

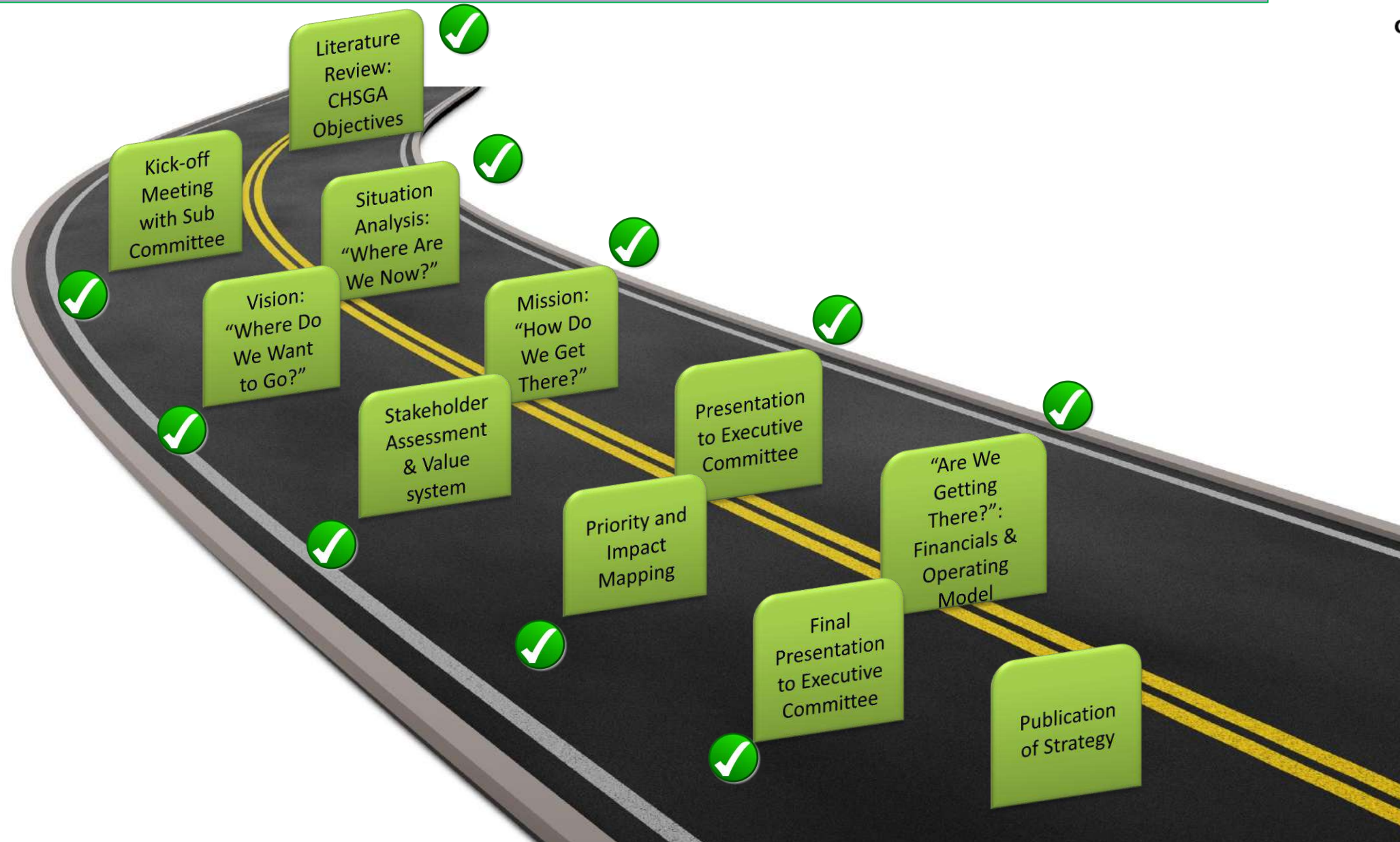
# SHIFTING LEAGUES

## CHSGA STRATEGIC PLAN 2021



**Ceylon Hotel School  
Graduates Association**

# Milestones



# Who are we?

- The Ceylon Hotel School Graduates Association (CHSGA), established in 1971 (incorporated by the Parliament Act No: 21 of 1984), takes pride in being the pioneering Hospitality Professional Association in SL.
- With an alumni of over 1500 members, CHSGA members hold significant senior managerial and leadership positions in the industry, both in SL and in International Markets. CHSGA members have significantly contributed to the growth of tourism in the SL.
- CHSGA aspires to be a game changer in driving professionalism and innovation in the hospitality industry of Sri Lanka and to be significant contributor to achieve the national vision for tourism in the country.



# Situational Analysis

**“Where are We NOW?”**



# Objectives of CHSGA (as stated in the act of Parliament)

1. To conduct all such activities that will enhance professionalism of its membership.
2. To establish, foster and maintain relations with other similar or allied professions of the Hotel and Tourism Trade to obtain enhanced recognition both in Sri Lanka and Abroad.
3. To assist in development of Sri Lanka Tourism.
4. To render assistance towards the benefit of the Sri Lanka Institute of Tourism and Hotel Management (SLITHM).
5. To render assistance for the welfare of the Ceylon Hotel School Graduates.
6. To enhance the employment prospects of the members of then CHSGA.
7. To increase the sense of fellowship amongst the graduates of the SLITHM both with one another and the Hotel School.

# Objectives - Progress/Maturity Evaluation

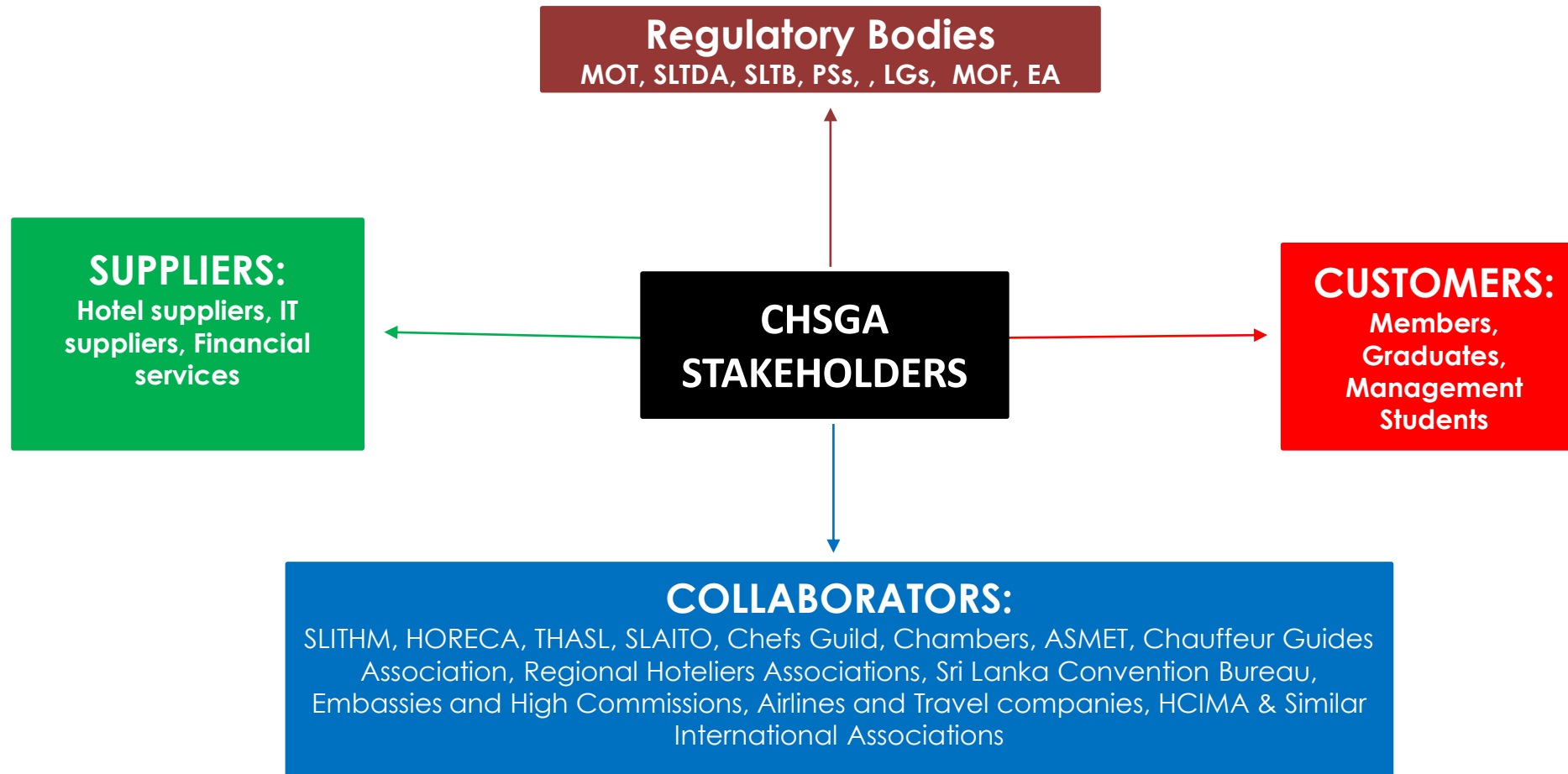
## Progress Evaluation Criteria

Rating	Stage	Description
1	Conceptualized	Discussed as policies, events and activities.
2	Initiated	Key events or activities have been initiated in line with the objectives.
3	Deployed	The events have been deployed/executed.
4	Results	The results have been measured and communicated to the relevant stakeholders.
5	Sustained	Events and activities have been continued and they have expanded.

A close-up photograph of a hand moving a light-colored wooden chess piece, likely a knight, on a checkered chessboard. The hand is positioned at the top left, with fingers gripping the piece. The chessboard has alternating light and dark squares. Other chess pieces are visible in the background, slightly out of focus. The lighting is warm and focused on the hand and the piece being moved.

**“Where Do We  
Want To Go?”**

# Stakeholders Map





# VISION

**Our Members to be the most preferred Hospitality Professionals  
in SL and Globally  
with Excellent Leadership abilities  
to manage their organizations to the highest professional standards.**

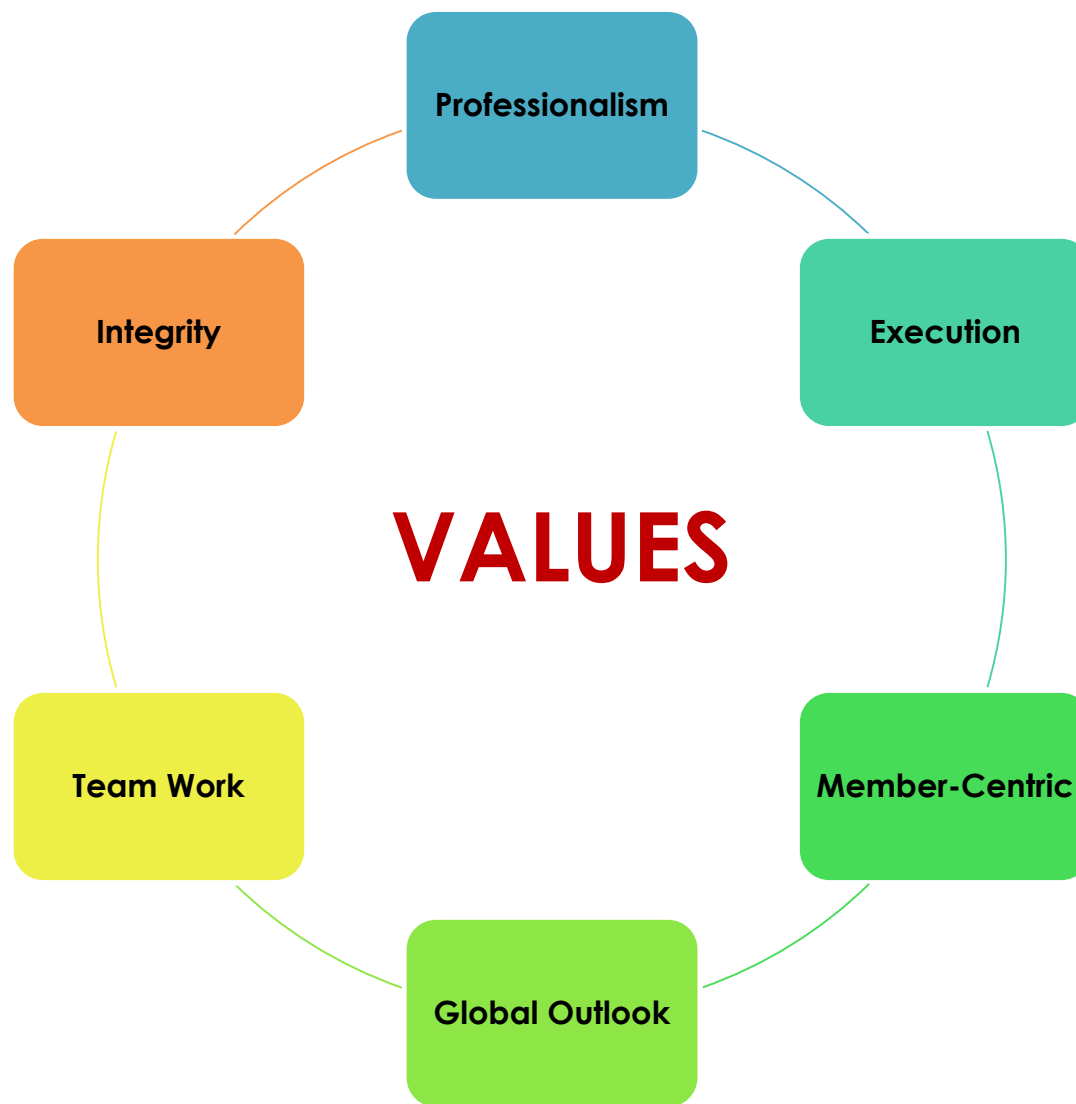
( Professional Standards: growing the wealth of their stakeholders, Good Governance with Integrity )

# “How Do We Get There?”



# MISSION

To facilitate:	Responsibility
1. SLITHM to churn out graduates to international standards	<b>Dharshan</b>
2. Continuous Professional Development of CHSGA members to be cutting edge international hoteliers.	<b>Sanjeewa</b>
3. Networking with the local and international hospitality industry (hotel chains, investors, associations) to fast-track professional progress of our membership and to increase camaraderie.	<b>Sumitra</b>
4. Advocacy for Good Governance of the Hospitality Industry and be the voice of the hospitality professionals in SL.	<b>Patrick</b>
5. Industry Excellence and Thought Leadership in the hospitality industry.	<b>Shafeek</b>
6. Institutional Development Activities to Facilitate and Sustain the achievement of the Vision, Mission and Strategic Directions.	<b>Priyal</b>





# *Priority-Impact Mapping*

## *Short Term*

No.	Action Item	Priority	Impact
2.2	Establish a CPD standard for continuous learning (eg: 50hrs per year) and, develop and execute( In House/Outsourced, Accredited) Master Class programmes to upgrade CHSGA professionals competencies on an annual basis. Annual Membership Renewal will be based on the member meeting the CPD standards & membership-upgrading criteria.	1	ST
2.4	Organize Annual Conferences and facilitate members to present local industry developments to both Sri Lankan and international forums. Also bring in International Specialist to share best practices.	1	ST
3.1	Organize an Annual Career Fair alongside the Hotel Show to bring the hotel companies and brands to show case employment opportunities	1	ST
3.3	Create a job website for local and international companies to advertise job opportunities and give membership access.	1	ST

No.	Action Item	Priority	Impact
6.4	Value added social networking programmes and member assistance services and facilities for the membership to engage apart from the professional development programmes planned and executed for the membership.	1	ST
6.3	A professional EXCO structure with clear responsibilities and accountabilities for executing the strategic and annual plans.	2	ST
4.2	Facilitate Training Programmes on Good Governance practices for the Senior Management of the hotel industry.	3	ST
6.2	Sustainable IGPs to fund the activities and to build a sustainable treasury.	3	ST

# *Priority-Impact Mapping*

## *Medium Term*



No.	Action Item	Priority	Impact
2.1	Subscribe to a “bridging programme” to upgrade the Hotel School Graduates qualification to the level of a BA/BSc qualifications that's accepted as an entry qualification in MBA programmes both in SL and abroad)	1	MT
5.1	Facilitate Research on Industry Best Practices and the Future Challenges on the Hospitality Industry and get members to write and publish on same under the CHSGA banner.	1	MT
6.1	A professional, efficient and sustainable project management and administration office to plan and execute projects.	1	MT
6.5	Rebrand CHSGA as a modern progressive professional association driven by the aspirations of the senior and junior members of the association.	1	MT
3.2	Engage with the International Hospitality Industry Associations to facilitate the participation of members in international conferences, trainings, internships and exchange programmes and also facilitate job placement opportunities.	2	MT
3.4	Conduct a national campaign to market the tourism and hospitality industry.	2	MT



Ceylon Hotel School  
Graduates Association

No.	Action Item	Priority	Impact
2.3	Organize International Study Tours in collaboration with similar professional associations and expose the members to the best practices and innovation in the International markets.	3	MT
4.1	Conduct Annual surveys on Good Governance and changes in Regulatory Practices in the hospitality industry and organize mini workshops to communicate same to regional hotels and professionals.	3	MT
4.3	Together with THASL and SLITO advocate for Good Governance and Safety Practices for the sustainability of the Industry.	3	MT

# *Priority-Impact Mapping*

## *Long Term*

No.	Action Item	Priority	Impact
1.1	<ul style="list-style-type: none"> <li>Conduct continuous research (survey, FGD) on a representative group of SLITHM stakeholders to understand performance gaps of CHSGA members from the industry expectations.</li> <li>Present the research to SLITHM Governance Board and facilitate (advisory and funding) the upgrading of the curriculum and capacity(Know How, Skills) of the lecturers to deliver same</li> </ul>	1	LT
1.2	Facilitate (Advisory, Funding) SLITHMs Governance Board to improve the Infrastructure and facilities that is required to operate a modern best in class hotel school.	1	LT
1.3	Together with SLITHM Governance Board facilitate internship programmes for the students in the local hospitality industry	1	LT
1.4	Organize student Industry exposure programmes & scholarships for young graduates in the International Markets.	1	LT
1.5	Organize Annual Student Conferences where Senior and Young Graduates share Best Practices learned from Industry experiences.	1	LT



No.	Action Item	Priority	Impact
5.3	Establish a Center for Excellence for continuous learning and to practice innovation for our members.	1	LT
5.2	Conduct annual industry awards to recognize excellent practices in: service, product innovation and sustainability .	3	LT

## CHSGA Strategy & Key Result Areas

KPIs

Financial

Membership

Employee

Committees

### Resources

- HR- COO & Project coordinators
- Infrastructure - premises
- IT Infrastructure - PCs, Projectors
- Finances- capex and working capital

1. SLITHM to churn out graduates to international standards



2. Continuous Professional Development of CHSGA members to be cutting edge international hoteliers



3. Networking with the local and international hospitality industry (hotel chains, investors, associations) to fast-track professional progress of our membership and to increase camaraderie.



4. Advocacy for Good Governance of the Hospitality Industry and be the voice of the hospitality professionals in SL.



5. Industry Excellence and Thought Leadership in the hospitality industry.

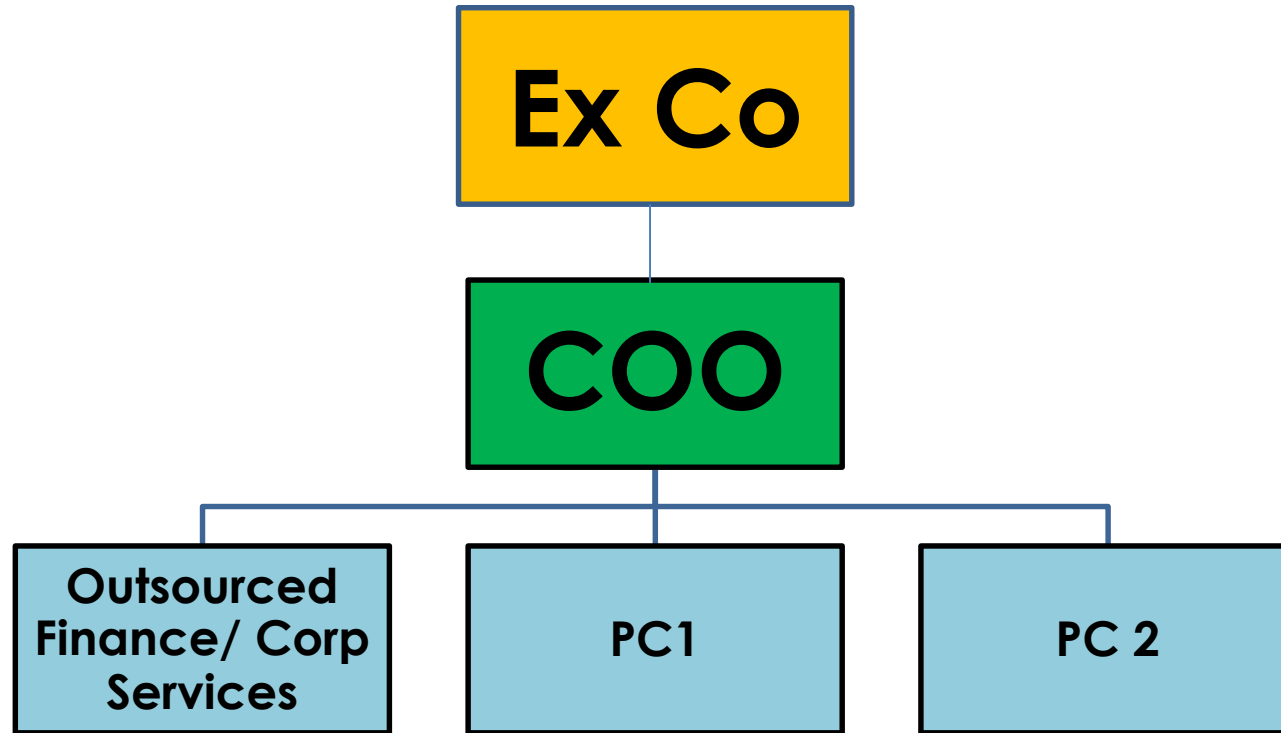


6. Institutional Development Activities to Facilitate and Sustain the achievement of the Vision, Mission and Strategic Directions.



**“Are We Getting  
There?”**

# Organization Structure





# Operational Budget Forecast -

	Salaries (COO and 2 Cordinators)				
	Rent				
	Electricity				
	Outsourced Financed				
	Travelling and delivery				
	Maintenance and repair				
	Telecommunication				
	Meeting Facilitation				
	Our sourced Cleaning				
	Stationary				
	Staff welfare				
	Insurance				
	Water				
Fixed	IT infrastructure				
	Website				
	TOTAL			0	

# Revenue

- Hotel show
- Membership fees
- Gate chargers for functions for membership (net revenue): training and conferences, social events, special events
- Sponsorships and funding



# Revenue Forecast-

	Rs
1 Hotel show	
2 Membership fees	
Gate chargers for functions for membership	
3 (net revenue): training and conferences, social events, special events	
4 Sponsorships and funding	