WORKING MATERIAL 1.2 · CHAPTER 1 — THE VISION OF OWNERSHIP (SECTION A) · SETTING: KANDY, SRI LANKA

A Management System Proportional to the Property

Source: Francesco Dore, The Helm and the Lens, Volume 7a — GSTC Hotel Standard v4.0, subchapter 1.2 (book page 25)

GUIDING QUESTION

A manual written for four hundred rooms does not become a system when it is placed on the shelf of an eighteen-room hotel. Criterion A1 asks for a sustainability management system proportional to the property's size and scope. What does proportional require of a small hotel, and what does it never excuse?

1 · Verification Pact: market claims against the standard

Copied from the book. The last column is for your property: what holds here, and how you know it.

What is claimed	Binding?	What actually holds	In our property
A small hotel is exempt from parts of A1	No	Proportionality shapes the form; the preamble states that all criteria should be applied to the fullest extent possible	
A longer manual shows a stronger system	No	The indicators ask for a policy, a plan, targets, risks, resources and a review, not for length	
A signed policy is enough	No	A1.2 requires the policy to be formally approved and communicated to all staff	
Targets must always be numerical	No	A1.4 allows qualitative and/or quantitative targets	
The risk register must cover every business risk, including fire and security	Only partially true	A1.6 concerns sustainability risks; the preamble leaves health, safety and security to competent authorities, while A2 and A3 address legal compliance and welfare	
Every hotel needs a sustainability committee	No	The guidelines to A7 allow responsibilities integrated into existing roles, with at least one designated person	

2 · Common mistakes — a self-check

Tick each mistake you recognise in your own property, and note where it shows.

☐ Importing a chain's manual and changing only the name and the logo.

☐ Measuring the strength of a system by the number of its pages.

☐ Creating committees in a hotel without enough people to staff them.

☐ Choosing indicators for which the hotel has no meter, invoice or list.

☐ Filling the risk register with health, safety and security entries while ignoring the sustainability risks the standard asks for.

☐ Signing the policy without communicating it to the staff.

☐ Treating proportionality as permission to write nothing down.

☐ Leaving the annual review without a date, so that it never takes place.

3 · A Checklist for Testing Proportionality

The book's checklist, with a column for your own answer.

Question	Why it matters	Our answer
Does every element of our system correspond to a structure, a meter or a person the hotel actually has?	A system built for a structure that does not exist is not applied	
Has the policy been explained to every member of staff, in a language they understand?	A1.2 requires communication to all staff, not only a signature	
Can we measure each of our targets this month?	A target without a means of measurement produces no evidence	
Do our risks concern sustainability, and does each have a preventive measure?	The guideline to A1.6 asks for environmental, social and cultural risks with preventive and mitigation measures	
Who, by name, oversees the plan, and how many hours are allocated?	A1.7 and the guidelines to A7 require resources and a designated person	
When is the next annual review, and where are the minutes of the last one?	A1.5 and A1.8 require annual review of targets and implementation	

4 · What would show this is working

Questions drawn from the subchapter's reading of the standard and its practical application. Indicator references point to the GSTC Hotel Standard v4.0; where the evidence lives is this book's practice, not a requirement of the standard.

Question	Where the evidence lives	Seen?
Is there a written sustainability policy, formally approved and communicated to all staff (A1.1, A1.2)?	Signed policy; briefing attendance records	☐
Does the plan fit our size and operations, and is it aligned with budget and staffing (A1.3)?	Sustainability management plan; annual budget	☐
Does every target rest on a meter, an invoice or a list we actually hold (A1.4)?	Target table with the data source for each target	☐
Are sustainability risks identified, each with a preventive and a mitigation measure (A1.6)?	Risk table within the plan	☐
Are financial and human resources allocated to the plan (A1.7)?	Budget line; hours written into a job description	☐
Is the annual review held, minuted and followed by updates (A1.5, A1.8)?	Review minutes and the revised plan	☐

> *What this sheet is not: the GSTC Hotel Standard does not prescribe this form. It is a working aid drawn from the book; the standard's criteria, indicators and guidelines govern the real case. Independent material; not affiliated with or endorsed by the GSTC. The standard's own text at www.gstc.org prevails.*