

CHSGA hotelier

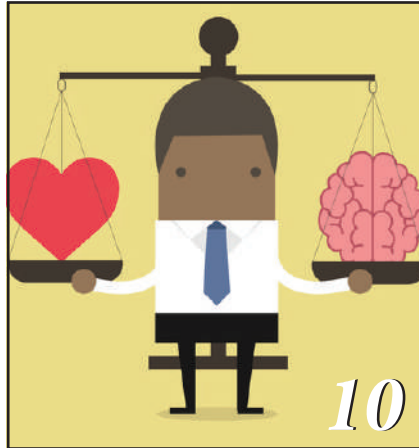
CEYLON HOTEL SCHOOL GRADUATES ASSOCIATION MAGAZINE

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HELLO SRI LANKA



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EDITOR'S PAGE



As the *Hotelier e Magazine* enters its third year of publication, there is a lot to look forward to. Before looking ahead, however, I would like to convey my thanks to our readers, contributors, and executive committee for their unstinted support towards the e magazine and its mission.

Launching a new e magazine is no small feat, and we achieved a good measure of success with four on-time issues with consistent high-quality content from outstanding contributors.

The social media sub-committee has done itself proud; since in addition to CHSGA's FB page, has introduced Instagram and LinkedIn pages too. Due to these additions done during a very limited time, we have achieved great success on the said platforms.

Our future reputation will be achieved on social media platforms, due to its growing popularity. One may disagree, but it's the reality today. In keeping with this reality, CHSGA will continue with the existing social media platforms and continue to create new ones in the future.

As for the year 2021, let's see what we can look forward to! Most importantly, at the end of the year, we plan on publishing the print version of the *Hotelier* magazine to celebrate our 50 years of service.

Over the next year, we are lining up several new initiatives to make the *Hotelier* even more exciting and of practical use to our readers, in addition to our social media platforms. We also hope to have more interaction with our valued readers via our social media platforms.

The hotel industry is still going through a crisis, but I am confident that it will bounce back in more innovative and progressive ways that will hold in good stead for the future.

I would like to wrap-up my message with a thought that was published in June 2020 as it is very relevant, specially in today's context:

Sir Isaac Newton discovered gravity while in self – isolation. The point being that a change of focus is required. This unexpected break from everyday work may be a welcome opportunity to wrap our heads around new thinking and starting afresh. New out-of-the-box thinking and the resiliency of the hotel industry are two key factors that will sustain and take the industry forward as the effects of this pandemic crisis ebbs.

Happy reading and stay safe.

THAKSHILA GALAPPATHTHY

MCHSGA

EDITOR

CHSGA
hotelier
CEYLON HOTEL SCHOOL GRADUATES ASSOCIATION MAGAZINE

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Hotelier reserves the right to make any changes (deletions or modifications) to the contents at anytime and without providing any notice.

Hotelier is the official magazine of the Ceylon Hotel School Graduates Association (CHSGA) and is published bi-annually

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**Ceylon Hotel School
Graduates Association**

Sri Lanka Institute of Tourism & Hotel Management
Galle Road, Colombo 03

PRESIDENT'S MESSAGE



My dear CHSGA Colleagues.....Welcome to Hotelier Magazine 2021 'Avurudu edition' - the first Hotelier Magazine for the year. We reach out to you, at a time when our nation is preparing to face the day to day challenges while at the same time, the Tourism industry is focusing on the the light at the end of the tunnel.

As you know our industry has been continuously facing multiple obstacles throughout. However, we have always risen to the occasion and bounced back stronger. In the midst of these negative situations, CHSGA has been engaged in several progressive initiatives. The most important feature was obtaining a "Degree Status" for SLITHM Management qualifications.

We work very closely with the Management of SLITHM for all progressive futuristic activities. I am glad to see that SLITHM is moving in the right direction under the current Chairperson and the Director General. CHSGA pledges its support and fullest cooperation to SLITHM in all its endeavors.

Our physical events were curtailed due to Covid19 directives and health guidelines that were necessary in order to maintain safety measures as outlined by the authorities. However, we have launched several new initiatives with the Executive Committee of CHSGA.

'Avurudu Hamuwa' will not be held in April this year, instead we have planned a "Mid-Year Family Gathering" on 12th June 2021, possibly with an overnight stay. Details will follow soon.....

Exciting times are ahead as we have planned a few more events before the AGM. Street Food Festival will be held in mid-August. Gastronomy Voyage, the finest culinary experience organized by the CHSGA, for SLITHM Management students, will take place in the latter part of April. An Online Bartender's Training Programme and Online HR seminar organized by CHSGA is also lined up. In addition, a series of CSR activities will also be carried out.

The AGM is scheduled to be held from 24th to 26th September. This will be our 50th AGM and all plans are underway to organize this event on a grand scale. Await details.....

With all these events happenings, we continue to stay stronger. I urge all our beloved CHSGA members to take part in all these initiatives in order to make our association the most effective in the Industry.

Congratulations to the Editorial team for publishing the 1st Edition of 2021 Hotelier Magazine. Let's stay safe and be strong as one CHSGA family!!!!

Happy reading!

PRIYAL PERERA

FCHSGA

PRESIDENT

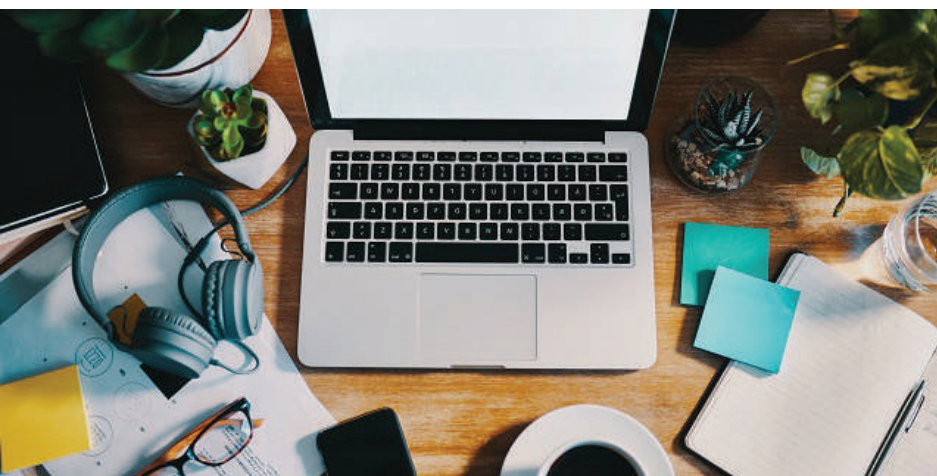
Ceylon Hotel School Graduates Association



OPERATING IN THE **CURRENT ENVIRONMENT** AND **BEING FUTURE-READY**

“Work from Home” is the new “Coronavirus” culture. This brings about a new work culture for staff and for Managers. Business Continuity Planning and Developing the Business are also focus areas operating under this new paradigm.

In taking these three dimensions, ie Working from Home, Business Continuity and Planning and Developing the Business one by one, my thoughts go back in time to August of 1990, when the Gulf war broke out. At that time, I was Head of Human Resources for the Gulf with Citibank based in Dubai, UAE. We handled a similar situation at that time. The difference is that the Gulf war was man-made and the current scenario is nature-made.



1

WORKING FROM HOME

Below are some guidelines from my then experience which I believe holds well today too in the current scenario:

- What is required in terms of both infrastructure and emotional discipline.
- Be self-disciplined in approach and learn to work independently without supervision.
- Set a dedicated work area away from possible disturbances by family members.
- Set up the necessary infrastructure with technology and tools to effectively facilitate your work.
- Get dressed as if going to work, not necessarily in office attire and prepare mentally and emotionally for work.
- Set a start time and end time for each day of work.
- Be organized, identify and prioritize work with action points to be completed during the set timeframe. Set deadlines and complete if possible, ahead of time.
- Set up work teams technologically / communication groups (For SMS / E- mail / WhatsApp / Conference calling) with whom you will need to communicate regularly both orally and written during this period.
- MOST IMPORTANT IS TO SET ACTION POINTS FOR THE DAY AND COMPLETE SAME.
- Update your immediate supervisor and Department Head of the output for the day and planned activities for the next day.



2

BUSINESS CONTINUITY PLANNING

- Create a contingency reserve account on an ongoing basis for staff salaries and to meet other staff costs. Also, for training and development costs without retrenching staff (other than the FAT) since experienced and competent staff will be required to grow the business from “ground zero” at a critical time.
- Staff training on the new environment with focus on safety and hygiene aspects and to answer customer queries; should commence as soon as

normalcy returns, since people gatherings are not permitted for conducting face to face training programs, but focussing on audio and video online training programs.

- Focus on cash flow and cost management.
- Do away with all “NICE-TO-DO-ACTIVITIES” to preserve the cash; to meet all mandatory fixed expenses in the next 6 to 12 months.



3

DEVELOPING THE BUSINESS

- Plan to operate in the new business scenario from “ground zero”.
- Customer expectations will be different in terms of lower pricing, safety and hygienic conditions, air pollution and circulation, distancing and spacing.
- Focus on continuous customer and employee engagement through communications during this period and provide them with status updates.

- Set a frequency and operate all mechanical and technological equipment and tools including air conditioning and other plants to ensure that they are in proper working order when operations begin.
- Similarly, keep building infrastructure and external spaces in a prime and proper condition to be “Future-Ready”.



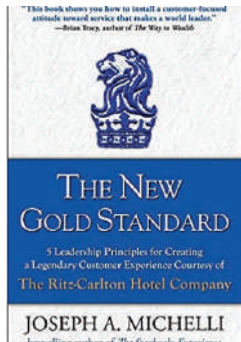
4 ADVICE TO EMPLOYEES

- With schools closed for a prolonged period, children and grandchildren at home all day; stress and isolation hardships will increase for them. Therefore, spend quality time with them. Keep them happy and occupied.
- Use this period at home to think of ways on how you can contribute differently, more efficiently and effectively in the future, once you return to work to rebuild the business.
- Be proud of your organization-your employer. Keep its wellbeing uppermost in your mind.
- Preserve your cash and don't spend unnecessarily. Keep as much money for an emergency till the current health situation improves. Be optimistic about the future.
- When you return to work, work harder and faster to weather the storm and get back to normalcy as soon as the environment permits.



SUNIL DISSANAYAKE
FCHSGA
Chief Executive Officer-BMICH
Director-Sri Lanka Convention
Bureau

5 BOOKS THAT EVERY HOTELIER SHOULD READ



THE NEW GOLD STANDARD

5 Leadership Principles for Creating a Legendary Customer Experience Courtesy of the Ritz Carlton Hotel Company

by JOSEPH MICHELLI

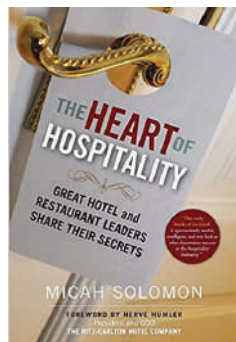
When it comes to refined service and exquisite hospitality, one name stands high above the rest:

The Ritz-Carlton Hotel Company. With ceaseless attention to every luxurious detail, the company has set the bar for creating memorable customer experiences in world-class settings. Now, for the first time, the leadership secrets behind the company's extraordinary success are revealed.

The New Gold Standard takes you on an exclusive tour behind the scenes of The Ritz-Carlton Hotel Company. Granted unprecedented access to the company's executives, staff, and its award-winning Leadership Center training facilities, bestselling author Joseph Michelli explored every level of leadership within the organization. He emerged with the key principles leaders at any company can use to provide a customer experience unlike any other, such as:

- Understanding the ever-evolving needs of customers
- Empowering employees by treating them with the utmost respect
- Anticipating customers' unexpressed needs and concerns
- Developing and conducting an unsurpassed training regimen

Sharing engaging stories from the company's employees—from the corporate office and hotels around the globe—Michelli describes the innovative methods the company uses to create peerless guest experiences and explains how it constantly hones and improves them.



THE HEART OF HOSPITALITY

Great Hotel and Restaurant Leaders Share Their Secrets

by MICAH SOLOMON & HERVE HUMLER

Success in today's rapidly changing hospitality industry depends on understanding the desires of guests of all ages, from seniors and boomers to the

newly dominant millennial generation of travelers. Help has arrived with a compulsively-readable new standard, *The Heart of Hospitality: Great Hotel and Restaurant Leaders Share Their Secrets* by Micah Solomon, with a foreword by The Ritz-Carlton Hotel Company's president and COO Herve Humler.

This up-to-the-minute resource delivers the closely guarded customer experience secrets and on-trend customer service insights of today's top hoteliers, restaurateurs, and Master of Hospitality Management including:

Four Seasons Chairman Isadore Sharp: How to build an unsinkable company culture.

Union Square Hospitality Group CEO Danny Meyer: His secrets of hiring, onboarding, training, and more.
Tom Colicchio (Craft Restaurants, Top Chef): How to create a customer-centric customer experience in a chef-centric restaurant.

Virgin Hotels CEO Raul Leal: How Virgin Hotels created its innovative, future-friendly hospitality approach.

Ritz-Carlton President and COO Herve Humler: How to engage today's new breed of luxury travelers.

Double-five-star chef and hotelier Patrick O'Connell (The

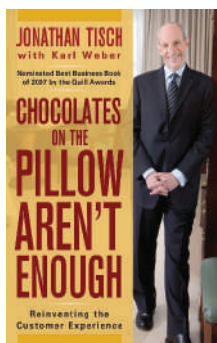
Inn at Little Washington) shares the secrets of creating hospitality connections.

Designer David Rockwell on the secrets of building millennial-friendly restaurants and hotel spaces (W, Nobu, Andaz) that resonate with today's travelers.

Restaurateur Traci Des Jardins on building a "narcissism-free" hospitality culture
Legendary chef Eric Ripert's principles of creating great guest experiences, simultaneously within a single dining room.

The Heart of Hospitality is a hospitality management resource like no other, put together by leading customer service expert Micah Solomon. Filled with exclusive, first-hand stories and wisdom from the top professionals in the industry, The Heart of Hospitality is an essential hospitality industry resource.

As Ritz-Carlton President and COO Herve Humler says in his foreword to the book, "If you want to create and sustain a level of service so memorable that it becomes an unbeatable competitive advantage, you'll find the secrets here."



CHOCOLATES ON THE PILLOW AREN'T ENOUGH

Reinventing the Customer Experience

by JONATHAN M. TISCH AND KARL WEBER

The book helps share tips with hoteliers on how to cater to today's internet savvy travelers. The author, Jonathan has been

a prominent figure in the travel and hospitality industry. He shares tips with readers on how to treat the guests, address their requirements and eventually turn them into recurrent guests. You can learn and adopt strategies on maximizing the guest experience.

"Jonathan recognizes that in today's Internet-fed, savvy-consumer world, it is the people-to-people connections, regardless of price point, that differentiate a customer's experience. Gimmicks come and go, but without sincere and caring people delivering the overall experience, from start to finish, well, it's true--chocolates on the pillow are not enough. A great read!"

David Neeleman, founder and CEO, JetBlue Airways Corporation



WITHOUT RESERVATIONS

How a Family Root Beer Stand Grew into a Global Hotel Company

by J.W. "BILL" MARRIOTT JR.

In Without Reservations, global business leader and hotel industry icon J.W. "Bill" Marriott, Jr., shares both the story of and

the recipe for the success of Marriott International, one of the world's leading hotel companies. The company began with one family-run root beer stand and grew over eight decades, through his leadership, into a global corporation that is widely respected for the business it does and the way it does business. In 1964, on the eve of being named president of the company, Marriott's father, founder and then-CEO J. Willard Marriott, Sr., tucked a letter in his 32-year-old son's desk drawer. The letter contained insights and guideposts that proved invaluable as Bill Jr., blazed the trail not only for his company, but for the hospitality industry as well. The letter, printed in this book, provides timeless advice for any person in any business who aims to achieve success. Without Reservations is a compilation of engaging stories that takes the reader behind the scenes as events and decisions unfold.



BE OUR GUEST

(Revised and Updated Edition)
Perfecting the Art of Customer Service (A Disney Institute Book)

Exceeding expectations rather than simply satisfying them is the cornerstone of the Disney approach to customer service.

Disney Institute specializes in helping professionals see new possibilities through concepts not found in the typical workplace. It reveals even more of the business behind the magic of quality service. During the last twenty-five years, thousands of professionals from more than thirty-five countries and more than forty industries have attended business programs at Disney Institute and learned how to adapt the Disney approach for their own organizations.

Be Our Guest highlights the successes many of these companies have achieved, plus the key processes and best practices that have made Disney a trusted and revered brand around the world for more than eighty-five years.



PATRICK PERERA
FCHSGA

EMOTIONAL INTELLIGENCE FOR HOSPITALITY SERVICE

Hospitality is an industry that will never be run devoid of human involvement. Whilst the customer or the guest will always be humans, the service provider by way of humans could never be substituted however much robotics try to infiltrate to replace them. As far as the human element remains to be serviced, **Emotional Intelligence** or **EI** will be a factor not to be ignored, especially in the hospitality industry.

Emotional Intelligence derives from the coined terms **Emotion & Intelligence** or **Intellectual Comprehension of the Emotion**. Emotion is defined as a conscious and subjective mental reaction towards a particular event and is usually accompanied by changes in the physiologic and behavioural aspects of a person. From this definition we can deduce that an Emotion has four components, namely: **Cognitive reactions, physiological reactions, behavioural reaction** and **affect**.

EQ or **Emotional Quotient** is a testing measurement that refers to a person's ability to understand his/her emotion along with the other person's emotions, whereas **IQ** stands for **Intelligence Quotient** that indicates a person's intelligence level.

The term **Emotional Intelligence** was first evolved in 1995, by Daniel Goleman a psychologist in his book

on Emotional Intelligence. It is the ability of a person to identify, express and control his/her thoughts and actions, understand other people and rightly interpret their situations, make right and quick decisions, cope with pressures and crisis and so on. It has been researched that people with high EQ have better mental health, job performance and the way of living life.

Have you ever thought of why people of average intelligence outperform people with the highest levels of intelligence, majority of the time?

Why do knowledgeable & clever people fail? Why do technically brilliant individuals have trouble managing others and collaborating on a team? It is not because they lack intelligence or technical skills. Far from it. What they lack is a critical level of **Emotional Intelligence (EI)** and the ability to manage their own emotions and others' when they are under pressure. They are brilliant on computers etc. What is the difference between computers & humans? Feelings or Emotions!

An emotionally intelligent individual is both highly conscious of his or her own emotional status, even negativity; frustration, sadness, or something subtler; and able to identify and manage them. Such people are especially tuned in to the emotions that others' experience. It's understandable that a sensitivity to emotional signals both from

within oneself and from one's social environment could make one a better friend, parent, **leader**, or romantic partner. Fortunately, these skills can be honed.

We define EI as the ability to:

- Recognize, understand and manage our own emotions.
- Recognize, understand and influence the emotions of others.
- In practical terms, this means being aware that emotions can drive our behaviour and impact people (positively and negatively), and learning how to manage those emotions – both our own and of others – especially when we are under pressure.

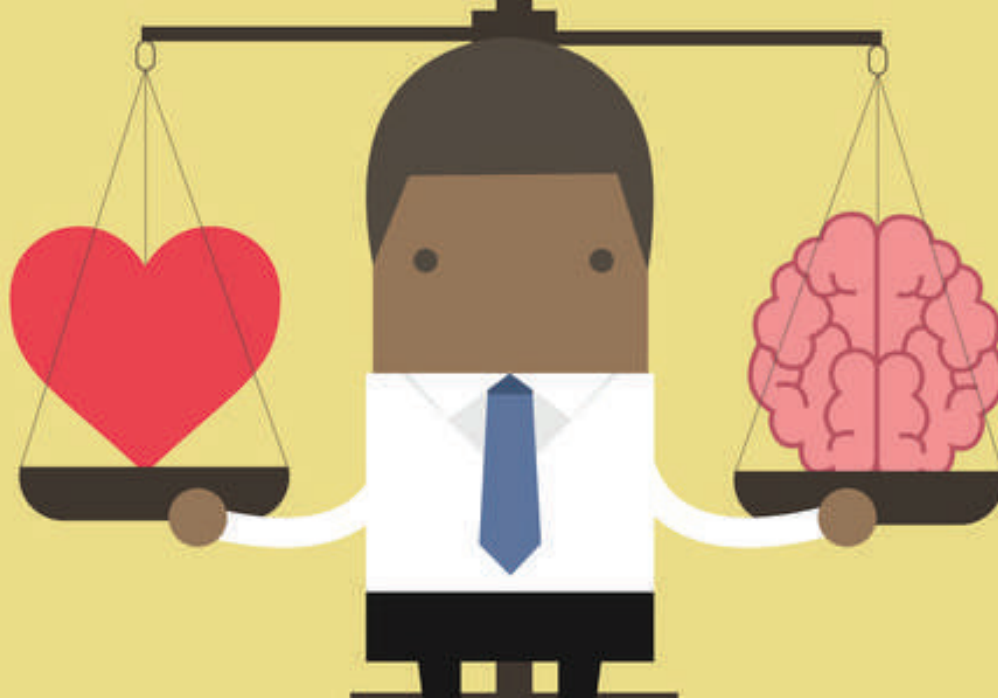
Goleman considers the following as **Competencies** of EQ:

- Self-Awareness: Understanding yourself/emotions
- Self-Management: Ability to manage yourself/emotions
- Social Awareness: Understanding others/ emotions
- Social Skill: Ability to manage others/emotions
- Self-Motivation: Confidence/ resilience to bounce back

It is worthy to elaborate and understand each competency better.

Self-Awareness

- Emotional Self-Awareness, the ability to know yourself and understand your feelings.
- Accurate Self-Assessment, understanding your strengths and weaknesses and their



effects.

- Self-Confidence, having faith in yourself and being willing to put yourself forward.

Self-Management

- Emotional Self-Control, an important part of emotional maturity, controlling your feelings and/or expressing them in the appropriate settings is a key skill.
- Achievement, i.e. being goal-oriented and being able to work towards your goals.
- Initiative, being self-motivated, and having the ability to keep working despite setbacks.
- Transparency, being honest and open, interacting with integrity and being trustworthy.
- Adaptability, showing resilience and the ability to change course when necessary.
- Optimism, having a positive outlook, hoping for the best and preparing for success.

Social Awareness

- Empathy, one of the pillars of the ability to form connections with others, understanding and acknowledging others' emotions.
- Service-Orientation, being helpful, contributing to the group effort, and displaying good listening skills.
- Organizational Awareness, the ability to explain yourself well and be aware of how you are being understood, as well as sensing the level

of comprehension of your audience.

Social Skills (Relationship Management)

- Inspirational Leadership: like being a good mentor, role model, and authority figure.
- Influence: articulating points in persuasive, clear ways that effectively motivate others.
- Conflict Management: having the skills to improve relationships, negotiate, and lead. The ability to settle disputes, differences of opinion, and misunderstandings.
- Change Catalyst: recognizing and supporting the need for change, and making it happen.
- Developing others: helping others build their skills and knowledge.
- Teamwork and Collaboration: working with others in an effective manner.

Self-Motivation

- Motivation is what pushes us to achieve our goals, feel more fulfilled and improve overall quality of life. Daniel Goleman, who developed the concept of Emotional Intelligence in the mid '90s, identified four elements that make up motivation:
- Our personal drive to improve and achieve
- Commitment to our goals
- Initiative, or readiness to act on opportunities
- Optimism and resilience

Now let's look at the range of benefits of EI in the workplace environment:

- Enhance better communication
- Improve personal relations
- Promote better work environment
- Coach others
- Manage change
- Deal with conflict
- Improve productivity
- Build effective teams
- Select and promote good leaders
- Retain employees
- Improve service, benefits, outcomes, & returns to self and others, organization, and stakeholders

"And so there's a real pay-off. The people who will become the leaders, the people who will become the star performers, are the ones who have the strengths in the key emotional intelligence abilities."

Daniel Goleman,
Ph.D.



KUMAR SENARATNE
FCHSGA



“Confidence comes from Discipline & Training”

(Robert Kiyosaki)

I am sure most of you agree with the above Quote of Mr. Robert Kiyosaki

Most of the Team members do not value the Importance of training & Development in the work place; they think that it is a burden for them and not see the value of it as I mentioned before.

What is training? It refers to educational activities within an organization created to enhance the work knowledge and skills of team members, while providing information and instructions on how to better perform your specific task.

IS TRAINING & DEVELOPMENT IMPORTANT?

Training & Development is not cheap. It is very expensive and a huge investment that lots of organizations do on behalf of the team members and the organization. It creates a win-win situation for both parties (Employee & Employer). Most employees have weakness in their work performance and therefore training programs provide strength to those employees in order to improve on their work performance. A development program brings all team members to a higher level, resulting in all having similar skills and knowledge. This helps to reduce the weak links within the organization. When the training & development unit in an organization provide the necessary training according to the training needs, it

creates an overall knowledgeable staff with members who can take over the duties of each other when needed.

A team member who undergoes training and development programs will be able to perform his or her task better and be aware of the Safety practices and proper procedures for basic tasks. Training will also build the confidence and positive attitude of the team members; because they would have a better understanding about their job and its responsibilities in order to perform. When a team member is confident, there will be a flow of new ideas that can open up doors for team members to reach the next level.

Training & development is a great motivator for the team members since it shows the pathway for team members to follow in order to climb the ladder. This is the main reason why CHSGA does lots of Training & Development programs through Propel to show the right pathway to young professionals.

If it weren't for Training & Development, none of us would be in the positions where we are in right now.

Take Training & Development very seriously as we hope to train and develop more team members in the future.



KAVINDA RANKOTDIWELA
MCHSGA



AWAIT 2022



Q

&

A

WITH

NADEEKA WATALIYADDA

DG SLITHM

BY THAKSHILA GALAPPATHTHY



We would like to get to know you better.

“Started my career as a management trainee at John Keells Holdings in 2000 January”

CAN YOU PROVIDE SOME INFORMATION ABOUT YOUR JOB HISTORY AND EXPERIENCE?

- Started my career as a management trainee at John Keells Holdings in 2000 January and worked till November 2001 as an executive in Human Resources Department (Head Office and JK Packaging)
- Joined the Department of Labour as a Labour Officer from December 2001 till August 2003
- Got selected to the **Sri Lanka Administrative Service** (Civil Service) and started my Administrative Career from September 2003.

Kindly see the table for more information of working stations

October 2020 to date	Director General Sri Lanka Institute of Hotel and Tourism Management.	
May 2019 October 2020	Director General - National Institute of Labour Studies.	Leading the Institute towards its vision Response to the Governing Board on all administration and academic matters.
Jan. 2019 May 2019	Director (Projects) - Ministry of Megapolis and Western Development.	Recruitment, promotion, extension of the staff who belong to different development projects operated under the Ministry.
Jan. 2017 Dec. 2018	Sabbatical - University of Flinders , Australia.	Masters Degree in Women's Studies.
January 2016 - January 2017	Director- (Planning Research and Development) - Director - Gender Secretariat of the Ministry of Labour and Trade Union Relations.	Overall supervision and directing projects and publications completed by the Division during that period. - Quarterly published Labour Gazette (04 Publications per year). "Way Forward' 2020, (Strategic Plan of the Ministry of Labour), Conducted 01st Research Symposium on "Employment Relations", Publication on Symposium Research papers, Annual Performance Report of the Ministry.
Jan.2012 Dec. 2015	Deputy Controller - (Visa) Dept. of Immigration and Emigration .	Conducting visa interviews and Issuance of Visa.
February 2011 December 2011	Deputy Commissioner (Industrial Relations) Department of Labour.	Handling labour disputes through conciliation and agreement process. Processing reports for the commissioner on further action on unsettled cases.
Feb. 2010 Feb. 2011	Director (Planning Research and Publication) - National Institute of Labour Studies	Co-ordinating research projects with academics. Joint consultation services on Labour issues.
June 2009 Dec 2009	Intern - International Institute of Labour Studies, ILO.	Work with the team of 'World of Work 2008' -publication.
December 2006 April 2009	Asst. Commissioner (Social Dialogue and Workplace Corporation Unit/ Department of Labour.	Introduced Regional Social dialogue platforms for 44 Regional labour district offices Conducted social dialogue awareness programmes all over the country.
Sept. 2004 November 2006	Asst. Commissioner (Labour Standards Division)/ Department of Labour.	Coordinate all 40 Wages Boards meetings. Consulting the employers and employees on employment conditions. Provide rulings for them. Conduct special labour compliances.
Aug.2003 Aug.2004	Cadet-SALS Ministry of Public Administration.	One year full time study programme on Public Administration.

WHAT IS YOUR GREATEST ACCOMPLISHMENT?

- Becoming a CEO at the age of 47 in a Government Institution while having a happy family with my spouse & two children aged 16 and 19.

WHAT ARE YOUR GREATEST STRENGTHS?

- Visionary leadership (Leading the team towards the vision)
- Academic achievements
- 2018 Chancellor's Letter of Commendation for outstanding academic achievements and high GPA for the MA in Women's Studies, University of Flinders, Australia.

- 2018 Certificate of Excellence (Highest performing Students): Subject; 'Contemporary Issues in Gender and International Development', University of Flinders, Australia.
- 2017 Australia Awards for Master's Degree in Women's Studies (Full Scholarship)
- 2001 Open competitive examination for recruiting class 111 officers for Sri Lanka.
- Administrative Service - All Island Rank 11
- 1994 Mahapola Merit Scholarship (Sri Lanka) for undergraduate study.
- 1991 The highest aggregate marks for G C E A/L - (Arts Stream) in Central Province Sri Lanka (1991) Awarded by the Ministry of Education.

“ I am using all theories I learnt under the gender-based leadership studies to sharpen my leadership skills in working with men. ”

WHAT MOTIVATES YOU?

- Challenges and obstacles

BEING A FEMALE HOW DOES IT FEEL TO LEAD A MALE-DOMINATED INSTITUTE?

- It is a challenging job. I recall my first management work experience at John Keells - in JK Packaging as an HR Executive. There were around 250 workers; everybody including the management team members were men. However, I did a good job there.
- I am using all theories I learnt under the gender-based leadership studies to sharpen my leadership skills in working with men.
- We work as a team.

SLITHM

WHAT YOU THINK ABOUT YOUR NEW JOB ROLE? HOW CHALLENGING IS THIS COMPARED TO YOUR PREVIOUS STINTS?

- Working for semi-Government organizations is different from working in a Ministry or Government Department. Those organizations operate under a uniform set of rules; establishment code, Financial regulations and Government circulars. But statutory bodies (SLITHM, NILS) are places that are a blend of Government and Private, which means working under Government regulations, but expected to be run as a private organization.
- These organizations (Semi-Government) are operated by a Board of Government officials which represent



different sectors and different thoughts. In one way, it expands our knowledge and experience on how to act as a private organization within a Government framework, which is really challenging .

- Even though the organization was re - established in 2005 under a new regulation (Parliamentary Act) its former organizational practices (Ceylon Tourist Board) are still in use with active trade unions and welfare organizations in operation.

HOW DO YOU SEE SLITHM IN THE NEXT 5 YEARS?

- It will be the main vocational and higher educational hub in Sri Lanka generating professionals for the tourism and hotel management sectors.

WHAT IS YOUR LONG-TERM PLAN FOR SLITHM?

- Obtain Degree-awarding statutes for SLITHM.
- Provide NVQ 7 (Degree-equal) statutes for students following vocational courses.
- Opening up the institute mainly for South Asian students who wish to follow culinary programmes.
- Affiliate with one or two of the best international hotels / culinary schools for student and staff exchange programmes.
- Upgrade facilities in regional hotel schools.
- Increase the student output.
- To match the courses and curriculum with the industry needs.

WORKING WITH THE ALUMNI OF SLITHM (CHSGA) - WHAT SUPPORT & GUIDANCE DO YOU GET FROM THEM?

- They are the leading supporter of the project of upgrading our courses to Degree statutes.
- We have a strong network in both local and international levels through CHSGA.
- They provide industrial training to our students at star-hotels locally and internationally.
- Provide support to employ our students after their courses.
- Deliver guest speeches, consultations, share experiences, special support for under-privileged students, infrastructure development and library development.

WITH THIS NEW JOB ROLE WHERE YOU HAVE TO WORK WITH THE PRIVATE SECTOR, ANY PLANS ON HOW YOU HOPE TO ENGAGE WITH THE PRIVATE SECTOR?

Yes of course. The only mode of achieving the set goals through Government regulations is the Private Public Partnership. So it is mandatory to affiliate with the private sector. First and foremost, we need to benchmark the good practices in the private sector organizations and need to change the systems accordingly.

HOW DO YOU PLAN TO DRIVE QUALITY OF APPLICANTS AND GET MORE FEMALES TO JOIN SLITHM?

Plan to drive quality of applicants

Being a Government organization, one of our roles is providing equal opportunity for both privileged and under-privileged groups in society. We give scholarships for students who come from under-privileged families. If we as a Government organization do not consider these under-privileged groups, who will take care of them? Hence, we cannot forget this social responsibility aspect. Therefore, we do not drive for quality applicants, but we drive for quality products. We open up our services and train them properly and provide Hotel Industry professionals. That is the challenge we have taken on and that is why we are different from private hotel institutions. This is why the general public trust us.

GET MORE FEMALES TO JOIN SLITHM

Eradicating the social stigma associated with women joining the hotel industry is a challenge in South Asian culture.

- We do many awareness campaigns through social media, through our regional schools.
- Always encourage female students to join the programmes.
- CSR in collaboration with private partners. We became the educational partner for the 'Liya Diriya' program of Hotel Hilton.
- Share the experience of women leaders in the hotel industry who are role models with our female students.
- Celebrate women's Day in 2021 – "Women in Tour-Guiding"



Ceylon Hotel School Graduates Association

Executive Committee 2020/2021



Seated from left to right:

Ms. Neena Sinhasiri, Ms. Samanmalie Hettiarachchi, Mr. Trevine Gomez, Mr. Samantha Gunaratne, Ms. Gitanjali Chakravarthy (General Secretary), Mr. Asela Wavita (Vice President), Mr. Priyat Perera (President), Mr. Patrick Pereira (Vice President), Ms. Irandi Wijegunawardane (Treasurer), Mr. Kumar Senaratne, Mr. Palitha Wijemanne, Mr. Eksath Wijeratne, Ms. Vindya Ratnavibhushana

Standing from left to right:

Mr. Dilan Bandara, Mr. Chandima Kanakaratne, Mr. Lalith Rajapakse, Mr. Nipun Thilakaratne, Mr. Pradeep Liyanage, Mr. Kavinda Rankothdevella, Mr. Sisitha Weerasekara, Mr. Thakshila Galappaththy, Mr. Niranjana Morais, Mr. Dushyantha Karunaratna, Mr. Dickson Kumara, Mr. Gamunu Srilal, Mr. Gihan Liyanage, Mr. Dinesh Hettiarachchi

CARTOONS SECTION



I'd like to order a room
for two knights please

5 DECADES
OF
CAMARADERIE,
FELLOWSHIP
AND SERVING THE
HOSPITALITY
INDUSTRY WARRANT A
GRAND CELEBRATION

50th

ANNUAL GENERAL
MEETING

SAVE THE DATE

17TH – 19TH
SEPTEMBER 2021

AWAIT
MORE DETAILS ON OUR SOCIAL MEDIA
CHANNELS AND WEBPAGE

PERFORMANCE MANAGEMENT AND KPI'S IN HOTELS

When we talk about performance Management we have to focus on the organizational objectives with its key values. Organizational objectives can be categorized into two major components; that is long term and short-term objectives. These are part of the strategic planning of the organizations. The short-term objectives are more of a tactical part of the planning. If the organizations are to be successful, we need to get the people involved in performing up to the expectations of the Management; by motivating them and to make them understand how they can contribute by taking ownership of what they perform,

which will ultimately achieve success to the organization.

Employees performing towards the success of the organization should be fully aware of their job roles through clearly defined job descriptions. If the individuals perform their responsibilities well, it will help them achieve their departmental goals. When every department contributes by adequately fulfilling their departmental objectives, eventually the departments together will achieve total organizational objectives.

The performance management system is not an annual event

evaluating employee's performance by simply filling an appraisal form, but a continuous evaluation of performance by against organizational objectives.

Hotels do have Key performance indicators better known as KPIs to monitor the performance of the organization. International hotels basically have four KPI's that are Financial achievements, Guest satisfaction, maintaining product quality and team member satisfaction. However, KPI's are only indicators that will show how the organization is moving forward. No matter how well you run your hotel with best of quality products and providing total guest satisfaction and



at the same time keeping your team members happy and motivated; you may still not achieve your financial objectives due to reasons beyond your control.

The best example is the situation Sri Lankan Hotels faced during the past two years. In 2019 the industry plunged into a dip after the Easter attack and the industry found it impossible to recover when the Covid-19 pandemic struck. Thereby, organizations failed to achieve their financial objectives for no fault of either the Management or the employees.

Hotels do have systems of Auditing each component of the KPI. To check the quality product, the hotels adopt quality Audits. International hotels have their own audits done

by international audit teams. Some other hotels do implement audits such as ISO, HACCAP etc. Where guest satisfaction is concerned, some hotels have their own guest surveys done at the time of the guest's departure. However, most of the hotels now depend on the international system of guest rating by bench-marking the TripAdvisor. This is a good KPI as it gives an indication of how your hotel performs when compared to its competitors. Where employee satisfaction is concerned, not many hotels do any surveys. International hotels do the employee satisfaction surveys on their own and some hotels involve independent institutes like "Great Place to Work" surveys. Employee satisfaction surveys are considered as good KPI's as it gives an indication to the satisfaction

level of the employees who are the key contributors towards organizational objectives. Employees take ownership when they are empowered. Empowerment in turn creates job satisfaction; which in turn drives the organization to success. Performance Management is therefore linked to KPI's as part a and parcel of the organization's objectives.



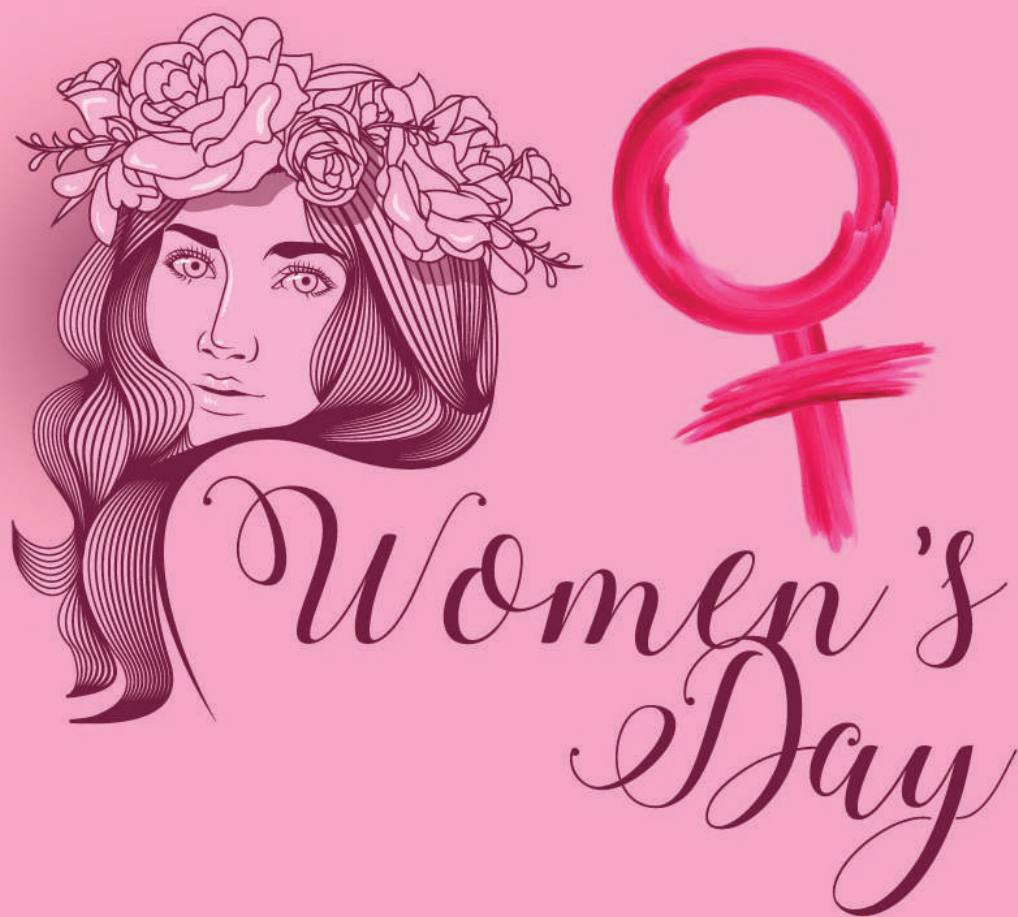
WASULA WIJEGUNAWARDANE
FCHSGA, MBA, MSc (Finance)
Managing Director of Seerock "The Kings Domain" and Seerock Holidays



HOTEL SHOW COLOMBO 2022

AWAIT FOR MORE DETAILS

WWW.HOTELSHOWCOLOMBO.COM



**Felicitation of women on the occasion of international woman's day
at CHSGA EXCOM meeting,**



WISHING YOU A
PEACEFUL, HAPPY & A PROSPEROUS
SINHALA & TAMIL
NEW YEAR!

2021




Ceylon Hotel School
Graduates Association