties and responsibilities;

### **Targets for a short-term training program**

The targeted group that will be offered training are people who appeared below average in the skills analysis and newly recruited employees. That is, people who were below 5, as the scale used was a 1 – 10 scale, 1 being below average and 10 being above average.

### **Methods**

Before any group or individual initiates short-term training, all participants will be asked to provide brief descriptions of their jobs, detailing their functions and tasks in a radio station or activities in which they are involved. In addition, the trainer and the participant will jointly identify the critical knowledge, skills, and practice to be learned. These inputs are valuable in designing the training, in selecting the methods, and in providing a focus and emphasis on the key content areas and practical skills to be acquired.

Attention to each of the topics should enhance the skills necessary for better broadcasting. The specific skills and knowledge to be upgraded or provided will define the method of training and its duration and location.

The methods of training that will be used is elaborated in the training plan that is attached to this document

**1. COMPLIANCE WITH LICENSE TERMS, LAWS, REGULATORY DIRECTIVES**

| CONDITION          | DESCRIPTION  | COMPLIANT (YES/NO) |
|--------------------|--|--------------------|
| 1. conditions      | Upon the establishment of the station, we were not able to commence operations with the time frame we were given, due to the delay in the construction of the Tabernacle FM studios.   | yes                |
| 2. Payment of Fees | Because Tabernacle FM has no source of income, we have to depend on the chairman to make payments, which on a number of occasions we delayed because of the trouble in cash flow in his other companies which he uses to finance Tabernacle FM. We therefore at other times do not pay on time | no                 |

|  |   |     |
|--|---|-----|
| 3. Complaints Management<br>✓ Resolved complaints<br>✓ Escalated complaints<br>✓ Sources of the complaints | There have not been any complaints since the issuance of the license                            | yes |
| 4. Submission of the Audited financial statements  | There are some past years which we did not submit the financials                                | no  |
| 5. Submission of recordings  | We have not submitted any recordings up to this far, but when required , we are ready to submit | yes |
| 6. Content standards   |   | yes |
| 7. Programming schedule /format  | We have our clear program format  | yes |
| 8. Free services   | ✓   | yes |
| 9. Technical standards   | ✓   | yes |
|  |   |     |

### Complaints Management Process

We have not yet encountered any complaint but in case we have a complaint, the station shall call upon the disclaimer and try to find the solution to the matter, and ask both parties to agree on solution but if we fail as the station, we would advise our listener to go to Broadcasting Dispute Resolution Panel found at LCA to help find the solution.

The listener shall submit their complaints to BDRP offices to find justice regarding the station.

The station shall submit the recordings upon the request of LCA so that they may find if there is a case

### **CONTRIBUTION TO SOCIO-ECONOMIC DEVELOPMENT**

- We disseminate information on religious education in order to facilitate moral regeneration, especially among the youth and to encourage Basotho and listeners in general, to work for good governance, according to Holy Scriptures
- We disseminate general information to the public in order to encourage dialogue which will lead to a more enlightened and knowledgeable society
- We disseminate information relating to socio-economic issues
- We provide communication channel to the public in addressing educational issues
  
- Tabernacle FM has generated job for youth by hiring some of its employees /presenters. Though some have volunteered, the station had kept these youths busy by allowing them to volunteer and be busy with spreading the word of God to the Nation, this as a result reduces the criminals that could be found by loitering youth.

### **COVERAGE Plan**

The station currently covers the areas of Maseru, Berea, some parts of Leribe, Mafeteng, all the areas accessing the Berea Plateau and Lebelonyane plateau.

However, the station has applied for more frequencies covering all Lesotho and has been authorized by the Authority except Leribe Plateau, but we have not been able to access those frequencies up to this far as the LNBS said they lack the equipment in order for them to assist us to access those frequencies.

Our aim therefore is still to maintain our primary role of covering the whole country, we wish therefore in 2 years' time to come, find us covering the whole country.

### **Technical improvements within the Parameters of approved transmit power**

Tabernacle FM is currently in possession of a studio equipment quotation. The plan is to build a recording studio, aside from the live studio that we already have.

### **Community Empowerment Initiatives Plan.**

- A. The community will be empowered through our programs filled with words of encouragement.

- B. As the station grows and stands on its own financially, we will need more sets of hands which means we will have to hire more people from the community.
- C. We will be providing students with the internship programs where they get to have a feel of the industry while they are still in school.
- D. At the end of each year, the employees of Tabernacle FM will have a fun walk to the orphanages where they will dine with the children and leave them clothes and toys.
- E. Job creation

Upon the issuance of the license, the station did not have any paid employees, only volunteers. Currently, Tabernacle FM has three (3) employees and four (4) volunteers. We have paid employees in the positions of Station Manager and Presenter. The volunteers are in the positions of 3 presenters and a Marketing and sales strategist.

## **CORPORATE SOCIAL INVESTMENT**

### **Contribution to improve the lives of its community members**

Tabernacle FM has improved the lives of its community members by proving them with hope via the word of God that encourages them to stay strong and have hope for the better future as promised by God in the holy scriptures.

There are specific tangible donations and hampers given to the community such as food parcels during the hardships of Covid19, donation of houses to orphans and building of churches. E.g. house built for orphans at Mafeteng and church at Hamofoka.

### **SOURCES OF FUNDING TO ENSURE SUSTAINABILITY**

Tabernacle FM has reached an agreement with the managing committee of Tabernacle Christian association that in order to ensure the smooth running of the station; the station has to start raising funds, in order to be able to afford to pay for the daily running expenses, employees' salaries and the regulatory fees in order to avoid being late for payments as it has happened often under the previous license.

Among other fundraising activities that the station is going to explore, we have but not limited to the following:

*sponsored Content*

Tabernacle FM will be making money by having brands pay to have radio presenters endorse and promote products/services on air. This is a great way for companies to advertise their products because listeners love and trust their favorite radio presenters and so products will appear more appealing. However, it will be made clear to listeners that this content is a commercial arrangement. Branded content will also take the form of an article which Tabernacle FM will then publish to their website and share on social media.

Sponsored content is a great way to build brand awareness as our presenters will frequently mention the brand's name and positioning. Furthermore, over time a positive association of the brand will build in the listener's mind. Sponsored content also reaches an audience in a less direct way so the audience tends not to think of the message as an advertisement but more as a helpful piece of information.

#### ***Charging Callers***

One method Tabernacle FM will be using to make extra income is through charging callers. We have scheduled programs where presenters will encourage their listeners to call or text in for a chance to be featured on air or to enter a competition. The station will charge a small fee to each incoming caller and make a profit through this. However, we will make sure to tell our listeners that callers will be charged as a way to raise funds for the station. For our plan to work effectively, we will be making an arrangement with Vodacom and Econet, so that both parties know how profit sharing will be carried out.

#### ***Sponsored Events***

Tabernacle FM will also be making money through hosting an event or supporting an advertising partner's event. Not only do these sponsored events attract new listeners, but they also bring in extra revenue through merchandising and ticket sales.

#### ***Selling Newscasts***

Because Tabernacle FM is a Christian station, we will be leveraging on this fact to raise funds for the station. Most Christians stations in the country have little to know time to focus on Christian related news because they broadcast general

news, but that is not the case with Tabernacle FM since our soul focus is on Christianity; hence we will be collecting Christian related news all across the country and selling them to other stations in the country. This way, the stations who buy the Christian news stories do not need to focus on managing reporters and news anchors etc. to broadcast Christian news updates.

#### ***Donations***

Tabernacle FM will employ donations as another fund-raising strategy. This is where the station will host an event for the loyal listeners and followers of the station, and there, attendees' will be asked to donate however much they have towards the success of the station. A sheet will also be printed where volunteers will be selected to walk door to door asking for donations and registering whoever donates something. The sheets will be kept in the company archives for safety keeping.

#### ***Advertising***

Advertising slots will be made available for people and companies who would like to promote their brands or/and companies through our radio station.

#### ***Subscriptions***

a form will be made available online with the station's banking details for people who would like to contribute to the success of the station to sign up and become the subscribers of our station.

#### ***Merchandising***

T-shirts, caps, mugs et.al will be printed with the logo of the company and the faces of our most followed presenters and sold to people. During the monthly events that will also be hosted with the purposes of raising funds, the logo of the company along with those of the artists that will be performing will be printed on the merchandise and sold as another means to raise funds for the station.

#### ***Airtime sales***

Pastors and Christian churches will be invited to buy airtime from our station and have their services broadcasted on our station.

#### ***Training plan***

An internship program is going to be introduced where we will be collaborated with schools that offer media related courses, where they will provide us with

interns to train at our station for a period of six months. Alongside the certificates provided by their respective schools, tabernacle FM will also provide them with a certificate, honoring them for their hard work during the time that they will be spending at the station. At the end of every term, if the station was impressed by a certain intern's work, he/she will be employed by the station after they graduate.

| <b>NAME OF PRESENTER</b> | <b>IDENTIFICATION OF SKILLS GAP</b> | <b>IDENTIFICATION OF RELEVANT TRAINING</b> | <b>INSTITUTION TO OFFER TRAINING</b> |
|--------------------------|-------------------------------------|--|--------------------------------------|
| Chebiso Motsoalisa       | Media certificate                   | Short course certificate                   | LUCT                                 |
| Paleo Motsoahae          | Media certificate                   | Short course certificate                   | LUCT                                 |
| Maleseli Khafiso         | Media certificate                   | Short course certificate                   | LUCT                                 |



| Competencies and behaviors   | Rorisa | Tiisetso | Shao | Chebis | Ntate | Thulo | Mme | Matlotli | Ntate | Motsoa | Depart ment | Depart ment |
|--|--------|----------|------|--------|-------|-------|-----|----------|-------|--------|-------------|-------------|
| 1 Using and developing my knowledge.                                       | 5      | 9        | 4    | 3      | 3     | 3     | 3   | 27       | 4.5   |        |             |             |
| 2 Researching, investigating and problem-solving.                          | 2      | 9        | 2    | 1      | 1     | 1     | 1   | 16       | 2.7   |        |             |             |
| 3 Communicating outwardly: face-to-face, phone, email, etc.                | 1      | 9        | 7    | 1      | 2     | 4     | 24  | 4        |       |        |             |             |
| 4 Listening and interpretation, establishing rapport, understanding needs. | 2      | 9        | 8    | 2      | 3     | 7     | 31  | 5.2      |       |        |             |             |
| 5 Developing solutions and agreeing things with people.                    | 5      | 8        | 5    | 2      | 2     | 4     | 26  | 4.3      |       |        |             |             |
| 6 Financial understanding and commercial ability.                          | 8      | 9        | 3    | 1      | 1     | 1     | 23  | 3.8      |       |        |             |             |

|  |   |   |   |   |   |   |    |     |
|--|---|---|---|---|---|---|----|-----|
| 7 Speaking and presenting to groups.   | 4 | 5 | 2 | 1 | 1 | 1 | 14 | 2.3 |
| 8 Helping or coaching or teaching or training others   | 2 | 5 | 5 | 0 | 2 | 4 | 18 | 3   |
| 9 Using information and communications technology (ICT or IT).   | 9 | 9 | 5 | 6 | 5 | 3 | 37 | 6.2 |
| 10 Technical appreciations and use of equipment/tools/machinery for my area and related areas.         | 3 | 9 | 6 | 6 | 2 | 1 | 27 | 4.5 |
| 11 Competitor/industry awareness and consideration of these factors in planning, decision making, etc. | 2 | 9 | 7 | 4 | 4 | 8 | 34 | 5.7 |
| 12 Taking initiative and responsibility, e.g., decision-making, project management, running meetings.  | 2 | 7 | 6 | 2 | 2 | 4 | 23 | 3.8 |
| 13 Visioning, creating, and inspiring others with my ideas.  | 5 | 9 | 5 | 0 | 2 | 9 | 30 | 5   |

|  |                      |                  |           |             |                   |                    |                       |                         |
|--|----------------------|------------------|-----------|-------------|-------------------|--------------------|-----------------------|-------------------------|
| 14 Managing time, planning, being effective, efficient, productive, and reliable.                    | 2                    | 6                | 9         | 4           | 4                 | 9                  | 34                    | 5.7                     |
| 15 Appreciating/applying social responsibility, sustainability, humanity and ethical considerations. | 2                    | 5                | 5         | 3           | 4                 | 8                  | 27                    | 4.5                     |
| <b>Totals</b>  | <b>53</b>            | <b>117</b>       | <b>79</b> | <b>38</b>   | <b>38</b>         | <b>67</b>          | <b>391</b>            | <b>63.2</b>             |
| <b>Averages</b>  | 3.5                  | 7.8              | 5.3       | 2.5         | 2.5               | 4.7                | 26.1                  | 4.2                     |
| Examples of behavior and style   | Rorisang<br>Leiakane | Tiisetso<br>Shao | Chebiso   | Ntate Thulo | Mme<br>Matlotliso | Ntate<br>Motsoahae | Department<br>average | Department<br>sub-total |
| 1 Striving for personal development.   | 5                    | 9                | 8         | 5           | 5                 | 8                  | 40                    | 6.7                     |
| 2 Taking personal responsibility to resolve problems, even those not of my own making.               | 5                    | 9                | 6         | 4           | 5                 | 8                  | 37                    | 6.2                     |
| 3 Understanding the way people really feel.  | 3                    | 6                | 8         | 4           | 8                 | 9                  | 38                    | 6.3                     |

| Competencies and behaviors   | Rorisan | Tiisetso | Shao | Chebis | Ntate | Thulo | Mme | Matloeli | Ntate | Motsoa | Department | Department |
|--|---------|----------|------|--------|-------|-------|-----|----------|-------|--------|------------|------------|
| 1 Using and developing my knowledge.                                       | 5       | 9        | 4    | 3      | 3     | 3     | 27  | 4.5      |       |        |            |            |
| 2 Researching, investigating and problem-solving.                          | 2       | 9        | 2    | 1      | 1     | 1     | 16  | 2.7      |       |        |            |            |
| 3 Communicating outwardly: face-to-face, phone, email, etc.                | 1       | 9        | 7    | 1      | 2     | 4     | 24  | 4        |       |        |            |            |
| 4 Listening and interpretation, establishing rapport, understanding needs. | 2       | 9        | 8    | 2      | 3     | 7     | 31  | 5.2      |       |        |            |            |
| 5 Developing solutions and agreeing things with people.                    | 5       | 8        | 5    | 2      | 2     | 4     | 26  | 4.3      |       |        |            |            |
| 6 Financial understanding and commercial ability.                          | 8       | 9        | 3    | 1      | 1     | 1     | 23  | 3.8      |       |        |            |            |

|  |   |   |   |   |   |   |    |     |  |  |  |  |
|--|---|---|---|---|---|---|----|-----|--|--|--|--|
| 7 Speaking and presenting to groups.                           | 4 | 5 | 2 | 1 | 1 | 1 | 14 | 2.3 |  |  |  |  |
| 8 Helping or coaching or teaching or training others           | 2 | 5 | 5 | 0 | 2 | 4 | 18 | 3   |  |  |  |  |
| 9 Using information and communications technology (ICT or IT). | 9 | 9 | 5 | 6 | 5 | 3 | 37 | 6.2 |  |  |  |  |

|  |   |   |   |   |   |   |    |     |
|--|---|---|---|---|---|---|----|-----|
| 10 Technical appreciations and use of equipment/tools/machinery for my area and related areas.         | 3 | 9 | 6 | 6 | 2 | 1 | 27 | 4.5 |
| 11 Competitor/industry awareness and consideration of these factors in planning, decision making, etc. | 2 | 9 | 7 | 4 | 4 | 8 | 34 | 5.7 |
| 12 Taking initiative and responsibility, e.g., decision-making, project management, running meetings.  | 2 | 7 | 6 | 2 | 2 | 4 | 23 | 3.8 |
| 13 Visioning, creating, and inspiring others with my ideas.  | 5 | 9 | 5 | 0 | 2 | 9 | 30 | 5   |
| 14 Managing time, planning, being effective, efficient, productive, and reliable.                      | 2 | 6 | 9 | 4 | 4 | 9 | 34 | 5.7 |
| 15 Appreciating/applying social responsibility, sustainability, humanity and ethical considerations.   | 2 | 5 | 5 | 3 | 4 | 8 | 27 | 4.5 |

|  |                   |              |           |             |                 |                 |                     |                      |
|--|-------------------|--------------|-----------|-------------|-----------------|-----------------|---------------------|----------------------|
| <b>Totals</b>  | <b>53</b>         | <b>117</b>   | <b>79</b> | <b>38</b>   | <b>38</b>       | <b>67</b>       | <b>391</b>          | <b>63.2</b>          |
| <b>Averages</b>  | 3.5               | 7.8          | 5.3       | 2.5         | 2.5             | 4.7             | 26.1                | 4.2                  |
| Examples of behavior and style   | Rorisang Lejakane | Tisetso Shao | Chebiso   | Ntate Thulo | Mime Matlotliso | Ntate Motsoahae | Department averages | Department sub-total |
| 1 Striving for personal development.   | 5                 | 9            | 8         | 5           | 5               | 8               | 40                  | 6.7                  |
| 2 Taking personal responsibility to resolve problems, even those not of my own making. | 5                 | 9            | 6         | 4           | 5               | 8               | 37                  | 6.2                  |
| 3 Understanding the way people really feel.  | 3                 | 6            | 8         | 4           | 8               | 9               | 38                  | 6.3                  |
| 4 Developing positive relationships.   | 8                 | 8            | 8         | 5           | 8               | 9               | 46                  | 7.7                  |
| 5 Keeping focused and productive,  | 2                 | 7            | 6         | 2           | 4               | 7               | 28                  | 4.7                  |

|   |   |   |   |   |   |   |    |     |  |
|---|---|---|---|---|---|---|----|-----|--|
| reliable and dependable.                              |   |   |   |   |   |   |    |     |  |
| 6 Planning how to achieve my work and personal goals. | 3 | 9 | 5 | 2 | 5 | 5 | 29 | 4.8 |  |

|   |   |   |   |   |   |   |    |     |
|---|---|---|---|---|---|---|----|-----|
| 7 Managing stress and conflict.   | 9 | 9 | 7 | 9 | 9 | 9 | 52 | 8.7 |
| 8 Managing upwards and sideways (my managerial superiors and my peers.)   | 9 | 9 | 9 | 9 | 9 | 9 | 54 | 9   |
| 9 Contributing positively to team/company morale and spirit               | 4 | 8 | 8 | 2 | 4 | 7 | 33 | 5.5 |
| 10 Seeking and picking up responsibility that I see waiting to be filled. | 2 | 9 | 5 | 2 | 2 | 9 | 29 | 4.6 |
| 11 Team-working.  | 3 | 6 | 6 | 2 | 4 | 5 | 26 | 4.3 |
| 12 Having compassion and care for others.                                 | 5 | 6 | 9 | 2 | 7 | 9 | 38 | 6.3 |

|   |            |            |            |           |            |            |             |             |
|---|------------|------------|------------|-----------|------------|------------|-------------|-------------|
| 13 Using integrity and ethics in my judgement about work and organizational issues. | 4          | 9          | 5          | 4         | 5          | 6          | 33          | 5.5         |
| <b>Total</b>  | <b>62</b>  | <b>104</b> | <b>92</b>  | <b>52</b> | <b>75</b>  | <b>100</b> | <b>483</b>  | <b>80.3</b> |
| <b>Average</b>  | <b>4.8</b> | <b>8</b>   | <b>7.1</b> | <b>4</b>  | <b>5.8</b> | <b>7.7</b> | <b>37.2</b> | <b>6.2</b>  |

This analysis is designed to show collective training needs and priorities and