

This is a **CONFIDENTIAL REPORT** of certain aspects of the situation prevailing at S. Thomas' College, Gurutalawa.

It contains Information and Material gathered by a group of Old Boys who studied at Gurutalawa in the 1958-1963 era, (the last years of Dr.Hayman and Fr. Foster at Gurutalawa.) which is conveyed in **CONFIDENCE** and meant for **CONSIDERATION** by Old Boys who are sincerely interested in the current situation and the steps that ought to be taken to improve conditions at Gurutalawa and to act as a **CATALYST** to generate **INTEREST** and **DISCUSSION** in the hope that **EVENTUALLY** it will enable Old Boys to play their part to resuscitate the College and keep alive the Thomian Traditions.

It is hoped that the material presented herein will not be used for discussions other than what it is meant for.

ESTO PERPETUA

Colombo

October 10,2001

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1. **INTRODUCTION**

1. A recent Hand Book of the S.Thomas' College Gurutalawa in its Introduction has the following words of Warden Buck " *You belong to one of the best schools in the world, a school with splendid traditions and a most honourable name and I charge you to try and hand down those traditions and that name to those who come after you, untarnished and unimpaired. Be proud of being Thomians, and make the College proud of numbering you among it's sons. Remember that whatever you do and where ever you go, your life and your actions will reflect either credit or discredit on the College where you were trained and to which you owe so much. You have learned the best lessons in the world at S.Thomas' College. I trust, not only English and Classics and Mathematics, but true manliness and truth, courage, purity and all those things that make a man and a gentleman. Try never to forget them but be men and gentlemen always.* "
2. Said Dr. Hayman in the course of his speech at his Final Prize Giving in College in December 1962 "" "

*"..... **You (Sir) are well known to everyone in Gurutalawa, as a frequent and popular guest.** We are fortunate to have you as our School Manager, because you know school life from inside experience....."*

*"..... So when you deal with Gurutalawa, whether it be as Chairman of our Board of Governors, or more directly as our Manager, you have brought to bear on our problems, a wide experience in the field of education. **I shall always remember gratefully the care and thoroughness with which you have dealt with our difficulties.**".....*

*..... "First, **I wish to thank the teaching, the office, and the farm staff and also the servants for their loyal co-operation throughout the year. THE POSSESSION OF A HAPPY, UNITED AND HARD-WORKING STAFF IS MORE IMPORTANT THAN HAVING GOOD EQUIPMENT AND BUILDINGS. In this respect, we are certainly more fortunate than many Ceylon Schools. For example a visitor coming to Gurutalawa between 4.30 p.m. and 6.00 p.m. will find masters everywhere supervising the boys activities and games on the afternoon of any working day.**".....*

..... "Well, here at Gurutalawa I think we can boast that every member of the staff contributes something to the life of the school, not only in the class rooms, but outside as well...."

..... "If the school is allowed to continue on the present basis our numbers will rise though **I DO NOT THINK THAT THEY SHOULD EVER BE ALLOWED TO EXCEED A TOTAL OF THREE HUNDRED AND SIXTY**, and if that happens the building of new dormitories and the provision of further accommodation in both the kitchen and the dining hall will become inevitable.".....

..... "A school is not merely concerned with the attainment of success in the scholastic and sporting fields. **One of its most important tasks is to prepare boys to take their place in life, when they leave school.** Not only must it do this by inculcating a spirit of toughness and determination, but also by teaching them (what I find myself calling for want of a more exact term), the art of gracious living.".....

3. Responded Rev. Rollo Campbell, the Manager of the College, the Chairman of the Board of Governors and the then Lord Bishop of Colombo who was the Chief Guest at that same Prize Giving "

Said Rev.Rollo Campbell:

..... " I begin by asking a question. **How can you tell whether a school is a good school or not?** Well, of course, you can go and look at it; not on some special occasion when visitors are expected and things are rather different from usual, but on an ordinary working day. You can look at the school buildings; you can see how they are kept, whether they are in good condition, clean and tidy. You can ask about the teachers, how many of them there are, what are their qualifications, and how long they have been at the school. You can inspect the timetable and see what subjects are taught, and how much time is given to each. You can ask to see the results of the examinations, and you can find out how the school fares in sports and games. And you can watch the boys and girls as they go about their work and play; see whether they are happy and intelligent, good mannered and industrious, proud of the school to which they belong.

*But of course a good school does not depend for its work on its size, or on the greatness and splendour of its buildings; nor is it to be judged simply on the results achieved in the examinations, or by the success at games. I would not for a moment undervalue the importance of sound learning, of clear thinking and accurate scholarship; **but we must look to our schools to produce not only good scholars but good citizens, men and women not only of learning but of character. So if you want to know what a school is like, you must see what sort of boys it has turned out; you must look at the old boys of the school as well as the present ones.**".....*

..... "And that brings me to my last words. As you will know before another year has gone Dr.Hayman will have left us and the Gurutalawa which he has loved and served and so largely helped to build will know him and Mrs.Hayman no more. "To spend and to be spent in our work is our greatest and best privilege," wrote Bishop Chapman, your Founder, to his brother-in-Law before he left England to come to Ceylon. If that be true, then Dr. Hayman has been greatly privileged, for of no one could it be more truly said that he had spent himself and what was his for the school to which he has given the best years of his life. He joined the staff of S.Thomas' College in 1928 and from that day to this he has not ceased his labour, his care and diligence, to serve the school which he has made so wholly his own. It is not for me to attempt to assess what this country owes to Dr.Hayman, or even what S.Thomas' owes to him; but at least we may claim that he has set a standard of devoted and self-sacrificing service that any schoolmaster might be proud to try to aim at. I have seen it said that his capacity for work is enormous. Certainly if he has asked much of others, he has asked nothing that he has not first asked of himself and has set before others no ideal or standard that he has not himself tried to reach. For him the school has been first and foremost a family- a family in which every member mattered-mattered equally and was cared for in equal measure, and for each of whom he sought to find the appropriate outlet for his energies and interests.

..... "No one, I suppose, knows the full extent of Dr.Hayman's gifts to S.Thomas'.

"But Dr.Hayman's best and most enduring memorial will be found, not in the swimming-baths that he has given or the Fives courts and dormitories that he has built but in the hearts and in the lives of boys for whom he has spent himself with such lavish generosity; and his best reward will be their gratitude, their

affection and their trust and the knowledge that the traditions which he has sought to build here were being maintained, and if it might be, enhanced in the days to come."

*..... "The greatness of a school, as of a country, depends very largely on how far it is in love both with the past and with the future; mindful always of what it has received, yet never resting either in the past or in the present, but looking forward always to serve the future in faith and hope. Never forget that the advantages you enjoy here today you enjoy because of the service and the sacrifice of those who went before you, the service and sacrifice of those who were ready to give the best of themselves and what was theirs for the sake of those who should come after them. You have a great tradition here at S.Thomas' a tradition, which you have inherited and of which you may be justly proud. Today that heritage is in your care. But **as you are the heirs of a great tradition, so too you are the heirs of a great task; and you owe it alike to the past and to the future, to those who have gone before you and to those who shall come after to hand on what you have received not less fair because it has for a time been entrusted to your keeping."***.....

4. At the College Prize Giving in 1968, Senator J.P. Obeyesekere **THOUGHT THAT THE SCHOOL HAD EXPANDED TO IT'S MAXIMUM CAPACITY AND SHOULD NOT EXPAND MORE THAN IT HAD ALREADY DONE.** He went on to add that the school had to be a school of quality and not merely one for affluent persons only, a place where citizens of genuine quality were turned out.

He noted the special quality, the spirit of the school, which pervaded it.

"I came here for the first time a few months ago, and as one enters the gates one senses the atmosphere in this place. It is an atmosphere, which one does not get anywhere else in this country. There is the same air, that same quiet atmosphere which I used to know in the old days in the Cambridge Colleges. You have that same feeling when you enter the portals of S. Thomas' College, Gurutalawa, a feeling of quality, a feeling of quietness, an indescribable atmosphere. I feel that this has got to be preserved. It has got to be an example, a pattern for all other schools in the country."

5. Mr. Bradman Weerakoon, Retired Civil Servant and presently Consultant, U.N.F.P.A., a distinguished Old Boy and Chief Guest at the College Prize Giving in 1974 suggested that the school should strive to be a school of 'quality' **EVEN IF NUMBERS WERE TO BE CURTAILED.**
6. ***At the AGM of our OBA in February 2001, a member who had visited Gurutalawa after a long time and who had seen the conditions prevailing in the Keble Dorm expressed his surprise and revulsion of the conditions and facilities to which very young students of 5 years and above are exposed to. His genuine feelings were tactlessly thrown back into his face by the Manager of the School in a most insensitive manner. This conduct did not go down well with the majority of the members present.***

We also observed how the same out going office bearers were proposing and seconding each others names and seeking re-election. This **CHARADE** was resented and commented upon openly even at Dinner and has been the topic of discussion when Old Boys gather.

7. In April this year, we met a contemporary of ours at Gurutalawa, (the son of a respected Sinhala Master who taught us at College and) who is himself presently the Principal of a Government School of Hali- Ela. This school has 9 teachers and around 90 students. It is situated in a very remote area and does not have the benefit of even public transport. The students are very poor and do not wear shoes to school. Two students had re-joined the school and on inquires made, he had been told that they had left school earlier as their parents were keen to give them a good English background and had sought and obtained admission to S. Thomas' College Gurutalawa. However, the conditions, facilities, education **AND THE STANDARD OF ENGLISH WERE FAR BELOW WHAT WAS EXPECTED. HENCE BOTH OF THEM HAD REJOINED THE VILLAGE SCHOOL.** Our friend, the Principal was naturally too shy to divulge the fact that he himself was an Old Boy of S. Thomas' College Gurutalawa.
- 8 During the last several months, we came across the former Head Master, Mr.Alban Fernando coming down to Colombo regularly and seeking advise from various Old Boys on matters relating to administration when he ought to have had the benefit of proper advise readily available at that end. **HE CONFIDED IN US THAT HE HAD BEEN LEFT IN ISOLATION AFTER HIS INSTALLATION.**

9 We also came across official records, which indicted that **THE MANAGER OF THE SCHOOL HAD VISITED GURUTALAWA ON ONLY 4 OCCASIONS DURING A PERIOD OF 12 MONTHS IN THE YEAR 2000/2001.**

10 In February of both 2000 and 2001 several members of the staff and minor staff appealed to us to visit the College **ON ANY NORMAL WORKING DAY OR HOLIDAY** (other than OBA celebrations) and see for ourselves what really happens and the actual conditions at S Thomas College Gurutalawa. They explained that the "show" put on for Old Boys was an artificial exposition. They referred to matters academic, sports, discipline, administration etc etc. Some thing appeared to be very wrong for them to appeal to us. The obvious channels of communication must have not been available to them.

11 When appeals were made to us direct for material and financial assistance to proceed with normal life i.e Studies and Sports at College as we knew it, we were certain there was a big vacuum that needed to be filled.

12 HAVING EXPERIENCED AND OBSERVED THE MANNER IN WHICH THE AFFAIRS OF THE OBA ARE HANDLED BY THE EXECUTIVE COMMITTEE WE LEARNT WHY SO MANY PIONEERS OF THE ASSOCIATION TAKE A BACK SEAT AND SO MANY HUNDREDS ARE DISGUSTED WITH THE MANNER COLLEGE IS IGNORED AND THE EXISTENCE OF THE OBA IS ESSENTIALLY CONFINED TO HAVE A PICNIC IN GURUTALAWA IN FEBRUARY AND A BASH IN THE MT.LAVINIA HOTEL IN OCTOBER. WE DECIDED ENOUGH WAS ENOUGH. RATHER THAN CAUSING RIPPLES IN THE OBA WE DECIDED TO DO OUR BEST FOR COLLEGE IN OUR OWN WAY.

13 These then are some of the factors, which have motivated us as a group of Old Boys to see how we can help the College and the Head Master who steers its course.

14 ONE FACTOR, WHICH CAUSES US MUCH CONCERN, IS AS TO WHETHER IN THE PRESENT SITUATION THE HEAD MASTER BY HIMSELF IS ABLE TO ADMINISTER SINGLE-HANDED ALL THE AFFAIRS OF THE COLLEGE. IN THE CASE OF DR. HAYMAN THE ASSISTANCE HE RECEIVED FROM A LOYAL, DEDICATED AND INSPIRED STAFF AND MINOR STAFF; THE IMMEASURABLE RESPECT AND REGARD A DISCIPLINED BATCH OF 300 BOARDERS AND 3 OR 4 DAY BOYS HAD FOR HIM; THE CO-OPERATION A GRATEFUL AND RESPECTFUL SET OF DISTINGUISHED AND LEARNED PARENTS, GAVE HIM; TOGETHER

WITH THE HIGH REGARD AND HONOUR THE CHAIRMAN AND BOARD OF GOVERNORS OF THE COLLEGE HAD FOR HIM, OBVIATED THE INNUMERABLE PROBLEMS THAT ARE NOW PREVAILING FOR THE PRESENT ADMINISTRATION.

15 For these reasons, it has been suggested by very distinguished Old Boys, in fact the cream of the College, those who have worked alongside Dr.Hayman and who were associated with him in the formation of the OBA and who have also worked closely with the Board of Governors, that the College should have a Management (Advisory) Committee under the aegis of the Board of Governors with majority representation by respected and very Senior Old Boys who are in a position to give of their time energy, experience and expertise and thereby seek to pull the College out of it's present morass and **ENSURE THAT THERE IS A CONTINUITY OF A BROAD POLICY SO THAT THE DIFFERENT AGENDAS OF DIFFERENT HEAD MASTERS WHICH MAY BE IN CONFLICT WITH THE BEST INTEREST OF THE COLLEGE CAN BE AVOIDED.** The Board of Governors too as everybody knows **HAS ALL THIS TIME** had only a theoretical interest in the College. These very Senior Old Boys feel that the OBA must regard itself as the True Custodian of the Schools' Traditions and be prepared to play a greater role on matters of Policy and Administration than has previously been the case.

16 In the alternative, the Head Master must be assisted by a Chief Administrative Officer of the qualifications and background S.Thomas' College Mt.Lavinia has very recently advertised for, now that a Deputy Head Master is not being appointed.

17 WE WERE THEREFORE ENORMOUSLY ENCOURAGED BY THE REMARKS MADE BY HIS LORDSHIP THE BISHOP OF COLOMBO AT THE LAST PRIZE GIVING ON SEPTEMBER 10,2001 AND ARE CONFIDENT THAT HIS LORDSHIP WOULD STAND FIRM AND SOLIDLY BEHIND ANY GENUINE ENDEAVOUR TO IMPROVE COLLEGE SO THAT THE HITHERTO STEP-MOTHERLY TREATMENT THAT WAS RECEIVED FROM ABOVE WILL BE NO MORE.

18 We were also encouraged by the fact that a new Head Master who is reported to be a good administrator has been installed. Whilst we do not wish to dictate to him we genuinely feel working in close co-operation either with a team of Top Class Old Boys or an Old Thomian Chief Administrative Officer will be of great benefit to him and eventually to College, and its students.

- 19 We make some reference to incidents of the recent past with the Sole objective that some lessons can be learned and a new direction sought to guide the destinies of the college, and **NOT FOR THE PURPOSE OF ORIGINATING A WITCH HUNT.**
- 20 We as a group are one with all those who wish to put matters right. More and more Old Boys both here and abroad, the pioneers and those who have left College recently, have expressed their desire to join us, and give us all the encouragement and co-operation to help College.
- 21 This may be the opportunity to make a start. This Report compiled at short notice is the result of that endeavour, to help College to which we owe so much.
22. We have interviewed the following persons (with the blessings of the Ex-Head Master) who have given us a detailed account of life at Gurutalawa.
1. Mr. Alban Fernando - Ex-Head Master himself at Gurutalawa and in Colombo.
 2. Mr. W. M. Sumanapala – Senior Teacher in the Senior School.
 3. Mrs. Sita Jayasekera – Senior Teacher in the Senior School.
 4. Mr. G. Nesaseelan – Tamil Section
 5. Mr. Upali Rajapakse – Accountant.
 6. Mrs Anandappa- Acting Matron Keble & Primary School Teacher
 7. Mr. Alam- Sports Master
 8. Mr. Anil Seneviratne- Senior Accounts Clerk
 9. Mr. W. Dharamawardena – Canteen Manager/ Hostel Superintendent.
 10. Mrs.C.L.Dias – Teacher (Social Studies)
 11. Mr. Sufiyan– Master -Econ and Business Studies
 12. Mr.W D Rupasinghe- Lab Assistant.
 13. Mr. M P M Razak. – Library Assistant.
 14. Mr. Razeek. – Farm Manager
 15. Mrs. Illangakoon – Food Matron.
 16. Mr. Weerasena – Maintenance Supervisor.

17. Mr. Karunadasa. – Ground Boy.
18. Mr. R P Premadasa (Leave Clerk)
19. 4 Labourers
20. Parents inside Keble Dorm
21. Parents after the Prize Giving.
22. Parents outside College premises in their homes.
23. Students in the Canteen.
24. Students in Garnier Junior.
25. Students in Reid Junior.
26. Ayahs at Keble Dorm.
27. Kitchen and Pantry Staff – in the Dinning Room, Kitchen and Pantry, and specially outside that area.

23. We would have very much liked to meet the following persons as we gathered that they had much information that would be useful, some of them being very senior hands but time did not permit same:-

1. Mrs. D.Yapa – Supervisor Junior Section
2. Mr. V W Dikkumbura – Prefect of Discipline.
3. Mr. Shantha Madawela. – Prefect of Games
4. Drivers – Wijesuriya and Buddhadasa
5. Mr. Ranasinghe – Secretary to the Head Master
6. Mr.M M S Wijesiri – Dancing Master
7. Mr.M B R C Kumara – Art Master.
8. Mr. Dammika Ratnayake – Science Master.
9. Mr. Keerthi Ekanayake- Wood Work Master & several Others.

24. As is quite natural there is bound to be some errors or omissions in this Report. They are unintentional and attributable partly to the short time span within which it was completed, and the fact that we were an Unofficial Team.

25. Our group would of course be happy to undertake a more detailed, specific or further task on these lines in the future if it would help the College, the Head Master or the Bishop, to do what is best for College.

2. **PRIMARY SCHOOL**

1. There are only 80 Boarders and 40-Day Boys in the Primary School, although this complex has the capacity to accommodate 300 Boarders. It may be necessary to improve the facilities as well as the teaching, before numbers are increased.
2. Many parents made special mention of the standard of teaching of English, that it was not good. As the Primary School will give the foundation to the student it would be self-defeating if this area is neglected, now that S. Thomas' College, Bandarawela is not supplying students for the 6th Standard or Lower Fourth. This is an important aspect to be considered.
3. Most parents send the children primarily to secure an English Education. There are complaints that not all teachers are competent. Just because a Teacher has **Long Service** in the College it does not make that person a **competent** English Teacher. The teachers who are competent are willing to handle all the English classes upto year (5). This can be arranged until a competent additional Teacher is recruited, if necessary. Teaching proper English at this stage is of paramount importance.
4. A very young teacher has been recruited at Rs.2,000/- p.m. for the Junior School and she has sat for Advanced Level Exams whilst in employment. There must be some minimum qualification/standard for recruitment of Tutorial Staff. Recruiting school leavers to oblige relations on the staff is not a healthy course of action.
5. There have been complaints that it is not conducive to work with the person supervising the Primary Section as she acts in a dictatorial manner. Furthermore there is a past history of all students En Masse having been charged tuition fees for English, when such tuition was either not given or required. A case of making merry. Subsequent to a string of complaints and after a proper Inquiry, tuition was stopped for all students other than those in years 4 and 5. Unfortunately, this opening had cultivated greed and avarice for extra allowances and tuition fees etc.

6. Tuition should be permitted only when the student is in actual need of assistance. In order to determine this need a proper assessment must be done by a qualified and trained teacher not somebody who is hell-bent on making a quick or extra buck and who is incompetent or not qualified to teach that particular subject to that particular group.
7. **Tuition must be very carefully monitored** by the Head Master whatever the class or grade or year, so that this is not abused and taken advantage of.
8. The Montessori/Nursery has been commenced in 2000 with only 6-7 children. One cannot expect admissions when proper facilities and teaching personnel are not available. With the result in the year 2001 there had only been 2-3 admissions and hence, these young children had been absorbed together with the Year 1 children. We are not sure whether this is appropriate. It would be good for the Head Master to look in to this and to take appropriate steps at least for the future.
9. **No lamps or candles had been provided** for children of 5 years-10 years during the recent power cuts in the night. The present Matron provides some candles with her own finances. Although arrangements are said to have been made to obtain candles from the Co-op they were not available in the Co-op and not supplied to the Keble Dorm which is the most vulnerable.
10. **Fused bulbs have not been replaced,** despite repeated requests.
11. **Taps, pipes and other plumbing areas needing repairs** are not attended although repeated requests have been made. A big water tank built to enable the Ayahs to bathe these very young children cannot be used to store water as it is leaking. Hence, bathing children poses problems for the Ayahs.
12. **Toilets are not washed.** This is to be done several times a day, atleast 03 as they are used by very small children.
13. **The identical food prepared for all adults i.e Staff, Minor Staff in College is served for Children of 5-10 years.** There is no check whether this is eaten or thrown away by them. We were informed that there is a huge wastage. It would be good to look into the menu and make any appropriate adjustments considering the young ages of the children.

14. **We found several Dogs in the Dining Room and** they appeared to be quite at home, we suspect living there, in anticipation of a banquet 3 times a day.
15. **Several small rooms are kept locked.** They can be put back into use, i.e. reading room cum library, common room, T.V. room, sick room etc.,
16. **Parents should not be permitted to bring rice parcels** and other food **and consume in the dining hall.**
17. It is necessary to have a **permanent day/night Security Officer** for this area, and the Security Box should be re-cited at a better point, i.e. close to the Class- Rooms & Dormitories.
18. **The visitors' room must be put back into use.** Security must be instructed to direct Parents to the Visitors Room and not to Dormitories. Parents should not be allowed to go into Dorms, and they must be requested to see children in the Visitors' Room.
19. **SOME PARENTS WHO VISIT BOYS SLEEP THE NIGHT OVER WITH THE SON ON HIS BED.** This must be prohibited, as it is utterly out of place, and unheard of in boarding schools.
20. **Rs.75/- is being charged on account of games facilities even from year (2) children who are Day Boys.** Parents complain that the only games they engage in are running around in the open areas during school intervals and that even a ball is not provided to justify any charge. In any event the Day Boys generally go home when classes are over, and do not stay on till evening. We do not think this charge can be justified unless the appropriate facilities are provided. This type of charge should not be added or increased from time to time to off set losses sustained by College owing to bad Management and accounting checks, not being in place.
21. A competent English Teacher is now acting as Matron, and living in Matrons quarters. She is married and her husband and 03 children are also accommodated in these quarters meant for one individual. A **permanent Matron must be recruited.** It must not be a person on the Tutorial Staff, but a person who can be on the spot always. Her meals should be sent with the children's food. If a family is living in Matron's quarters it will lead to abuse of food sent for the students. These allegations are being made.

22. **If accommodation is provided for Tutorial Staff** within the Dorms, then one must see whether **they can be utilized for the benefit of the children** during non school hours i.e. to comfort the Children by allocating each one a separate Dorm with the Matron in overall supervision of Food, Health, Home-Work, Play/Sports, Discipline and Counselling. These teachers can supervise, play time in open areas, as well as indoor games of a quiet nature, particularly when the weather is bad and does not permit open air activities. **These Activities Should Not Attract Additional Allowances To The Teachers.**
23. **It is said that over 60% of the children are from broken homes.** The boarding has become a convenient place to house the children who cannot otherwise be accommodated by the single parent. There are children with mothers working as housemaids in the Middle East. Parking Wardens etc. **In this environment** proper handling of children and **counselling is a sacred duty College owes** a child after having admitted children from that background.

3. **SENIOR DORMS**

1. **Our attention was immediately drawn to the pathetic condition of the accommodation provided.** The roof, ceiling, doors, windows and furniture all need urgent attention and replacement.
2. **Discipline-wise, the presence of a Master next to the Dorm is very important.** As the rooms are available the proper personnel must be found, and requested to function as Masters in charge of the Dormitories **without paying additional allowances.**
3. These Masters must be of such stature as to command the respect of the student. If they were to join with students and sing baila during Room Time as alleged and create a din in the dorms, it would be difficult to maintain discipline.
4. The final year students, i.e. school leavers, are reported to have a queer grudge against College so that on the last day of the year, year after year, during the last several years, as a practice, regularly, furniture is broken, mattresses are set on fire, window panes are damaged and small rocks and glass are inserted into the toilet commodes etc, making the task of repairs and maintenance a huge burden on College. **These acts of vandalism we were told by many is the way the student fights back with the school for not caring for them during their stay.**

5. A first hand account of the final year students' malicious damage to the commodes, cisterns etc and plumbing systems in the toilets, on their last day of Term could be got from the minor Staff/Labourers. These students who cause damage do not come back to school for the new Term and in variably are in arrears of fees too.
6. **One other reason why students** who are in the final year have this **grudge against the School** and show it by acts of vandalism is because of the very poor facilities provided. The beds are in a deplorable condition. So also the mattresses which have been supplied by College. There are **NO FACILITIES IN THE DORMITORIES FOR READING, WRITING OR STUDYING.** The earlier system of lockers in between beds afforded the students an opportunity of writing, doing their homework, studies or correspondence with parents. This is not available now. **The students also feel generally that there is nobody to love them or care for them or look after their needs while in the Hostel.**
7. They feel that the food, teaching of some subjects, accommodation, sports and other recreational facilities are far below the expected standard, and the payment extracted from them as fees is not justified.
8. On inquiry, we were made to understand that the present set of students are not amenable to discipline, that with their leaving school, perhaps in a year or two, it may be possible to have good Senior Prefects appointed and who could be put in charge of these dorms in addition to the Masters so that student leaders would be trained and available.
9. **Senior Prefects for these Dorms should be chosen carefully and accommodated in each Dormitory.** They must be held personally responsible for discipline and such matters and report to the House Master living next door.
10. **The earlier practice of the House Master/Master in charge of the Dorm, visiting each Dorm after dinner must be re-introduced.** They should spend their time till lights out with the boys in their charge.
11. **The Head Master too should visit atleast some of the Dorms in the night during room time** depending on the availability of time each day. This will encourage the boys to look forward to their visits and refrain from unnecessary activities, and make them feel an interest is taken in their well being.

12. This practice which Dr. Hayman followed daily with Fr. Foster and even Ariyadasa the Attendant who assisted Mrs. Hayman in the Sick Room showed the concern, care and affection they wanted to provide for the students in their charge.
13. **The practice of keeping the dorms neat and tidy by the students themselves must be re-started and encouraged.** If cleanliness is not observed, suitable punishment must be meted out.
14. **Necessary facilities to hang wet or soiled clothes and sports gear must be provided.** We found piles and piles of soiled and washed clothes on beds. This is a matter which Dr. Hayman adverted to in his last Prize Day Speech and invited those who administer the College after him to give their minds to.
15. Dorms must be locked at 9.30 p.m. to ensure that students are confined within and **security maintained outside the dorms.**
16. We found pieces of cloth had been tied on all taps in toilets and in wash rooms where the boys drink water, wash their faces etc,. On questioning a student in the wash room **we were informed that this is to prevent worms from passing through.**
17. Some of our friends in our group had indicated to the Ex-Co of the OBA that they volunteer to repair the Junior Dorms. But the outgoing Head Master stressed that it was the Senior Dorms that were in more urgent need of attention. Our friends are willing to go ahead with one of the two areas after discussion with the Head Master.
18. Mr..... the Hostel Superintendent cum Canteen Manager who is expected and required to overlook five Senior Dormitories may not be the ideal choice. It is much better to have a member of the tutorial staff who has a close rapport with the students to handle this function. We were informed that students have generally a much higher regard and respect for tutorial staff as against persons who handle other areas of activity.
19. Furthermore, supervision of the Senior Dorms is much more convenient for a Master who lives adjacent to the Senior Dormitories. Enforcing discipline is not the only function of a Master in charge of the Dormitory. He must be available to those students under his charge for advise, general counselling and as a friend whom the students will respect.

4. JUNIOR DORMS

1. Senior Prefects should be appointed to enforce discipline etc within the Junior Dorms unless there is a compelling reason not to do so. Choice of Prefects must be carefully made. Any misbehaviour or ill-treatment of those in their care must be strictly dealt with.
2. The corridors/passages outside the Junior Dorms have leaking roofs and as the passages are compelled to be used to commute, they need repair.
3. The Dorms themselves, the ceiling and window panes that need attention, must be repaired etc.
4. The toilets too are not cleaned regularly, and Old Boys have regularly complained of the offensive smell.
5. The boys must be directed to keep these in proper order. Speaking to students in Garnier-Junior it appeared that they had not been advised to keep their dorms clean and tidy.
6. The practice of requesting students to bring their own mattresses/ clothes cupboards/steel almyrahs, clothes racks/ hangers etc., has also created much problems. There is no uniformity in any Dorm. Beds, mattresses, clothes cupboards, almyrahs, racks, lockers, rails are all of different materials, sizes, shapes, colours etc. A start must be made at some point to re-introduce a uniform atmosphere.
7. The students in both the Junior & Senior Dorms are no longer accommodated according to their Houses, but according to their classes. If this system is to continue it should be easy to secure the assistance of a tutorial staff member to supervise all activities. Hence a particular Dorm e.g. De Saram. Junior may have students of all 03 Houses but of one grade or class. It needs to be verified whether this new arrangement is the best.
8. We found that it should be possible to use only some of the Dorms as most Dorms are presently occupied at half strength. Unless there is some special reason why students are accommodated in all dorms at half strength the reason for this practice is not clear.
9. We observed that there were so many unoccupied beds in the Dorms. On checking it was found that they were mostly broken and unusable. They should have been removed to the repair or carpentry shop for

attention and storage and brought back when required.

5. CHAPEL/CHAPLAIN

1. There is no regular or proper cleaning done.
2. The Chaplain being a married person, resides at the other end of the Campus, and not in Fr. Foster's rooms adjacent to the Chapel.
3. The normal state of the Chapel is filthy and cannot be considered a place of worship. The member of the minor staff who was detailed to give the Chapel a thorough clean up just before the recent installation could provide details of the condition it was in.
4. Various immoral activities are also said to take place within it's 4 walls. Various persons made veiled remarks but were not willing to elaborate. This can be looked in to by some body who is on the spot.
5. The Chaplain must always be a mature person, perhaps, a middle aged person and not a young priest just out of the Institute.
6. Considering the high percentage of children from broken homes, they need to be handled with care and counselling.
7. The Current Chaplain is alleged to be behind many acts of violence and incitement of students.
8. He addresses students as "Malli". Students address him as "Aiya". Also the Chaplain is almost always not in his cassock but in very casual clothes. In fact when we were introduced to him by the out going Head Master at his bungalow he was in very casual attire. At one time the Chaplain who was the Prefect of Discipline had become so unpopular that the Head Master had to relieve him of his duties relating to discipline. It is alleged that at that time there were threats to assault him. Mr. ----- was therefore appointed Prefect of Discipline.
9. The Chaplain has directed the Security Personnel to escort out of College premises some Old Boys who had come on a visit. These Old Boys have personally lodged their protest with us. This type of problem must be handled with tact. His conduct shows a total failure to recognize the importance of the Old Boy and the finesse one can expect from the Clergy.

10. It has been reported that the Chaplain hardly conducts the night service. More often than not this is taken by a Senior Student. Furthermore, as his quarters are at the Keble end of the college premises, he may be reluctant to attend Chapel for the night service, and may be taking the easy way out. He had apparently not attended classes regularly as he is supposed to teach Christianity. Since of late, with the presence of the New Head Master who is patrolling the Campus from time to time, he has been observed attending classes on a more regular basis. The Chaplain had been regularly having his dinner with Mr. Kumara the Art Master whose quarters are near the Davidson Dorm even beyond the Head Master's Bungalow. Apparently the Bachelors had been getting together and cooking a rice meal for dinner. The Chaplain had preferred this to partaking of his dinner with the rest of the staff and students in the dining hall as dinner invariably consisted of bread. It is also alleged that dinner was provided to him free of charge by the Bachelors.
11. Students who attend Chapel service must be instructed to keep the Chapel clean with whatever assistance necessary from the minor staff.

6. CANTEEN/CO-OPERATIVE STORE

1. The Co-operative store is housed in the same premises as the Canteen and operates side by side. The former is under the supervision of Mr. ----- a former minor employee and the canteen is operated by Mr.----- It may be worthwhile to explore whether the two can and should be amalgamated. The hours when the Co-operative Stores are open are few. The canteen is however open during a major part of the day and till about 8.00 p.m in the night. When students urgently require stationery items etc, and the Co-operative is closed, they purchase these items from the Canteen. So also, very essential items like bulbs, candles etc are not available in the Co-operative Store. Repeated complaints have not brought any relief.
2. One has to consider whether the **Canteen Manager** who acts in the additional capacity of Superintendent of the Senior Dorms is a good arrangement when he **gives credit for sales from the canteen to the students and also has to enforce discipline among the same students in the Dorms.**

7. ACCOUNTS DEPARTMENT

1. In the month of July 2001, the income from the school fees from the boarders and day-scholars has been about Rs. 1,225,000/=. Expenses on account of salaries, E.P.F., E.T.F. and Overtime alone exceed Rs. 680,000/=. There were almost 300 boarders in July 2001. The boarding house food bill is approximately Rs. 525,000/=. There are in all 109 employees of the college as against approximately 450 students. Thus the ratio is 1:4. This appears to be unnecessarily high and a minor staff of 56 may perhaps be pruned together with a few unnecessary appointments on the non-academic staff. This will make room to recruit the much needed tutorial staff. Until recently, there was a bank overdraft of Rs.1.5 Million. Currently, the expenditure for the month is said to exceed the income by Rs.100,000/-. The deficit arose mainly because of the last statutory allowance of approximately Rs.1000/- per employee which became payable to all employees.
2. **WE FOUND THAT THE ACCOUNTS DEPARTMENT AND OFFICE HAS A VERY LARGE STAFF. WHEN DR.HAYMAN WAS THE HEAD MASTER HE WAS ASSISTED ONLY BY 02 OR 03 OTHERS. THE NUMBER ON THE ROLL OF STUDENTS NOW IS 453, OF WHOM 299 ARE BOARDERS. IN DR.HAYMAN'S LAST YEAR IN 1962 WE HAD 300 BOYS.**
3. The Accounts Department appears to have made various inroads into all activities of School life. It also appears to have interfered in and created problems for all other Departments of the School. The Accounts Department also seems to have and had the only culprits responsible for frauds, misappropriations, etc, etc, of cash and College Property.
4. The Accounts Department should be confined to dealing with Accounts, not having any hand in tutorial, administration and other areas.
5. The Accounts Department should have no place in academic matters or those relating to administration. The Chaplain too should be involved only in matters that have a direct bearing on his activities, and not in matters relating to Finance or Administration.
6. We had complaints that if the Tutorial Staff wanted to arrange an educational trip for the students it is the Accountant who has to approve all arrangements including the venue, dates, quantum of expenditure etc.

7. When trips are organized by the tutorial or academic staff, the obtaining of money therefor becomes very difficult and necessary expenses are not given as the Accounts Department tries to show its importance. In these matters the Head Master will have to give proper instructions and the staff must be advised to come to him if they experience any difficulties or delays.
8. According to a regular monthly notice **staff salaries** could be collected from 2.30- 4.30 p.m. on the 25th of every month. School is over at 2.30 p.m. Most members of the staff reside elsewhere and leave school by 2.30 p.m. Yet salaries are never ready at 2.30 p.m thus causing them inconvenience. When members of staff call over at the Accounts Department they are told.
 1. Money has not been brought back from the Bank or,
 2. Money has been counted wrong and needs to be re-counted.

Even on September 25th 2001 the Accounts Department tried everything possible to delay salaries, but after complaints it was paid later on in the evening.

9. Each member of the staff has to sign and take their pay through the counter while standing outside like the minor staff. It is suggested that they be permitted to **sit at a table,** sign the salary book, count the money and leave instead of being treated like estate coolies.
10. If the 25th happens to be a holiday, salaries are paid on the next working day. This is wrong. It should be **paid the day before.** Salaries should be paid on or before the due date at the Specified time.
11. The manner in which salaries are paid as above is demoralizing and frustrating and needs re-organising.
12. Very careful scrutiny is necessary of all Requisitions for cheques and whether all supporting Invoices and documentation are available.
13. The Head Master will have to personally scrutinize and reject all frivolous withdrawals from the Bank.
14. No expenditure should be incurred, undertaken or authorized except with the personal approval of the Head Master.
15. The day's collections, i.e. cash and cheques from both the Farm and Office, should be double-checked with reference to the relevant

Invoice/Receipt/Rough Cash Book, Bank deposit slip duly sealed by the Bank. It is generally believed that cash collected is not banked by the end of the day. This has been happening regularly. The Head Master will have to ensure that the day's collection is banked without default. It would be good to verify how the overdraft of Rs.2,000,000/- suddenly was reduced to Rs.5-6 lakhs after the new Head Master took over.

16. Mr. Chandrasekera, when he was the Acting Head-Master found that school fees and other receipts were being banked once a week or once a fortnight. He instructed and ensured daily banking. The quarters which he occupied were stoned and he received telephone calls threatening his life. The stoppage of this type of irregularity does not hurt the tutorial staff. One does not have to be Sherlock Holmes to identify the culprits.
17. It is quite possible that cash collected is being temporarily at least, misappropriated by those handling same.
18. It would be a good idea to have members of the Tutorial Staff who are prepared on a voluntary basis to take up position in the Accounts Department during their off periods and help so that it would serve some purpose. Senior members of the Staff who have observed with dismay, this serious situation are willing to do this to help college.
19. Members of the Tutorial Staff particularly teachers with self respect and dignity are abused in their dealing with the Accounts Department.
20. Parents have complained that invoicing of fees is done haphazardly and carelessly.
21. There is no particular date on or before which the invoice is prepared and posted. This must be rigidly enforced. We have in our custody an August Bill dated 02.08.2001. Holidays were on 10.08.2001.
22. When parents have paid the fees even before the invoicing is done, the Invoice is not prepared and sent subsequently. This is wrong.
23. Where no games are played yet a games facility fee of Rs.75/- is invoiced.
24. Where no extra classes or tuition has been received, invoicing has been done.
25. Where no medication is received students have complained they have been invoiced by the Sick Room.

26. Parents have complained and are very disturbed about this high-handed or careless attitude of the Accounts Department . There have been instances where parents have been boisterous and almost resorted to violence due to these reasons.

27. The Accountant's mother-in-law Mrs.----- functions as a Senior Accounts Clerk in the Accounts Department. She is a mentally and physically disabled person. The Invoices sent to parents are apparently prepared by the Accountant's Mother-in-law, Mrs.----- who is retained in employment perhaps on humanitarian grounds etc,. It would not be wise to entrust work of this nature to her, where instances of parents storming into the Accountant's office and becoming boisterous have been reported. On one occasion she had removed her clothes and run helter skelter. Imagine what the students would feel. Truly, Gurutalawa has become a tragedy of errors.

28. In January 2000, for Grade 2 the Admission fees have been Rs.13,000/-, In January 2001 it has been increased to Rs.16,500/-. This type of increase is not made even in the best known International Schools in Colombo.

29. Increase of fees, and various adjustments appear to be made by the Accounts Department on an ad-hoc basis, may be even without reference to the Head Master. This should not be permitted. **The fees for grade 01-02 for the month of June 2000 had been Rs.640/-. In September 2000 it had been increased to Rs.855/- and in April 2001 it had been increased to Rs.1005/-.**

30. **Only 25% of the students pay their fees on time,** another reason why admission must be selective.

31. A fair number of students who are in arrears leave school without settling their arrears.

32. We have seen the format of the Invoice generated by the computer. It would be more polite if a note is added at the bottom to contact a designated officer in the event of any clarification etc, so that unpleasantness of the nature reported can be avoided. We reproduce below the notes which appeared on the face of the Invoice.

- “ 1. Payment made on or after the 20th of the previous Month will NOT BE REFLECTED IN THIS BILL
- 2. BILLS ARE PAYABLE BY THE 10TH OF THE MONTH FOR WHICH THEY ARE RENDERED

3. Please RETURN THIS BILL WHEN MAKING PAYMENT it will be sent back to you TOGETHER WITH THE RECEIPT.
4. A 5% Reduction will be given if the FULL TERM'S FEES (4 Months) are paid on or before the 1st day of each term.
5. A surcharge of 5% will be imposed on amount unpaid by the 15th of the month.
6. Boys whose fees are in arrears will be sent home without notice. "

Items 2,5 and 6 do seem a little harsh, considering the backgrounds of the students who are admitted without any reservations.

33. We would strongly recommend that the Note appearing at the bottom of the Fees Invoice be amended. A polite circular letter may be sent to all parents as regards payment of fees. The contents should be toned down suitably. In the case of habitual default or inordinate delay it is suggested to communicate with the parents concerned and where necessary get them down for a discussion. We were informed that there had been instances where students had been taken out of the College premises with their belongings and put on-board buses and sent home when fees had not been paid or unduly delayed. These actions seem unnecessarily harsh.
34. **It also appears that the parents of the students find it difficult to afford the fees payable.** The boarding fee is around Rs.2000/- per mensem. There is a proportionate reduction for the younger students. The school fee is about Rs.1,500/- per mensem. A fair number of students from Colombo find accommodation in private homes around the school. These private boarding houses mushroomed and flourished when the student population increased to around 1200. They are still functioning and students who are admitted to the hostel find them attractive enough to leave. The main reason for the hostel to be unpopular is because of the poor accommodation facilities and the quality of food.
35. The Provident Fund money of the minor staff is supposed to be in 08 separate accounts at the Welimada Branch of the HNB; in one account at Grindlays in Colombo and in one Account at the NSB. It will be necessary to go into the documents & files and verify the correct position. **The Minor Staff have been kept in the dark about the real position and they are agitated that their moneys have been misappropriated . This must be resolved.**
36. It is also reported that **no statements of Accounts are made available to any members of the Provident Fund** and the members are

- unaware of the amount standing to their credit etc. The Rules are sure to have provided for the issue of regular statements of account. Failure to adhere to the Rules of the Provident Fund may entail unnecessary prosecution by the Department of Labour.
37. Although deductions are made from staff salaries on account of Pension contribution they **are never remitted monthly**. These remittances are always late and generally 2 or 3 months arrears are remitted together. It is alleged that even remittances of mid 2001 had been done in this manner.
38. It is very necessary to have a complete Inventory of all the movable assets of the School. This would include tables and chairs in the class rooms. All the items in the Labs and Libraries, the pantry, kitchen and dining hall, all the dorms, the co-op, and sports and games equipment, the isolation ward as well as all staff quarters etc,etc. This is a function that could be given to the Accountant Mr.----- or the Accounts Clerk Mr.----- who could be working with other members of the staff during their off periods, in order to complete this task.
39. In view of all that has transpired, the duties and acts of both Mr.----- and Mr.----- should be carefully watched by the Head Master, with such close scrutiny that they will in time fall in line or resign and leave. It would be in the interests of the college not to permit Mr.----- and Mr.----- to handle cash, purchasing, use of vehicles etc, etc, so that even if they do not do any work and receive their salaries still College stands to benefit.
40. In view of the magnitude and volume of complaints received and in view of the glaring acts of omission and commission reported by the Auditors it is necessary at the very least to do a rotation or re-allocation of duties now that disciplinary action has not been taken promptly. It would be good to **rotate duties** of persons in the **Accounts Department**.
41. The Accountant has a B.Com Degree and is not a fully qualified Accountant. There are competent people in the Accounts Department who can handle all the work of that Department under the supervision of the Head Master. The Accountant and Mr.----- can easily be given alternate work so that they do not handle invoicing, collect cheques and cash, banking or any administrative or academic matters.
42. Mr.----- can continue to remain as Accountant **WITH ALL HIS WORK PROPERLY SUPERVISED BY THE HEAD MASTER.**

43. When the Accountant Mr.----- got married he was permitted to occupy the Isolation Ward. When not put to proper use, this is given only to old boys and special guests. According to an Inventory maintained it had 06 beds, 30 pillows, 30 pillow cases, 8 big blankets, 20 small blankets. The beds were marked STC. After the staff protested he was requested to vacate and a lorry load left College premises. He has built a house in Ettampitiya and resides there. None of the items of linen are now available. There is only one bed with the STC marking. It is said that wood and timber from beds were used for a Magul Poruwa.
44. The isolation ward had been vacated by Mr.----- only in January 2001 because it had to be made available to the old boys who would be coming for the celebrations, and also because the staff had protested about this irregularity.
45. Certain alterations were commenced at the Keble Dorm to give Accommodation to the Accountant, when he got married. Plans had not been drawn up or approved. A cheque was drawn by him and put up for signature without proper requisition or documentation. Because the 2nd signatory refused to sign, supporting documents were submitted **only subsequently**. At that stage, as the Head Master refused to sign the work was abandoned.
46. The Accountant had not checked whether cash etc, had been banked and a cash shortage of Rs.54,000/- in March 2001 was only discovered in June/July 2001 in the course of the Audit. This cash had been given by the Cashier Mr.----- to Mr.----- for Banking. Those responsible must not only be made to repay the shortfall, but their duties must definitely be altered. Previously too, when a similar sum had been reported to have been lost due to the pocket having been picked when Police was summoned and inquiries commenced, the money was immediately found. It would be good to obtain the Head Master's signature before monies are banked every day. **A responsible person must check the deposit slip with the bank seal daily.** It appears that no disciplinary action has been taken against the culprits . Although letters of warning had been directed to be issued to those responsible, this does not appear to have been done. Therefore, there is disenchantment among the staff because it appears as if those responsible had been granted a loan without interest because they had been asked to repay the money misappropriated in small installments.
47. During one school vacation, the Accountant had used the College van to learn driving in the tennis Court. This had gone on during the entire

- vacation. The Manager of the College had become aware of it and the Accountant had been pulled up.
48. Two or three computers were purchased for the office with credit facilities obtained from Seylan Bank. These computers were not directly brought to the office, but were kept in the Isolation Ward which at that time had been given to the Accountant as his quarters immediately after he married. During the 2-3 months the computers were kept there, the Accountant's wife was being taught the use of the computers. We understand that even Sinhala Fonts (Keyboard) were also available for this teaching, which is not usually required for College.
 49. About 5 computers were kept in a room near the library and tuition was given to students by the Accountant in Computing. Rs: 750/= was charged from each student per month for same. These computers were apparently not used to teach students on the regular timetable as it would not have generated any income and because the tuition fee that was earned was being utilized to repay the bank loan.
 50. During the time the students were being given tuition as above, the teachers pay sheets were also done by students doing tuition and the students who became aware of the staff's salaries made various remarks about what they have got to know during their regular classes in their other subjects to the embarrassment of the Tutorial Staff. This was a thoughtless act and in bad taste.
 51. Various data relating to staff salaries and other matters of a confidential nature were stored in a hard disk in the computer room. This year, when the auditors were going on with their work, one night, this computer went missing. Police were summoned. The computer was found chucked inside a barrel but the hard disk was missing and with it a lot of valuable data. The computer room was in the charge of the Accountant. It is now rumoured that a student who had joined from Trinity college had been given the contract to do this deed. No member of the tutorial staff is conversant with Computer hardware. This loss and irregularities could have benefited only one person. The police advised that it appeared to be an internal job. When they wished to record the statement of the head Master and requested him to attend the police station at Welimada as press reporters and photographers were awaiting to flash this in the newspapers Mr Sarath Suraweera, Superintendent of Police of our group contacted the police and arrangements were made for the police to record the statement at the Head Master's bungalow instead of his having to face undue publicity. No action has been taken with regard to the computer episode and the chapter is closed.

52. The **Principal's vehicle** is used by Mr.----- a clerk in the Accounts Department daily to send meals cooked in College to his home in Wangiyakumbura. He is alleged to be using and driving both vehicles for his private purposes.
53. Although salaries are paid to 2 drivers, it is Mr. who drives and uses the vehicles whilst the drivers are left behind. This is a regular occurrence. During the holidays, Mr. ----- has full control of these vehicles. They are kept at home on the basis that he has got late after work in school and he needs it to get home.
54. On 6th September 2001 one driver was on leave, the other driver was asked to wait at home. Both are paid their salaries. Mr.----- took the vehicle to go to Peradeniya to collect some cloaks for the Prize Giving but proceeded further to the Kandy Hospital on a personal errand. We have ourselves witnessed this funny spectacle going unchecked. On September 13th 2001 Mr.----- was observed by us driving the College Vehicle to go to Welimada in order to deposit monies in the Bank.
55. The Head Master had wanted Mrs. _____ Senior Teacher, to supply some Rose Plants for sale at the Thomian Fair in February 2001. The normal price is Rs.40/- at which price Mrs.----- would have supplied the plants. But Mr.----- wanted it invoiced at a much higher rate in order to collect the difference and share it. As Mrs.----- refused, plants were purchased from elsewhere for Rs.150/- per plant. The same thing is said to have happened so far as the vegetables were concerned to be sent for the Thomian Fair. A sum of Rs.69,000 was drawn out for these purchases. There does not appear to be a proper account of these purchases and sales etc. A large consignment of Potatoes were also purchased from Messrs. KMS of Boralanda to be transported to Mt.Lavinia for the fair. The Lorry is reported to have broken down on the way and the goods stolen. No inquiry was made or complaint lodged and pursued in this connection. Mr.----- has been in charge of this whole operation.

When countless incidents like this have taken place and the authorities have failed to punish the culprits, the fees payable by the students keep increasing, the facilities provided for the students keep deteriorating , the number of students seeking admission keeps diminishing, the staff are made to pay more for their water, food and electricity, their accommodation is not maintained, their due promotions and salaries are not given, would not college be having the ideal recipe for disaster, a one way ticket to the land of no return.

56. On or about July 11, 2001 Mr. ----- requested that he be issued with Credit Sales Memo Books after having finished up to memo 1500 in Book No.15. He was not issued all the books in proper sequence, that is to say, certain Credit Sales Memo Books appeared to have been missing. Books Nos. 16 to 50 and 84,95, i.e. 37 books in all were missing. This was reported by Mr. ----- the Acting Farm Manager, to the Accountant and the Head Master. Nothing appears to have been done. The suspicion is that Credit Sales have been made and money Collected and misappropriated. The culprit may be still at large. No inquiry has been made regarding Mr.----- conduct and as to what happened to the credit sales invoices of the farm which are missing. Mr.----- who was handling the Farm at that time had totally mismanaged the farm, and the farm was running at a total loss and farm produce was being removed by various persons without payment of cash etc and allegations were made against Mr.----- Removing farm management from him and allowing him to continue to handle cash and cash deposits in the office appears to be foolhardy, to say the least.
57. It is reported that a calf of the farm was sold for Rs.100/- to some person in Wangiakumbura when Mr.----- was running the Farm. Mr.----- is also from Wangiakumbura.
58. The bicycle which was the property of the farm has been sent to his home in Wangiakumbura and was missing. When a complaint was made and queries commenced the bicycle reappeared.
59. The deep freezer on the farm also went missing for months. Again when queries were raised the deep-freezer reappeared. These matters were not pursued to find out whether there had been any impropriety. All these matters were hushed-up.
60. This same Mr. ----- appears to be in control of the entire Campus during the holidays when even the Head Master is away. This again seems very foolish with his past record.
61. He is apparently permitted and arranges on his own, various camps, during the holidays. Groups of people from outside are provided food and accommodation by College for which a fee is charged. In the recent past 300 students from the Survey Institute had participated in a Camp lasting several days. College funds are utilized to provide food and drinks for them. In the requisition of such funds and in the absence of responsible persons on the Campus there could very well be large scale misuse of funds. Inflations of invoices seems to be a common practice. Although

an income is shown from the receipts during such Camps, his application of College vehicles for personal use during this period on a very large scale has been noted. A complete dossier had been maintained by Mr.----- the swimming coach, (who had a tragic end to his life on the 10th of September 2001) including misuse of college vehicles with a full record of the times of departure and re-entry to the premises. Mr.----- had mentioned that certain books maintained by the Security indicated that alterations had been done as regards the use of vehicles.

62. On another occasion this individual had permitted a Camp to be held for Garment Factory Girls. There has been large scale mis-behaviour during this time. He had apparently, permitted the Managers to party in the Head Masters' bungalow, and Senior Police officers from all the surrounding Police Stations had been entertained. It is reported that 40 odd bottles of liquor at Rs.3,200/- per bottle had been brought. Having girls working in the Garment Manufacturing Trade partying with their Managers and Police Officers etc, in the Head-Masters Bungalow is surely asking for trouble. All member of the staff or minor staff involved in the camp worked overtime during this period and there was a large scale misuse of vehicles and property etc.
63. No one other than the Head Master should have the authority to decide whether to have these Camps and more important to whom the Campus is given out.
64. Incidentally this individual has expressed his disappointment that his regulars were now difficult to be enticed because they have said unless the accommodation facilities are improved, they will not be coming to Gurutalawa.
65. Mr.----- of the Accounts Department is known to have struck up a friendship with a female in one of the three business establishment from which various purchases are made in Welimada. He is known to be engaged in long telephone conversations with her. The Invoices that are sent to College are not independently checked. Heavy over-invoicing is known to take place. The price paid for one unit of an article does not vary when purchase of that article is made on a wholesale basis. There is clear evidence that various corrupt practices are taking place in purchases on wholesale basis.
66. It must be the Head Master who co-ordinates and communicates with the lawyers. Lawyers retained by the College have indicated that ----- who has been entrusted to deal with the Lawyers unnecessarily attends Court on dates his presence is unwarranted and the lawyers have advised

him accordingly. It is not obscure to see the reason why Batta, Travelling, Overtime, misuse of College vehicles takes place in this fashion.

67. On July 23, 2001 a cheque for tuition fees was written and submitted for signature. On July 25, 2001 a cheque was written for the salaries. The Salaries were paid on the due date but money due as tuition fees was not paid.
68. Mr.----- had endorsed the tuition cheque drawn on July 23, 2001 so that nobody else would be able to cash same. Although he encashed the salary cheque on July 25, 2001 he had not encashed the tuition cheque. He had openly stated that he was doing this so that the teachers would learn a lesson and to show that he was powerful enough to decide when payments ought to be made. This crude behaviour is resented by all members of the Tutorial Staff.
69. Mr.----- took leave and disappeared from College. The Head Master's salary which should have been packetted and kept in the safe was also missing. He telephoned from Colombo and inquired whether his salary was available in College. It transpired that Mr.----- had taken the cash with him to Colombo without any authority and retained the money with him for almost for 5 days.
70. The van given for the use of the Head Master, i.e the blue van, is driven by Driver ----- a good friend of Mr.----- who is also from Wangiakumbura. Mr.----- must not be permitted the use of any van or to travel with this driver. The two of them together with former security personnel, are reported to have operated a system whereby the property of the College had been systematically taken out on a regular basis.
71. There is no reason why Mr.----- should accompany Mr. Karunaratne, the purchasing officer when he leaves for Welimada on his rounds. Even on September 20, 2001 it is reported that when Mr. Karunaratne, the purchasing officer had gone to Welimada to do his purchasing, he had been off-loaded at Welimada and Mr.----- had proceeded to Bandarawela for a jaunt of his own. Thus, the Log Book introduced by the new Head Master to be maintained for each vehicle by itself will not be adequate to prevent misuse.
72. Although Mr.----- has been relieved of his duties concerning the farm, he is still playing an influential part in farm activities and accounts.

73. Mrs.----- had been delegated by the Head Master to proceed to Peradeniy University Campus to collect the cloaks for the recent Prize Giving. As she was in a personal difficulty, the Head Master had requested Mr.----- to deputise. Mr.----- who had nothing to do with this entire subject had ordered ----- the driver of that particular van to stay back and he had commandeered the vehicle and driven, Mr.----- and others not only to Peradeniya but also elsewhere in Kandy.
74. On this same trip he had deliberately broken the meter recording the distance travelled. These matters are supposed to have been reported to the present Head Master by driver ----- . Necessary action should be taken to punish Mr.----- and if necessary surcharge him for the cost of repairing items deliberately broken by him.
75. (The Accountant and) Mr. ----- have a very close relationship with Kannagara Stores from where all hardware items are purchased and also ACR Enterprises from where all farm requirements are purchased, and Welimada Stores from where all groceries are purchased. These two persons make all their personal purchases too from these three business establishments. Mr.----- is known to personally hand deliver cheques in settlement of the invoices. Further more, certain invoices relating to purchases made sometimes over 6 months earlier are submitted for amounts ranging from Rs 50,000/= to Rs: 100, 000 /=. These payments are very suspicious and may be on fictitious invoices where goods have not been supplied. At the moment, there is no way these matters are checked. Two or three senior members of staff are willing to assist in an internal audit on a regular basis to eliminate irregularities of this nature. These members of staff have accountancy experience/ training.
76. Sometimes instead of purchasing vegetables from Welimada or Keppetipola which are the convenient places, they proceed to Bandarawela for purchasing.
77. Mr.----- has apparently been a student in college in grade 6 or 7 for about 1 ½, years. To have been taught by Masters whose remuneration etc are being presently handled by him is also not quite appropriate or correct.
78. Mr.----- can be removed from the Accounts Department completely and entrusted duties elsewhere.
79. It is known that whenever it was felt that there was a liquidity problem.

Mr.----- and Mr.----- would influence the Head Master and there would be an increase made either in school fees or in the charges taken for other facilities. Sometimes, the charges taken from the Staff for consuming school food or water or electricity have been increased to off-set other losses. The Staff are all up in arms against Mr.----- and Mr.----- because it is well known that they are the people who create and cause the losses. Rs.60/- is being taken as a deduction even from a bachelor member of the staff whose quarters have only one bulb.

80. The accounts of the farm and the college must be kept separate.

8. GENERAL OFFICE, ADMINISTRATION & RECORDS

1. It is not correct for ----- to have custody of and handle staff leave, attendance, holidays & overtime, as he is a minor employee who was previously sweeping Foster Hall. It would be more appropriate if these sensitive matters are dealt with by some one responsible in the office. There are several Registers and Records that have to be maintained and updated regularly. The attendance Registers and Salary Registers, Leave Register must be carefully entered, up-dated and maintained. The Records and Registers must be kept in a safe and secure place where others do not have access.
2. On our visit on September 07,2001 we informed the Head Master of our desire to ascertain the addresses of students who had left college in order to persuade them to join the OBA so that greater numbers were available to contribute for the development and well-being of College. Admission Registers prior to 1980 were not available, although some effort was made to trace them. Although we visited College on 8,9 and 10 September, it had not been possible to trace these Registers. Obviously they are not stored properly or have gone missing. We were made to understand a few days ago that the Registers relating to the period prior to 1970 had been sent across to STC Mount Lavinia. We wonder whether this is correct.
3. It would be very wise for the Head Master to take in to his custody all personal Files of the entire Staff together with all other files of a sensitive or confidential nature. Disputes or litigation between current or ex-employees and the College would fall in to this category. It would be suicidal to permit moles to have access to these and there are several of them in close proximity to the Head Master at present. No other person should have access to it. Once the list of duties is submitted by each Employee a fresh assessment of requirements and

availability must be made and appropriate persons would be assigned with the appropriate duties.

4. **AFTER HAVING CALLED FOR AND ON RECEIPT OF LIST OF DUTIES OF EACH EMPLOYEE THE HEAD MASTER SHOULD CONSIDER THE OVERALL PICTURE AND RE ALLOCATE DUTIES ACCORDINGLY.** He is reported to be an administrator of much experience and should be able to handle that aspect of it adequately. We are willing to give him any assistance.
5. **No employee should be permitted to determine when or whether he is to do overtime work** and the duration for such overtime work. Overtime should be authorized only by the Head Master and that too if the allocated duties cannot be completed during normal working hours, and the work is of such a nature that it must be done and completed that same day. Most of the minor staff are drawing fairly large sums of money as overtime. These claims appeared to be submitted on flimsy grounds. In fact, the person who brought the Head Master's dinner to his bungalow was claiming overtime for that item of work. Hence, the Head Master did away with that arrangement and did his own cooking. He lived alone in his Bungalow.
6. It would be good for the **Head Master to have as his Secretary some person in whom he has absolute confidence.** His Secretary may have access to his room and the personal files of the staff. Hence, he should be careful of the choice. When the present Secretary's term of office ends this December, it's best that he recruit (or transfer from among the present staff) somebody suitable. Previous relationships and loyalties may pose problems for him. It may be appropriate for his Secretary to act as the Public Relations Officer, particularly in dealing with complaints from parents.
7. We were also informed of an incident where the Library Assistant's son ----- who had reported for work regularly as an employee and had signed an Attendance Register in the form of a C R Book and subsequently found that such Register was missing and now has an uphill task to claim his Wages and Provident Fund etc.
8. **The property of the College, including beds are being removed to neighbouring areas** and no action is taken to prevent it. A bed is taken to the grounds on the day of the sports meet for purpose of a

First Aid Station. This bed is never brought back to College and with it the linen and other paraphernalia finds its way to the adjoining village.

9. This is done openly in the surrounding village with the connivance of the Members of the Minor Staff who now feel they are justified in making a living out of plundering property of the College. They feel it is their right.
10. **Recently the villagers demanded two scholarships for village** children. They have access to their paddy fields through a path cutting across College property. This has now become a dispute. Furthermore a few valuable perches have been encroached upon below the former staff dining room and the villagers have fenced off that land which is now lost to College.
11. **IT IS IMPERATIVE TO HAVE A COMPLETE SURVEY DONE OF ALL COLLEGE PROPERTY** and have the plans preserved in a secure place by the Head Master. Our group had a survey done of the College grounds some years ago in connection with the construction of the A.C M. Laffir Stadium and Pavilion which was aborted. This Plan should be available in College.

9. DINING HALL/PANTRY/ KITCHEN

1. **Boiled, cooled water is not provided at all times.** This is essential. In fact we were served with water off the tap.
2. **Dogs are found a plenty living inside** the dining hall. This is unhealthy to say the least.
3. Even **minor staff have been found seated and having their meals** at the **staff table**. This shows the arrogance of the minor staff.
4. **Due to lack of tumblers for drinking water,** it is necessary **to wash used tumblers and give them back a second time.**
5. Mr. Alban Fernando informed us that he found when he assumed Office, **Bread was being served for all 03 meals** which practice he did away with and introduced Rice for the noon meal. He attributed poor quality of food as one reason for students not coming to the boarding, and preferring to live even with members of the minor staff.

6. A more varied and balanced diet is necessary for growing children. The Food Committee consisting of the Head Master, Student Representatives and Masters is apparently non-functional. We recommend that the Committee be dispensed with, and instead for the Food Matron to draw up the Menu for the 7 days and finalise same in consultation with the Head Master. This procedure may be more appropriate.
7. **Some children who are aware of the days menu place standing orders with the Canteen** for the supply of their meals, even dinner.
8. The college should feel that it is cheating on the students to levy a charge on account of food, provide food that is unpalatable and force children to pay a second time and purchase their food from the Canteen. No wonder they feel cheated.
9. If it is the intention to shift the kitchen and pantry to the new building, it must be done early after obtaining the necessary equipment etc, The present conditions are poor and unhygienic to say the least.
10. **Due to settlement a fair portion of the floor in certain areas of the kitchen have large cracks and** holes and huge bandicoots, pole cats and rats have easy passage from the garden and drains to the kitchen. It is said that Mrs.Hayman personally supervised the thorough cleaning of the Kitchen, Pantry, Dining areas every Sunday.
11. **The waste water draining out area of the kitchen and pantry is also in a very bad condition** and needs urgent attention if the kitchen, pantry and dining hall are to be used for some more time.
12. The huge drain which carried water through the college premises comes to an end outside the kitchen area. **A large amount of sediments is lying rotting away uncleaned in this area.** Labourers who have been detailed to clean this up have complained that their feet have got infected and they refuse to do so, unless adequate protective gear is distributed.
13. **It is reported that Minor staff have their meals even before the students.**
14. Beef is now not provided with meals. Instead chicken is given 4 to 5 times a week and always for Sunday lunch. Alternatives are Soya Meat and Eggs. As some Children used to take beef with the 1st helping and

go around the 2nd time and take the egg, Beef had been suspended. For this reason also it was found more convenient to stop beef and give chicken all round.

15. **A large volume of groceries etc are supposed to be pilfered daily from the stores of the pantry.** Even cooked food is pilfered. We have seen during the OBA get together in February, particularly the Special Dinner after the AGM and fellowship, the utter waste of food, the way food is hidden and not served to table and this after the people responsible for catering demand provisions etc, double the actual requirement. Perhaps a day will dawn when the catering for this Dinner will have to be given to a Hotel in Bandarawela and it will be found the food is much better, it will cost less, and there will be sufficient to go round for all the Old Boys.
16. **We have ourselves seen the Food Matron giving the keys to a member of the minor staff** and requesting him to take items outside the stores for use in the pantry to prepare afternoon tea. We saw that this removal was without her supervision. How much of items may be removed in this manner is anybody's guess.
17. **It is commonly known that pilfered items are taken out of the premises from all parts of the College boundaries.** Not every body goes out through the Front gate where there is security. Even if they do the item is first passed through from a different point.
18. At some point of time all the students could not be accommodated for meals in one sitting in the dining hall and therefore there were two sittings for Breakfast, Lunch and Dinner . Although the number of boarders has dwindled to 299 in numbers the old practice of two sittings still continues for no known reason and much valuable time is wasted. The time that could be thus saved can easily be utilized for other activities including studies and games if this is properly adjusted.
There should be one sitting for meals
19. **It should be possible to make some arrangement to have provisions delivered in College by** the supplier instead of the purchasing Officer being regularly sent to Welimada for purchasing. After all, the purchases are on a regular basis and wholesale. The trader will definitely oblige. There are old boys who have grocery stores in Welimada. Various procedures could be put in place to avoid or minimize irregularities in purchasing.

10. **LIBRARY**

1. **The Library has not been regularly replenished with books.** There isn't sufficient reading material and journals. They should be ordered on a regular basis. Members of the academic staff are willing to provide a list of Books etc, that should be made available.
2. **When a teacher is absent the students** are idle and get upto mischief in the class room. They **could easily be sent to the Library** during that particular period to do some reading or reference work or Home Work.
3. The Library has not been maintained for a long period of time. The **reference section of the library is virtually non-operative** and has become a store-room where broken and unserviceable furniture etc are stored.
4. The Reading area of the Library is very poorly furnished and apart from Newspapers, there is no reading material as such.
5. **The Library Assistant is a Muslim and he is not available on Fridays. The Library remains closed** and the students have no access.
6. The Library Assistant now takes his leave of 1/2 a day on Thursday and a full day on Friday. **It would be possible to have this adjusted so that the students can have the full benefit of the Library.** The Library Assistant must be a man of letters, not a member of the minor staff who has been promoted for long service or some extraneous reasons.
7. We are made to understand that the Head Master has already spoken to the person concerned and some adjustments are being made. This is good. It just shows that there is so much to do. Somebody must bring these things to the notice of the Head Master. The Head Master must take prompt action. When the staff and minor staff know that the Head Master is strict and they will fall in line.
8. The tea interval is from 10.00 a.m to 10.20 a.m and the lunch interval is from 11.40 a.m to 1.00 p.m. The children can easily do some reading and reference work in the Library after their lunch if the Library is kept open. Unfortunately, the Tea and Lunch intervals of those in charge of the Library coincide with the intervals of the students. This can easily be re

arranged in such a way so that the **library can remain open and the maximum use obtained.**

9. **There is at present virtually no lending library.** This is a sad state of affairs. Improvement of the standard of English will necessarily involve a lot of reading and students must be duly encouraged to develop this habit.

11. **FARM**

1. The accounts of the farm and the College must be kept separately.
2. Mr. Razik the Farm Manager is a Tamil Medium Teacher. He teaches Islam and Social Studies and also acts as Farm Manager. It would be more prudent to have a better arrangement for the Farm.
3. The Farm must be managed by a person who is conversant with the subject. If a temporary arrangement is effective now it must be rectified. It is best to have all the paper work i.e Invoicing, ordering etc of the farm done by one individual- The Farm Manager.

12. **SPORTS/GAMES ETC.**

1. Other than Cricket and Rugger which are properly supervised, **the other games/sports are not being played or coached properly**. The cricket coach is paid Rs.350/- per month. The other coaches are paid Rs.600/- per month. The volleyball coach it is alleged has never held a volleyball. Some masters are supposed to be coaching several games /sports at the same time but they are not found in any one of those places from 3.00 p.m. onwards.
2. Although students are not supposed to be in the Dorm from 3.00 p.m onwards during the games period, **A large number of students are found loitering in various places,** e.g: orchard, instead of participating in some game. Games must be made compulsory. The student can be given the choice. A Register must be marked of attendance until the practice is regularized.
3. Cases of students found engaged in immoral behaviour during games time have been reported. Proper Masters in charge of each sport must be arranged. The Head Master should go around during games time to see for himself whether actual games are being played or whether students are engaged in horse-play.

4. **Cross Country Runs must be arranged regularly when rain interrupts games.** This must be under the supervision of Masters, perhaps, at the inception. This used to be a regular feature but has now been abandoned. It should be started again, when the surrounding areas and environment can be made use of and is a blessing that none of the Colombo or Urban schools have.
5. **Some effort must be made to revive Soccer, Gymnastics, Riding, Hiking/Trekking, Tennis, Boxing, Scouting, Bird-Watching, Cubbing etc, which have disappeared from the schools activities. Hockey, Swimming, Basketball, Volleyball Badminton, Squash etc, are also not taken seriously. There do not appear to be proper Coaches for most of these activities..**
6. **Physical Training (P.T) which was done during school hours on the normal time table by the entire school is now dropped. It is good to revive same.**
7. Although Mr.----- the Prefect of Games is reported to be in charge of several games he is said to be competent to handle only cadetting & Athletics.
8. College had a fair record in both athletics and hockey. At the moment, these activities are not properly supervised and hence the standard has deteriorated. The amount of fees taken on account of sports is only Rs.40/-. This is wholly inadequate to meet even the actual expenses to purchase necessary sports equipment let alone maintain the areas in which the game are played. The students do not now pay for their travelling when College is playing any match elsewhere. The entire travelling expenses and plus cost of supplying food to the team is met by College. Perhaps the students cannot afford this expenditure.
9. **Very few students even now use the college grounds for sports activities.** It was found that sometimes only 15 or so students make use of the grounds. Through sheer neglect it appears that College had abandoned its use on a regular and proper basis. Thus children and adults of the village had started using the grounds for their sports and games and recreational activities. This is natural.
10. To overcome this situation, the brother of Mr..... who is in charge of certain sports activities had been recruited from the Gurutalawa village as a ground supervisor because he had some good relationship with those of

the village and he is presently paid a salary of Rs.4000/- to Rs.5,000/- a month in this regard, i.e to keep the villagers at bay.

11. **If this situation continues, the grounds will be lost to College** and the village will eventually stake a claim. Whatever recourse college may have to law and court, the politicians will eventually count the number of votes that they could collect and perhaps the grounds would be acquired for a public purpose.
12. This type of politically motivated activity takes place regularly and college must be prepared to face the consequence of not making proper use of the grounds.
13. Payment of an additional allowance to Masters who do not perform and who are not conversant with the games and who are not even on site will eventually end in this calamity.
14. Miss.--, a temporary teacher from Welimada who teaches English in Grades 6- 8 is paid Rs.2000/- to Rs.2500/- for a school's days work whereas Mr.----- brother is paid Rs.4,000/- to 5,000/- for no work done between 4.00 p.m to 6.00 p.m, and for being the Ground Supervisor.
15. So also consideration will have to be given and necessary changes made, perhaps over a period of time, as regards sports and games and their coaching and supervision. The question arises whether one master can handle so many activities.
 - a. Mr.----- – Teacher- Health Science and Sinhala as a second language for Tamil Students. Prefect of Games. Master in charge of Badminton, Athletics, Cadet Band, Cadetting. Although we found the Band practicing on Sunday, September 09,2001 at a rehearsal, the standard had been found to be too poor and they did not perform on Monday September 10,2001 on the occasion of the Prize Giving and installation of the new Head Master.
 - b. Mr.----- – Cricket and Volleyball – Mr.-----is reported not competent for Volleyball.
 - c. Mr.----- elder brother ----- Squash and basket ball in addition to Grounds Supervisor.
16. We were pleased to learn from the Head Master that he hoped to re-introduce Hiking on Saturdays/Sundays in the Company of a Master to

begin with. This supervision could be relaxed when students become responsible and understand leadership.

13. LABOURERS/MINOR STAFF

1. The 5-6 labourers are supposed to work from 7.30 a.m to 4.30 p.m. They clean toilets, drains, the garden etc. There must be a Roster for toilets etc.
2. These labourers have not been provided with adequate protective gear for their feet and legs or gum-boots so that they may clean the offensive waste matter at the end of the drain opposite the kitchen area. As the matter is of a toxic nature, their feet have got infected.
3. **THE NUMBER OF LABOURERS AND MINOR STAFF IS APPARENTLY FAR IN EXCESS OF WHAT IS REQUIRED.** They number almost 60. They have formed a Trade Union and at the drop of a hat they march up to the Head Master and threaten to go on strike. These Labourers are supposed to behave like thugs intimidating authority and not doing any work. School life will come to a stand-still if they stop work. There could be much adverse publicity. The Head Master is therefore compelled to give into their demands, however unreasonable. **THE OUTGOING HEAD MASTER WAS FIRMLY OF THE VIEW THAT THE STAFF WAS HEAVILY OVER LOADED PARTICULARLY THE MINOR STAFF. HE HAD MADE IT A POINT NOT TO RECRUIT ANY PERSON ON A PERMANENT BASIS.**
4. Labourers who are supposed to clean gardens and toilets are seen seated on steps idling for hours without doing any work because there is no supervision. A Roster system could be introduced to ensure that regular cleaning or attention is given at the various places work is scheduled. **THE SUPERVISOR MUST NOT BE A PROMOTED LABOURER.**
5. On Fridays particularly, work is stopped very early for the purpose of attending prayers. No work gets done on those days.
6. **A RESPONSIBLE OFFICER MUST BE APPOINTED TO HANDLE MAINTENANCE AND SUPERVISION OF LABOUR WITH THE HEAD MASTER DOING SURPRISE AND ON-THE-SPOT CHECKS.**

7. Bell Simon's son ----- is even currently having 2 senior students as boarders at his residence outside college. They apparently prefer that accommodation and food to what is provided by the College
8. The Minor Staff/Labourers have been assigned duties in the Class Room, Lab, Hall, The Keble Dorm, Head Master's Bungalow and 2 or 3 other places.
9. It has been observed that many labourers/minor employees have been given promotions and their designations upgraded, sometimes perhaps inappropriately, and they are thorough misfits in their new environment and duties. Whilst giving annual increments and upgrading may be in order, changing designations and giving new duties not in keeping with the educational background can have a disastrous effect. Even if increments are given for long and meritorious service/employment allocating duties totally inappropriate should be avoided. We give below some glaring examples of what we feel are inappropriate.

1. ----- - Formerly labourer, now promoted to the office and handling clerical work. His duties include receiving cash payments, and issuing receipts therefor, depositing cash in the Bank, (although Mr.----- has forcefully grabbed that duty from Karunatilake for reasons best known to him and gone unchecked by the authorities.)
2. ----- (formerly labourer sweeping the Foster Hall, now a Clerk in the office whose duties include checking and signing for all purchases, maintaining the College Inventory, maintaining the Leave and Attendance Registers of the Staff, operating the Roneo Machine, i.e Exam Papers, circulars etc and even operating the telephone on a temporary basis. He is now supposed to be in close contact with Mr. ----- --- and Mr.----- the

Accountant and Senior Accounts Clerk, giving them all confidential information, not conveying messages to the tutorial staff and bringing about rifts between the parents and the tutorial staff at the instance of the said two persons.

3. -----
Formerly a Labourer now Library Assistant- has no formal education whatsoever.

4. -----
Formerly, a cook or kitchen helper, now the Laboratory Assistant.

5.-----
Formerly Carpenter Baas, later promoted as Purchasing officer, and whilst holding that office, had Rs.50,000/- odd missing, and gave an excuse that his pocket had been picked. The same day a miracle occurred and cash was deposited by him, consequent to the Police talking to him and thereafter promoted. Now appointed Works Supervisor with the entire Labour force coming under him.

6. -----
Formerly Labourer.
Promoted to manage the Co-op.

7. -----
----- had been the peon attached to the Office Administration section. He is the son of who works in the Kitchen. ----- is the Secretary of the J S S Trade Union. Contents of letters written by the former Head Master to the Manager of the school of a confidential nature (even before the letter is dispatched) are known by the minor staff and

others. The former Head Master transferred him to the hall shortly before the Prize Giving. He was not happy with the transfer. He is strongly suspected to have sabotaged the sound system just before the Prize Giving and most of what transpired was inaudible.

These are some of the characters who threaten to bring the College to a halt.

10. There are queries regarding Provident Fund deductions from the minor staff, i.e. as to whether the deductions made have in fact been transmitted to the proper authorities as required. Instances have been reported that although deductions are made and collected they are transmitted only after 2 months, for instance the contributions for the months of July and August 2001 have been sent together instead of every month. Interest is also lost to the members by this irregularity.

14. BUILDINGS, GARDEN, WELLS, LANDSCAPE, MAINTENANCE, REPAIRS

1. The staff quarters which were originally maintained by the College are now in a very dilapidated state of affairs. In the toilets the commodes are broken, the flushes are not working, the pipes are leaking, roofs are leaking ,etc.
2. During the recent rains last week all the class rooms got flooded as the asbestos roof is cracked and the zinc sheets have perished.
3. The dining hall roof too is leaking which was personally observed by us.
4. So also the verandahs of the Junior Dorms were flooded because the roofs were leaking.
5. Due to financial problems and in order to generate some income some trees have been sold for timber. The sale was made to a timber merchant from Maharagama. In future **the manner in which trees that are to be sold/felled should be chosen very carefully and scientifically.**
6. The contractor who felled the trees and removed same had damaged

some electrical posts on the roadside between the senior dorm and the Married Staff quarters. On a complaint being lodged he had immediately made good the damage caused by his vehicles. **The concrete posts for electrical wires which have been delivered by him several years ago are still lying** on the roadside un erected. The holes dug to bury/plant the 2 concrete posts **have already got filled up with earth**. This has happened due to bad management, supervision, lack of co-ordination etc.

7. As he has damaged some fences by his operation, he had paid Rs.100,000/- to off-set such damage and so that the fences could be mended. The fences were not mended, It would be interesting to know what happened to the Rs.100,000/- paid by this individual.
8. It was also observed that there were no Litter Bins or Dust Bins placed at different intervals on the campus. During our time good behaviour in this regard was enforced by a 15 minute walkabout prior to the start of the days studies picking up all the litter and rubbish and placing them in Bins. Leading the effort was Dr.Hayman and Fr.Foster. The Campus was then free of any litter. There are dozens of Stray Dogs all over the place and they must be sent away.
9. There are several wells supplying water for cooking and dining hall purposes. Almost all of them have run dry. They have not been maintained or cleaned for a long time. Thus the in-flow of water is affected. Salvinia and other weeds etc, are found growing on the surface and on the sides. Another factor which had recently contributed to the shortage of water apart from the long drought had been some indiscriminate felling of trees in the area as well as the large scale digging of wells in the vegetable plots just below where the paddy fields used to be by the villages.
10. Boys use the path by the side of the wells as a short-cut to go across to the orchard and the class-room area. This area was earlier out of bounds. It should remain so.
11. The wells have very low walls and any body can slip over and fall in.
12. Due to constant travel up and down, boys have got into the habit of throwing various objects in to the well. We found Slippers floating on the surface.
13. Cows/cattle are permitted to graze in this area. Cow dung is found around the wells. Dogs are found wondering even in this area.

14. The wells that provide drinking water at least must be secure and kept clean and properly covered with mesh.
15. We found that certain pipes through which water was being pumped up had big leaks and precious water was being wasted.

15 STAFF QUARTERS AND ACCOMODATION

1. An Inventory of all College property must be made when quarters are provided for staff and their signatures obtained before handing over the premises.
2. In the case of those already in occupation, the current Inventory must be taken and signatures obtained.
3. Staff are required to pay for electricity as per the meter reading and a deduction is made from their salaries. Some bachelors quarters are reported to have only one bulb.
4. On account of water, a sum of Rs.60/-or so is being deducted from their pay. But right now and sometimes there is no water that is available on Tap. In such instance this charge must be avoided/reduced or suspended.
5. They are expected to attend to all maintenance work etc. e.g: plumbing, electrical wiring, carpentry, masonry etc.
6. As the accommodation provided is very poor, it would not be fair to expect them to attend to every and all sorts of repairs. We suggest that all repairs and maintenance work in the Campus of all buildings etc, be attended to by the College whether the premises are occupied by the students, the members of the staff or minor staff. The current practice of requesting or permitting Members of the staff to handle repairs and maintenance on their own should be suspended.
7. When urgent repairs are reported, they have been delayed or requested that they attend to it themselves e.g. a door in a very dilapidated state when these premises are first taken over and which collapsed e.g over-hanging branches of close by trees which are a threat to the roof and lives of those within the premises.

8. We observed most buildings, and quarters were in a pathetic state, needing urgent repairs and refurbishments if they are to be salvaged at all. As necessary repairs and maintenance work had not been done as and when due, deterioration has set in and caused greater loss. On inquiring we were informed that although the matters are reported and estimates submitted to the Accounts Department necessary payments are not made and moneys released. The Head Master must have all these directed to him as there may be officers down the line who wish to show their importance and delay matters thus, causing irreparable damage in the long run. It was also found that a large number of quarters and rooms are vacant and empty and could be put to some use, perhaps in the near future, with the recruitment of competent and qualified staff, after the quarters are made presentable.
9. The following persons have been given accommodation in College.

In the Keble Dorm

Mrs.Anandappa – Temporary Matron of Keble and Primary Teacher.

Miss. Subassignhe,
Miss. Wathsaladevi

Elsewhere on the Campus

Mrs.D Yapa – Keble Supervisor and Teacher
Mrs. L Karandagoda – Office Bill Clerk
Mrs. C.L. Dias – Year 6 Social Studies & Supervisor
Mr.G. Nesaseelan – Senior Maths Teacher 6 –11 years
Mrs.Nesaseelan – Primary Teacher
Miss.Nesaseelan- Primary Teacher
Mrs.Manomani Wickremage – Sinhala Gr.8 –11 Christianity Year 9
Mr. V W. Dikkumbura – Prefect of Discipline
Mrs.Dikkumbura – Primary Teacher Gr 2 –3
Mr.A M Chandrasekera – Head Master S T C Bandarawela
Miss.Jayaranee – Office Accounts Clerk
Chaplain – Mr.Nilanga Gunasekera
Mr.Ranasinghe – Head Master’s Secretary
Former Staff Quarters below Senior Dorm now given to drivers
Wijesooriya and Buddhadasa
Behind – Co-op Stores – Mr.Dharmawardena, Hostel Supervisor, Canteen
Manager
Mr.Anil Seneviratne

Mr.W M Bandulasena Science and Maths
Mr.Kaneshamoorthy – Accountancy
Mr.M M S Wijesiri – Dancing and incharge of De Saram Junior Dorm
Mr.Ellepola – English and Supervisor Junior Dorms
Mr.Karunaratne – Purchasing and in charge of Sick Room
Mr.Shantha Madawala – Prefect of Games
Mrs.Illangakoon – Food Matron – Pantry
Mr. M B R C Kumara = Art master
Mr.Razik – Tamil Medium and Farm Manager
Security Personnel- Room near Lab
Minor Staff- near carpentry shed in the farm area – 7 –8 persons.

How many of these masters/teachers can be utilized to their maximum potential as housemasters, dorm masters, for different sports and other extra curricular activities has to be carefully analysed and arranged.

It is found that over 10 staff quarters are unoccupied.

16. ADMISSION

1. The Board of Governors are reported to have intended to make Gurutalawa a centre of excellence. Then Gurutalawa must be a small school as was envisaged by its Founding Fathers, with classes not exceeding 20 or 25 students, so that individual attention is given to each student(as in the past). **DR. HAYMAN ,FR. FOSTER AND THE ENTIRE STAFF WHO WERE ALL RESIDENT ON THE CAMPUS KNEW EVERY BOY IN THE SCHOOL.**
2. Dr. Hayman , Fr. Foster, the respective House Masters and even Mr.Ariyadasa, the person who helped Mrs. Hayman with the Sick-Room spent their time after dinner calling at the bed side of each Boarder in their Dormitories before they retired for the night. In which part of the world would there have been a school with such a dedicated staff. Truly we can be proud to call ourselves ***Thomians of that vintage.***
3. **DR. HAYMAN HOPED THAT THE SCHOOL WOULD NEVER EXCEED 360 IN NUMBER.** Up to mid 70's the number did not exceed 425. In the late 70's the expansion began, going up to 1250 in 1985. The Board of Governors had to cry halt. The increase in numbers was noted and deplored as above by Chief Guests on Prize Days. Senator J.P.Obeysekera thought that the expansion had gone far enough and advocated quality. Mr.Bradman Weerakoon advocated quality even if numbers had to be

curtailed. It is better to control the numbers and not turn Gurutalawa in to a G C E (O/L) production factory.

4. A list of clothes and other necessities must be given to the parents once admission is granted so that all items are properly marked with their names and brought at the beginning of Term.
5. The College must insist on the students immunization card/ record when admission is granted.
6. The practice of a parent and child (prospective student) arriving for a walk-in Test and sitting it after leaving their belongings at the dormitory should be abandoned.
7. Careful consideration should be given to having an Interview with the Parent or Guardian before admission so that unsuitable children are not admitted. Most of the students who seek admission are believed to be those who have failed to gain admission to the well-known schools in Colombo. This has resulted in Gurutalawa becoming the Last Resort. So whilst the better students gain admission to the Colombo Schools, the rejects find accommodation in Gurutalawa. About 80% of the students are from Colombo, a fair percentage from the Uva Province and a small fraction from the neighbourhood.
8. A boy from Trinity College who sought admission was received with open arms. The Head Master has been advised by somebody on the staff to be cautious as no student from Trinity would seek admission to Gurutalawa at this stage. The Head Master had thrown caution to the winds or been more anxious to increase numbers to make ends meet. Within days this boy had used his expertise and located a heroin supplier in Boralanda and for the first time in the History of Gurutalawa introduced this habit among his peers. Just imagine what College would have been like. This same boy had apparently been contracted to steal the computer from the computer room which was subsequently found dumped in a barrel minus the Hard Disk containing valuable accounts data. As to who knew the nature of the data keyed in and how to open up the computer and remove the Hard Disk is not too difficult to surmise.
9. **Just because somebody specifies the minimum number of children** who should be on the roll of the school in order to achieve a break-even status financially **one should not admit all comers**. The Problems they will bring with them are such that the College cannot solve and will create far more complicated issues than overcoming a financial crisis.

10. Apparently there are no dockets or files maintained for each student. We feel that this is a lapse and it would be good **to commence maintaining a file for each student.** Once the student leaves it must be inventorised and transmitted to the archives.
11. Figures relating to the Annual intake for 1999, (86 students) 2000 (131 students) & 2001 (99 students) also indicate there is no great demand for admission.
- 12 **Due consideration must be given** for the appropriate **number** of students to be had on the Roll as well as the **background** and **quality** before selection and admission if college is to maintain certain standards. All and every student seeking admission should not be grabbed with open arms.
13. We are informed that the practice of parents providing mattresses and other paraphernalia originated because it was found that the mattresses College had supplied were in such a deplorable condition that parents sought special permission to bring with them the mattresses so that the children could sleep comfortably. Subsequently, the College had taken the easy way out and turned a blind eye to this and eventually the present system had evolved whereby the parent is required to supply the mattresses, which the child will remove when leaving school for good.
14. **On admission** of a new student it is **the Head Master's Secretary** who **decides the House and Dorm to which that student should be allocated.** The Head Master's Secretary works alongside the Accounts Department. It is the Prefect of Discipline who should be more involved in this allocation.

17. STUDIES – ENGLISH, COMPUTERS, SCIENCE ETC.

1. Computer classes were originally conducted by Mr.----- (who is not qualified or competent) in the absence of a competent person. He used to open the doors of the Computer Room and allow the students to use the Computers and leave the place. The students were engaged in playing games. Mr.----- was paid an additional allowance of almost Rs.3000/= for this service of opening the doors of the Computer Room. Mr.----- who was a Maths Teacher and a Graduate, had a degree for Computers. The promised salary was not given to him. Although competent, he was not afforded the opportunity of teaching Computers. He had left in September in sheer frustration. The inquiry by

- the Police into the Computer which was lost and found had been slow-pedalled by the Head Master.
2. Once the Computers where shifted to the Computer Room in the new Building opposite Foster Hall Mr.----- was once again put in charge, in the absence of a qualified Master. Although Mr.----- was competent and qualified he was not allowed to handle Computers or teach the subject despite several requests from the staff. It was only after, one Computer went missing which necessitated Police Intervention that ----- was moved out and Mr.----- was put in charge in June/July 2001. However as the promised graduate pay was not given Mr.----- --- has left and now there is nobody to handle the subject.
 3. Considering the importance of the subject it would be good to recruit a competent qualified teacher. We have seen a recent Advertisement inserted by the Head Master. This augurs well. At the time he left Mr.----- ----- received about Rs.4500/- as salary plus a further 4500/- by way of an allowance for teaching Computers.
 4. Although an Advertisement appeared in late September 2001 in the Newspapers calling for Applications for a Maths Teacher preferably with computer knowledge, in the first week of October 2001 itself Mr.----- has been able to convince the new Head Master and has commenced Computer Classes. It is alleged that these Classes have commenced essentially for Tamil A/L Students at the instance of Mr.-----, Mr.----- probably will be drawing an additional allowance of Rs.3000/- - Rs.5000/- for these services.
 5. For the teaching of Science at least one other competent teacher is required. Due to the non availability of a teacher Mr.----- presently takes a combined class of 10A & 10B comprising of 40 students. This number is too much for one class.
 6. Overall, the performance of students at the O/L examination in December 2000 has been satisfactory. A 100% passes have been achieved in over 6 subjects. **THE SENIOR MEMBERS OF THE STAFF SAY THAT RESULTS COULD BE EVEN BETTER IF THE REQUIRED NUMBERS OF COMPETENT TEACHERS ARE RECRUITED AFTER PROPER ADVERTISEMENT AND INTERVIEWS INSTEAD OF PAMPERING CERTAIN MEMBERS OF THE STAFF WHO ARE ALREADY IN SERVICE BY RECRUITING THEIR KITH AND KIN.**
 7. Whilst discussing Boarding life with Year 08 students in Garnier Junior We had occasion to be shown their English Exercise Books. The written

English of these Year 08 students as corrected indicates very poor standards of teaching.

8. From about 1986 over 95% of the students were from Non-English speaking homes and the clamour has been for an English Education.
9. On interviewing a wide cross section of parents it appeared that the main reason why they decided to send their children to Gurutalawa was to learn English and they were disappointed about the standard now prevailing. There was a clamour for more and better teachers of English. Even Parents who were not conversant in English commented that the teachers supposed to teach their children English were no good at all.
10. When a competent, qualified, experienced teacher had come expecting a salary of Rs.8000/- he has not been recruited due apparently to lack of finances and instead a person has been recruited for Rs.5,000/-
11. In fact parents of year 2 children complain that some teachers of English are wholly unsatisfactory and incompetent.
12. Miss. ----- of Welimada was recruited as a temporary teacher of English for Years 6 to 8 on a salary of Rs.2000- 2500/- only because a proper person was not available. These vacancies must be advertised in due course and filled up.
13. As regards teaching of English at least 3 more competent teachers are presently required for the current student population.
14. A permanent teacher for English for Grades 6,7 & 8 is very necessary. This vacancy too should be advertised and filled up. At the moment, for the entire school, ie: from Year 01 to GCE O'level. English teaching is done by Mr.-----, Mr.-----, Miss.----- and Mrs.----- . This number may not be enough.

18. **TUTORIAL STAFF, RECRUITMENT & MEETINGS**

1. The most important asset in college are the Students. All paid employees, the School's curriculum, sports and recreational activities, buildings and all related facilities should revolve around the students. Priority should be given to them.

2. IN 1962, (DR. HAYMAN'S LAST COMPLETED ACADEMIC YEAR) THERE WERE 300 STUDENTS OUT OF WHICH THERE

WERE 4 OR 5 DAY BOYS AND THE BALANCE BOARDERS. DR. HAYMAN HAD 02 OR 03 PERSONS IN THE OFFICE TO HELP HIM WITH ACCOUNTS AND ADMINISTRATION. THE ENTIRE TUTORIAL AND NON ACADEMIC STAFF CONSISTED OF ABOUT 22 MEMBERS. THE ENTIRE MINOR STAFF CONSISTED OF 12 – 15 MEMBERS.

3. TODAY THE TOTAL NUMBER OF STUDENTS IS 453 OUT OF WHICH THERE ARE ONLY 299 BOARDERS I.E. THE SAME NUMBER AS IN 1962. THERE ARE 13 MEMBERS ON THE NON ACADEMIC STAFF WITH 39 ON THE TUTORIAL STAFF. THE MINOR STAFF HAS 56 OUT OF WHICH 51 ARE ON THE PERMANENT PAY ROLL.

4. Policy decisions relating to e.g the school Curriculum, the Medium of Instruction, the Cadre of the Tutorial Staff, Major Building Projects, the Number of the Students who should be on the Roll and the Number of Boarders etc,etc, should be left to the Board of Governors who it is felt would NOW take an interest in Gurutalawa. The day-to-day running of the College should be left to the Head Master who should be possessed of sufficient administrative skills. He should (at least until the serious problems now prevailing are resolved) have, to assist him, a Committee acting purely in an Advisory capacity composed of Old Boys preferably with a Chief Administrative Officer, (preferably resident on the Campus) after which the Head Master should be able to manage without such Chief Administrative Officer, but with the Advisory Committee.
5. There have been many instances where a person recruited as a teacher subsequently puts pressure on the Head Master to employ his or her spouse also by creating a slot or when a vacancy occurs. This has led to problems.
6. According to our reckoning out of 109 current employees of College about 20 % have very close relatives on the staff, most often family members.
7. So also a member of the Staff whose child is now preparing for the Ordinary Level Exam puts pressure for the College to re-commence or continue Advance Level classes so as to enable the child to continue his/her studies in College where the parent/s is/are

employed and accommodation is also found. A threat is made that if it will not be done they would leave.

8. In fact there were instances when our group were requested to make a point in their favour which we pointed out was totally unfair, unreasonable and would not be persued by us.
9. On or about September 17,2001 ,2 young females who had completed their Advance Level but had no other qualifications or any teaching experience, the daughters of Mr.----- and Mrs.----- - appeared in College on the basis that they had been requested to call over for two different teaching posts. Apparently, the Applications, if any and the letters to call over for interviews had all transpired before the new Head Master assumed office. **THE NEW HEAD MASTER MR.GEETHAL MENDIS HAD ARRANGED TO BE IN COLOMBO ON SEPTEMBER 17,2001 AND HENCE INSTRUCTED A BOARD OF INTERVIEW CONSISTING OF THE CHAPLAIN, MR.RAJAPAKSE THE ACCOUNTANT, MR.----- THE ACCOUNTS CLERK AND ANOTHER TO INTERVIEW THE TWO LADIES BUT NOT TO TAKE ANY DECISION AND LEFT FOR COLOMBO.**
10. **The following persons have dual or multiple duties allocated and allowances paid therefor.**
 - a.) Mr.Dharmawardena in charge of canteen and in receipt of allowance Rs.6,000/- for acting as Hostel Superintendent.
 - b.) Mr.Karunaratne paid a salary as the person in charge of sick room and also functions as a purchasing officer for which an allowance is paid.
 - c.) Mr,Razak in the tutorial staff Tamil Medium in receipt of a salary plus allowance for overlooking the Farm as Manager and in receipt of a further allowance for being in charge of the Bakery.
 - d.) Mrs.Anandappa- Primary Teacher (English) and **in receipt of an additional allowance for acting as Keble Matron.**
 - e.) Mr.Azain – Ground Supervisor and in addition paid allowances for sports.
11. A matter that should be attended to very early is to request and obtain from each member of the staff and minor staff, a complete list

of duties entrusted to them and executed by them. Once this list is in the hands of the Head Master he can easily make the necessary changes, re-allocate duties and put people in safe places so that they cannot get upto mischief. The Head Master should avail himself of the assistance of the Senior Members of the Tutorial Staff who are ready and willing to support him and give the assistance he requires. This list of duties will also reveal the actual work being performed and the responsible nature thereof. Also whether or not any of it is done on a voluntary basis or whether for each item of additional duties a separate allowance or overtime is being paid. It will also be possible to grant a pay increase if same is warranted in keeping with the load of work being done.

12. Unfortunately, over a period of time, many members of the tutorial staff have been trained to work for additional allowances. This bad practice will take a lot of effort to be eliminated.
13. According to the current statistics, there is atleast one member of the staff/minor staff to serve every 4 students. This ratio is very high and is not available even in the Colombo International Schools where a parent pays Rs.65,000/- for a Term.
14. It is imperative that recruitment of under –qualified, inexperienced persons for the Tutorial Staff obviously on the basis of their relationship to members of the staff should be avoided. Longstanding members of the Tutorial Staff who are qualified, experienced and who produced good results are perturbed and concerned about this type of recruitment and for the sake of the advancement of the students, request that the first criteria for recruitment should be qualifications and/or experience and not their relationship to members of the Staff. If recruitment on this adhoc basis continues the disenchantment and frustration of members of the Tutorial Staff will increase and can only lead to a **TOTAL BREAK-DOWN OF EDUCATION AND PERHAPS A CLOSURE OF THE SCHOOL.**
15. The problems that presently exist are bad enough. This should not be unnecessarily multiplied by haphazard recruitments.
16. It has been observed that paper advertisements had appeared during the last few days not only for admission of students for the academic year 2001 but also for staff vacancies. This is a healthy practice to ensure that unnecessary influence and pressure is not brought on the Head Master.

17. It is felt that there is a lack of trained teachers. However, senior teachers may be, what is required are teachers with proper teaching skills.
18. Firstly, it would be prudent to advertise the vacancy and ensure that the best candidate is selected. Relationship to a person who is already on the staff should be no consideration. It perhaps may be a disadvantage.
19. The very recent recruitment of 2 temporary teachers for the staff and in respect of whom even the time table has not been drawn up should not be made permanent simply because persons with the required competence have not been found. It would be appropriate to re-advertise those vacancies in due course and thereafter consider recruitment
20. Miss..... is a teacher who is related to Mr.----- and from Wangiyakumbura and who has been recruited. He has apparently used his charm once more.
21. The vast majority of the Members of the Tutorial staff are primarily concerned about the welfare of the students. They will rally round the Head Master when they see the Head Master's desire to help the students and re-organise College. No member of the tutorial staff has benefited in any way from the several acts of misappropriation of monies, financial frauds, mis-application of College equipment, vehicles etc, etc.
22. It would be very prudent for the Head Master to have regular staff meetings so that a healthy, frank and open exchange of views is possible, a healthy dialogue is maintained and the Head Master is made aware of all activities around the school whether they relate to academic, sports, discipline, food, accommodation, and other welfare and health matters.
23. One other matter that stands out is the lack of communication between the staff and the Head Master. Immediate steps must be taken to have a medium by which their valuable suggestions and grievances if any, can be taken up on a regular basis. Academic matters, games, discipline, etc,etc, can be monitored and remedial action taken.
24. At a Meeting of the Staff, a Member had intimidated the outgoing Head Master for non-action with regard to some disciplinary matters relating to students and abused him in obscene language and was heard by every one. This shows that there isn't a proper forum to exchange views of and to look into grievances and discuss and consider action to revitalize activities in the school. When an incident like this happens the Head

Master should take prompt action and if necessary summon the Staff to a Meeting. The Staff demanding a Meeting and intimidating the Head Master is not called for.

25. **THE PREVIOUS HEAD MASTER HAD ON SEVERAL OCCASIONS ADJOURNED STAFF MEETINGS WHEN HE FOUND HE COULD NOT ANSWER OR HANDLE THE SITUATION. THIS SITUATION WILL ONLY BREED CONTEMPT AND LOSS OF CONFIDENCE. THE STAFF MUST HAVE AN OUTLET NOT ONLY FOR GRIEVANCES BUT ALSO TO MAKE SUGGESTIONS, WHICH MAY BE OF VALUE FOR THE PROPER ADMINISTRATION OF COLLEGE. AS THEY FORM A VERY VITAL PART IN THE LIFE OF THE COLLEGE. THOUGH DEEPLY FRUSTRATED BY THE ACTS OF OMISSION AND COMMISSION OF THE PREVIOUS ADMINISTRATION, THEY HAVE BEEN PATIENT AND AWAIT A FIRM AND CLEAN ADMINISTRATION BY THE NEW HEAD MASTER. THE STAFF DO NOT HAVE A UNION AND THEY ARE PREPARED TO PUT ASIDE ALL THEIR FAIR REQUESTS AND PROBLEMS IF A GENUINE ATTEMPT IS MADE TO CLEAN THE ADMINISTRATION AND ELIMINATE WASTE, FRAUD, MISAPPROPRIATION, ETC, ETC. A COMMITTEE OF THE STAFF ARE PREPARED TO HELP THE HEAD MASTER TO IDENTIFY THE AREAS WHERE THESE ACTIVITIES TAKE PLACE. ALL THEY WANT IS A PATIENT HEARING AND ACTION TAKEN IF THEY PROVE THEIR POINT OF VIEW WITH DOCUMENTARY AND OTHER EVIDENCE. THIS IS A FAIR REQUEST. THE MEMBERS OF STAFF FEEL THAT IF WASTE, FRAUD, MISAPPROPRIATION, MISAPPLICATION, ETC ,ETC. ARE ELIMINATED, THE ENTIRE LOSS CURRENTLY EXPERIENCED CAN BE WIPED OUT WITHOUT ANY DIFFICULTY. THEY ARE SURE THAT THE FEES GENERATED FROM THE STUDENTS ARE ADEQUATE TO RUN THE COLLEGE WITHOUT ANY NEED FOR OVERDRAFT FACILITIES. IN THE ABSENCE OF THIS MACHINERY THERE IS A BREEDING GROUND FOR DISSENSION, CONTEMPT AND FRUSTRATION.**

26. There has been no Vice Principal since the time of Mr: J. De S Jayasingha. During the last holidays, ie: August the school was entrusted to Mr ----- -the acting Farm Manager. A responsible person must be put in place in the absence of the Head Master.

27. Mr ----- was working in the Middle East and earned approximately Rs.50,000/= per month. He took up appointment in College as a Maths Teacher as he liked teaching. He is also apparently reported to have had a Degree in Computing. He was given a contract of

employment for one year. His employment was not made permanent. **The Head Master had got the Accountant to counter sign the letter of employment. This had never been done before and humiliated Mr.-----, The Staff had to protest about this.**

28. He joined in October 2000. He was promised a salary paid to a graduate teacher as from January 2001. This promise was made by the Head Master in the presence of 3 others. In January 2001 when reminded, the head Master denied he made any such promise although there were three witnesses present. So Mr ----- gave his resignation and left.

30. Members of the staff are perturbed about what has transpired to the Thrift Society and the interest which should have been generated therein. Necessary inquiries should be initiated and those member of the staff who were a part of that venture should be advised of the outcome and what has befallen their contributions etc. Members of the Staff are not informed of what has happened. This must be done.

31. So also the Staff Guild (Welfare Society) is reported to have had certain funds in a Bank Account. In fairness to those members of the staff, they should be informed of the correct position.

19. **PARENTS**

It may be worthwhile exploring the possibility of having a person for Public Relations to deal particularly with parents. So also a Book or Box for Complaints & Suggestions which the Head Master must open and have access to.

20. **SECURITY/DISCIPLINE/PREFECTS**

1. The former Security Agency from Welimada had been discontinued as they appeared to be in cahoots with certain individuals within the College who were pilfering articles and up to other acts of mischief including unauthorised trips and use of College Vehicles.

2. The new security personnel recruited must be given very clear and strict instructions on their duties and what is expected of them. We visited College on 03 consecutive days, before the last Prize giving and we personally observed that we were also subject to rigid checking. This included a thorough examination of the vehicle. We were not permitted entry until clearance was obtained from the then Head Master. We were quite impressed with this arrangement. Even

the presence of an Old Boy who was a Superintendent of Police and production of his official Identity Card did not seem to influence the Security. We would like to commend the officers concerned.

3. We were also quite impressed with the new Head Master's instructions to the Security that even he and his baggage should be checked on entry and exit. Considering past allegations, the example set by the new Head Master is to be commended. We have also observed the new Head Master himself traversing the College campus up and down several times. This will definitely keep everybody on their toes and the culprits will be more careful. The new Head Master's example will encourage these Security officers to be more vigilant and not be taken for a ride by those culprits.
4. Security should be re-located to strategic points. Until proper Masters-in-Charge for the Senior Dorms are found and accommodated in the rooms meant for them adjoining the dormitories, it would be good to have at least one security officer outside the Senior dormitories during the night with instructions to report any untoward incidents or misdemeanours. This will certainly be a discouraging factor for vandalism etc among the Seniors.
5. It is vital to have a security officer at the other end of the College premises, i.e near the Keble Dorm. This Security Officer should tactfully direct parents and visitors to the visitors room and prevent entry to the Dormitories or Dining Room.
6. We are also constrained to refer to the Security of the Head Master who carries a large burden on his shoulders. Considering the rampant fraud, misappropriation, pilfering and other irregularities that now persist and engaged in by a very few but vociferous and powerful minority who seem to have over awed the previous Head Master, it is nothing but fair and imperative that the new Head Master be afforded adequate security cover particularly during the night. **HENCE, IT WOULD BE APPROPRIATE TO HAVE A SECURITY OFFICER AT HIS BUNGALOW RIGHT THROUGHOUT THE NIGHT UNLESS HE IS OUT OF THE CAMPUS.**
7. A communication system too if in place will be a boon, not only for Security purposes but also for the convenience of everybody and all school activities.

8. **ONE SECURITY OFFICER MUST ACCOMPANY THE HEAD MASTER ON ALL HIS NIGHT ROUNDS DURING PREP, DINNER TIME AND TO THE DORMS DURING NIGHT ROOM TIME.**
9. Whilst Mr.----- son was studying for the O/L Exam's he had moved to start Tamil advanced Level classes. These classes commenced at the end of year 2000 to accommodate these few Tamil Students.
10. As the Advanced Level classes are limited to the Tamil Medium the post of Head Prefect and other Prefects naturally go to these Tamil Students, almost exclusively, they being the Seniors. Mr. ----- son who was a student preparing for the Advanced Level exam had been the Head Prefect. This has led to frustration amongst the Sinhala Students and there had been instances of animosity between the two. In an environment where students of all races, and religious faith have continuously lived in amity for over 5 decades, short-sighted administrative blunders can ruin what the founders of the College have installed as a very valuable tradition.
11. Some Senior Members of the Staff had proceeded to Bandarawela one day, as a member of the staff was presenting a Drama produced/directed by him.
12. During this time about 9 or 10 students in the said Tamil Stream studying for Advance Level invaded the grade 11 A & B classes of the Sinhala Medium (Ordinary Level) to settle some grudge. The Sinhala students had been saved from severe physical harm due to the intervention of Mr. -----, Mrs ----- and Mrs. ----- After inquiry it was decided to suspend the students concerned. Mr.----- son was amongst the attackers. He was stripped of his position as Head Prefect. So were the other Prefects. However due to the intervention of parents the suspension was waived and no other disciplinary action was taken.
13. Some days thereafter posters of an offensive nature appeared in the Foster Hall attacking some members of the staff who held the Inquiry and were believed to have recommended disciplinary action. But no action was taken regarding the posters at that time.
14. Thereafter in July 2001 some crude/vulgar indecent comments were found written in sinhala characters outside the staff common room toilet relating to the said Mr.----- Mrs.----- and Mrs.----- in coloured chalk. A full scale inquiry was conducted as the entire

staff strongly protested about this outrage and the previous one in Foster Hall. Two students were found to be the culprits and requested to leave College. Karthic was found to have written the posters in the Foster Hall . Dinesh Kumar was found to have written outside the staff toilet. Both were in the Tamil Advanced Level Class. It is strongly believed that they were instigated to do these acts of indiscipline.

15. Although Mr.-----son who was the Head Prefect had to be demoted from the position of Head Prefect, the Former Head Master has apparently called Mr.----- daughter who has got through her A/L Exam, for a teaching appointment. She has been given a Temporary appointment. Care must be taken in making these appointments.

16. It is expected that with the exit of this batch of Tamil A/L students and other senior students who will be sitting for the O/L Exams at the end of this year or mid 2002 it will be easier to maintain discipline. If it is decided to ever resume A/L Classes then very careful consideration will have to be given.

Prefects have a very responsible part to play not only in ensuring good discipline among the students but even the running of the school. During Dr. Hayman's last year at his request the prefects even took over some of the functions of the minor staff in the dining room serving food and laying the tables when there was some difficulty with a recalcitrant minor staff.

17. It is difficult for Mr.----- to function effectively as Prefect of Discipline without the assistance of resident masters in charge of dorms.

18. The present shortcut made use of by students from the senior Dorms to go to the class rooms, below the dining hall adjacent to the wells and through the orchard must be prohibited and the area made Out of Bounds.

19. The Head Master should ensure through the Prefects that silence and attentiveness is maintained during regular Assembly and Prize givings etc.,.

20. An effort must be made to have prefects in charge of senior dorms by the year 2002 or atleast 2003, when it is hoped there will be a better quality of student.

21. Consideration must be given whether the students should be made to occupy dorm space in a more viable manner unless there is a more compelling reason to continue the present allocation.

22. We think that a payment of almost Rs.6000/- to Mr.-----, the Canteen Manager who lives behind the Co-operative Stores for the purpose of functioning as the Hostel Superintendent could be justified, only until Masters-in-Charge of the Senior Dorms are appointed and take over such functions. Once the Masters are in place, the presence of the Security Officers near the Dorms can also be removed.
23. The prefects will also be able to ensure that the dormitories are neat and tidy. We found that unlike the Junior Dorms, the Senior Dorms were very untidy and heaps and heaps of soiled clothes and washed clothes were piled up on beds. There does not seem to be the practice of a dirty linen bag being brought by students and hung in between the bed and the wall to keep the soiled clothes to be given to the dhoby/laundry once a week.
24. We were informed that it is the House Master who picks out good material from amongst those in his charge for the office of Prefect. These names are considered by the staff as a whole and on their recommendation the Head Master appoints the Head Prefect and 10 to 12 students as prefects of the College.
25. Prefects are supposed to be supervising morning and night prep. The Prefects must be selected in such a manner that they are able to enforce discipline and quiet so that it is conducive to complete the home work and do the studies. Unfortunately it appeared that the Master who is supposed to be on duty during this period of Prep is either never present and/or appears at the beginning of prep and then disappears. It would do well for the Head Master to drop in and to check on whether the students are quiet and doing their studies and also whether the Master on duty is available right throughout Prep.
26. Instructions must be given to the Security that no person be permitted to exit the College premises other than from the authorized and known exits.

21. SICK ROOM, MEDICAL

1. A Doctor does not visit college on a regular basis. It would be a good idea to have the Doctor visit with some regularity particularly as very small children are in the Hostel. Immunization etc, should be attended during the term as previously done during the time Mrs. Hayman was in charge of the sick room.

22.SOCIETIES, CLUBS, RECREATION & OTHER ACTIVITIES

1. The following Societies are reported to be fairly active:
 - Sinhala Literary Society
 - Tamil -do-
 - English -do-
 - Buddhist Society
 - Islam Society
 - Christian Society
 - Social & Environments Society
 - Commerce & Agriculture Society
 - Aesthetic Society
2. Students must be encouraged to take an active part in the activities of these Societies. Inviting outside guests to address students through these Societies, must be encouraged to liven things up. No outsider should be invited except with the authority and the sanction of the Head Master. So also it would be a good idea for the Religious Societies to invite students of other faiths to a Talk to be given focused mainly on the Invitees. This will foster a better understanding and relationship as was prevalent in Dr.Hayman's time.
3. No Students should be taken for any performance out of the College except with the authority of the Head Master. Masters acting on their own have been reported. This must be totally prohibited.
4. The College Magazine has not come out for a long time. It would not be difficult to revive this useful Publication.
5. We observe that the T. V. and Video Club too has not been functioning. It would be a good idea to revive this club to enliven the resident Staff and Students, who are starved of entertainment.

23. HEAD MASTER

1. **THE FIRST HEAD MASTER OF THE SCHOOL SERVED GURUTALAWA FOR AN UNBROKEN PERIOD OF 20 YEARS. HE WAS THEREFORE ABLE TO HAVE A LONG-TERM PERSPECTIVE OF THE SCHOOLS NEEDS AND PLANS FOR ITS FUTURE. IN THE PERIOD 1963-2001 THERE HAVE BEEN ABOUT 13 HEAD**

MASTERS (SOME OF THEM ACTED FOR SHORT PERIODS) IN CHARGE AND COULD NOT COMPLETE WHAT THEY HAD BEGUN. THERE APPEARS TO HAVE BEEN A LACK OF LONG TERM PLANNING AND AS A RESULT LACK OF CONTINUITY IN POLICY. IT IS TO BE HOPED THAT THOSE WHO RUN THE AFFAIRS OF THE SCHOOL REFLECT ON THIS AND PROVIDE FOR CONTINUITY IN THE LONG-TERM MANAGEMENT OF THE SCHOOL.

2. Mr. Alban Fernando the last Head Master had no classes to teach. His duties were only confined to Administrative functions. Yet he does not appear to have had the necessary assistance or co-operation from those that matter.
3. It is not difficult to discontinue a redundant and problem creating individual from time to time. The Head Master must have access to proper legal advice which is available free of charge from loyal old boys. There have been instances of lawyers being retained from Kandy and fees of over Rs.15,000/- paid to them for various services. This can be avoided.
4. On October 09,2001 Mr.----- a Senior Accounts Clerk telephoned one member in our Group and referring to some pending litigation in which the College was a party requested that he be advised. It was pointed out to Mr.----- that such matters are properly dealt with by the Head Master who would no doubt consult whoever he desired.
5. A Head Master with a firm hand who is a good administrator can easily handle the situation and put the place in order with the assistance of the existing tutorial staff. If he needs the assistance of a proper Committee of Management, then competent persons from among senior and respected Old Boys (together with perhaps one or two long standing members of the Staff) can be created to run the day to day affairs of the College. In the alternative he should be given the assistance of an Old Thomian Chief Administrative Officer.

24. **PROPOSED PROJECTS**

1. We have discussed with the Director of S L F I who conduct a workshop on career counselling aimed particularly at the Teaching staff the possibility of inviting Teachers from Gurutalawa. This will enable masters/teachers to participate in such course which would help them in their careers **and also to counsel students** (who have problems similar to those reported from Gurutalawa)

2. We have also made contact with the High Commissions of Australia, Canada and U K with regard to obtaining personnel on their Youth Ambassador Programmes as well as their Volunteer Overseas Programmes.
3. We have also discussed the possibility of having the Senior Students i.e G C E (O/L) classes for a Residential Life Education Programme or Leadership Programme course at Subodhi at Moratuwa which normally lasts 05 days for which a nominal fee is charged. This will enable students to have a better understanding of their environment.
4. There is also the possibility of obtaining the assistance of the YMCA at Bandarawela who will send the required expertise to do counselling of students even on a Regular basis.

All the above arrangements will be designed to assist primarily the students who are undergoing a difficult period due to problems at home as well as not too satisfactory an environment in school.

5. The above will not involve College in any financial commitments, and we shall pursue these matters if College is interested.
6. We are also actively pursuing the cleaning up of the wells so that they can be put back into proper use. Already some old boys have confirmed that they would supply the pumps.
7. Some other old boys have agreed to do up the Dorms. Some consideration will have to be given whether it is the Senior Dorms or the Junior Dorms that are to be given priority. Although the Senior Dorms are in a worse condition, the wanton damage, and vandalism will necessarily discourage any refurbishment until the house is put in order.
8. The supply of a Call Box for the Keble Dorm which is totally cut away from the rest of the College is essential. So also a telephone system for the College to make communication easy from the Head Master's Office and Bungalow to the Senior Classrooms at one end of the College as well as the Keble Dorm at the other end of the college and the Security Points should then be possible without difficulty.

9. The provision of T V's and videos and repairs to the water tanks for bathing in the Keble Dorm as well as storage tanks are being looked into.
10. Arrangements are also being made to ascertain and supply sports equipment etc.
11. It is hoped the College would permit the necessary personnel to inspect these areas and discuss their requirements with the Head Master and the Master/s Officer/s concerned, so that proper estimates can be obtained and work could commence early.
12. We are also hopeful of arranging teachers and others on a voluntary basis to attend Week-End Camps for English, Computers etc,etc, and depending on the progress, usefulness and reception to organize further camps.
13. In addition a Medical Camp is being planned so that medical personnel could examine the general health of the hostellers, submit a report to the College so that parents can take remedial action in the interests of the students concerned. It would be good if the College were to insist on the Immunization Records of the children when they are admitted and keep them in the students record. So also to incorporate in the Report the height and weight etc., at the beginning and end of terms.
14. We have endeavored to secure the services of a Chaplain for College, and had discussions with Rev. Fr. Lokendra Abeyratne the Parish Priest of St. Matheas Church, Moratuwa, Rev. Fr. Chrisantha Mendis, the Parish Priest pf St. Pauls Church, Milagiriya and Mr. Elmo Wijesinghe, the out going Secretary of the Ceylon Bible Society. We are still hopeful that a person suitable and ideal for the currant situation at Gurutalawa could be engaged.
15. It was observed that the Sound Equipment in the Hall was malfunctioning during the Prize Giving in early September this year. According to Mr. Alban Fernando it had just been repaired. He suspects sabotage was the reason. If the system is in fact in need of replacement, this can be done.
16. We are looking into the question whether the services of an Old Thomian with a good Track Record of Sports and Organisational Skills as well as Studies could be obtained as a Chief Administrative Officer.

17. One of the most important matters that Senior Members of the Tutorial Staff drew our attention to was the need to replace the Class Room Furniture with both Individual Desks and Chairs supporting the back (instead of the present benches). The difficulty experienced at Exams and End of Term Tests was explained. A small cupboard should also be provided in each Class Room. This is also being looked into and several Old Boys are willing to pool their resources towards this venture.
18. It was observed that the General Office handling Administration did not have a Photostat Copy Machine or Fax Machine. These are essential items for the school. In or about 1994, our Group had to take a Plan all the way to Welimada to turn out a photocopy. These items too can be provided.
19. We have discussed and arranged (should the College decide to accept the offer) with an Old Boy Mr. Chamika Thushara (of Thushara Stores) Welimada, who has agreed to **SUPPLY** and **DELIVER** at College **AT COST** all Hardware, Electrical, Sanitary ware, Mattresses, **GROCERIES**, Provisions etc, and at whatever regularity and **WITHOUT ANY DELIVERY CHARGES.** This will eliminate commissions and sending the College Van on numerous errands to Welimada, Boralanda etc, etc,. The system can be operated by Telephone confirmation and so can all adjustments. This could be tried for some months and continued if advantageous.
20. We have decided to gift several Trophies to be awarded for excellence in Academic as well as Sports Activities to students at the Annual Prize Giving in the hope that it will encourage students to greater heights
21. We have discussed certain losses in the farm which may be attributable to certain deficiencies in the animal food supplied and the manufacturers are willing to look into this complaint and do justice apart from agreeing to supply feed at greatly reduced cost and also make available their expertise at no extra cost.
22. We have also given serious consideration to the fact that Senior Members of the Staff particularly Tutorial, are hardly ever appreciated at Gurutalawa. No special award or gesture to our knowledge has been made **DURING THEIR LIFETIME AND WHILE IN SERVICE.** A building being named after the demise

can be bettered by the holding of a Special Assembly where appreciation is shown in words and by some special Token or Gift. This is a noble act. We feel this should also find a place and look to the College for co-operation to make it a reality. It would be a loss for College to let go of experienced and long-serving members of the Staff **at critical stages.** This has happened in the past, to the detriment of College. Regular paper notices show that the past students of prominent schools like Royal, Visakha, D S Senanayaka et al have made an Annual feature of treating the Retired and Present teachers to a days trip to enjoy themselves.

23. The road from near the Senior Dorms up to Keble needs re-surfacing. With the assistance of the students as a Shramadana scheme it will be possible to find the finances necessary to attend to this project.
24. The entrance to College too has been neglected and can be renovated to give it the appearance it richly deserves.
25. Old Boys are perturbed about college property being subject to deliberate malicious wanton damage by Senior Students or removed to residences of members of the non-academic staff. Hence, future delivery or gift of any article i.e. Beds and Lockers for the Dorms, Tables and Chairs for the Class-Rooms; TV's and VCR's for recreation or educational purposes, Books and Magazines for the library; Sports equipment, Photocopy, Fax, Roneo and Telephone equipment for the Main Office, Lab Equipment etc. etc., will be made only after corrective action is taken to remove and relocate persons who have been found to have misappropriated temporarily or otherwise College property from their present places of work to other stations where they will be rendered harmless and these articles that are donated are placed in the charge of responsible and Senior Members of the Staff who have an unblemished record in these matters and who will be answerable to the Head Master after the taking of a proper Inventory. There should be no room for Senior Students to deliberately cause any wanton loss or damage to any of the donations made or for members of the Non Academic Staff to spirit or pilfer them out of College premises in to their homes.

THUS IT IS LEFT FOR THOSE IN AUTHORITY TO TAKE CORRECTIVE MEASURES.

25. **CONCLUSION**

As the report is extensive we summarise below the salient features/recommendations:-

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A.

The Staff Recruitment etc 1. **To request all employees** i.e. Academic, Non Academic and Minor Staff , Permanent or on Contract / Temporary **to perfect a Data Sheet including a detailed list of duties performed** whether obligatory or on a voluntary basis and what additional allowances if any are being received therefor.

2. *To assess the above information and decide which of the above employees need to be retained having regard to the present needs of the College.*

3. The **redundant** could **be discontinued** if they are Temporary or **when** their **contracts come to an end** (after giving notice where due). To consult available Legal Counsel which will be free of charge. The current ratio of 4:1 between students and employees is excessive.
4. Staff duties to be re-allocated so that the **optimum use** is made **of the staff who are dedicated**, loyal, and required.
5. Accordingly, some portion of the Salaries and Additional Allowances now paid can be eliminated.
6. Henceforth endeavour **not to pay additional allowances** to new members of the staff, or current members **when additional duties are allocated** and thereby eliminate this vice.
7. In re-allocating duties and re-assessing the contribution made towards College and its students give any promotions, increments, and permanency to those deserving. **Make the staff feel they are appreciated**, and make necessary adjustments where inappropriate duties have been assigned.
8. It would appear that it is the Accounts Department primarily and the Administration Section playing second fiddle that has taken over the virtual running of the entire College making the Head Master but a tool in their hands. Therefore **Mr.----- must be brought under the firm control of the Head Master**, with duties assigned elsewhere and **Mr. Rajapakse's work supervised**.
9. Existing **vacancies of importance** i.e. Keble Matron, English Teachers for the Primary and Senior school and Science teacher should **be advertised and filled** early with competent persons.
10. **Employing relatives of employees should be avoided** and discouraged.

B.

- Tutorial Staff 11 **Have regular academic staff meetings** and assess the quality of studies as well as requirements in that field. Give a hearing to all members of the tutorial staff at these meetings, **look in to suggestions and complaints and take prompt corrective steps**.

12. **Immediately summon the most senior members of the tutorial staff in the senior school and have a confidential discussion permitting them to be very frank and open** about any and all matters they wish to comment on for the betterment of the College. They are the educated senior and experienced lot on the campus. (Not those handling Accounts or Administration in the general office) **It will be found that they can make a very valuable contribution by way of advise and suggestions they will give** and they will even be willing to do additional duties to benefit the students. All this time they have been sidelined and marginalized. The Head Master whilst making them feel a valuable part of the organization must retain all power and show he means to retain effective control and can take firm decisions, delegating power once the assessment is done and where appropriate only. Continue these discussions on a regular basis and permit them to meet the Head Master at any time they wish to . Make them feel that they play the most important part in the development of the student and it will be found that their cooperation for the improvement and the development of the College will flow naturally.

13. **The abundance of good will amongst the tutorial staff towards the College and students is being wasted** and untapped **due to** members of the **non- academic staff exerting** an unnatural **influence on the Head Master**. Progressively bring in more members of the tutorial staff to this committee and gradually **ELIMINATE DESTRUCTIVE ELEMENTS FROM THE DECISION MAKING PROCESS.**

C.

Minor Staff 14. **The Head Master should regularly inspect all areas on the Campus** which are supposed to be swept and cleaned by the minor staff including the Dorms toilets, classrooms , Laboratory, library , dining hall, pantry, kitchen and the gardens, including the swimming bath to ascertain whether the minor staff are performing their duties. A roster may be introduced. **Labourers should not be supervised by a promoted Labourer.**

15. If it is found by the Head Master that **any employee is not performing** as expected a **final warning** must be given and thereafter **appropriate disciplinary action taken**. In these matters he must **seek proper legal counsel** which must be readily made available to him even from Colombo.

16. Have **separate meetings with all the minor staff** and permit anybody to voice their feelings. Their fears regarding Provident Fund contributions and remittances must be allayed. Statements sent by the authorities should be distributed to them.
17. Where **additional allowances/overtime is being filched** those avenues must be **blocked effectively** and the work executed in other ways.
18. It is abundantly clear that the **minor staff is heavily over loaded**. The number has to be brought down progressively. It is observed that whoever was responsible for recent recruitments has gone to town and made all of them permanent.

D.

- Accounts Department Administration Department Vehicles, Camps,
19. **IMMEDIATELY RE-ALLOCATE THE SENIOR ACCOUNTS CLERK MR.----- WITH TOTALLY FRESH DUTIES AND AWAY FROM THE ACCOUNTS DEPARTMENT.**
 He should have absolutely no part to play in the collection of money , the deposit thereof in the bank , the disbursements or payment thereof by way of purchases or salaries etc. He should have no part to play in preparing estimates for school trips whether educational or sports, maintenance or repairs. He should not be permitted to drive or use College vehicles. He should not be allowed to remove any property of the College out of its premises. Mr. ----- should not be permitted to leave his place of work and what ever work is allocated to him should be confined to a desk, if not within the campus. He should have no dealings with the staff where his duties are concerned, which will enable him to cause embarrassment to them. In handling this matter if the Head Master desires to have legal advise of an Industrial Relations nature he should be put in touch with such Counsel from Colombo which will not involve college in any expenditure.
 20. **The Head Master should have total control and authority over all the Non Academic Staff.** At present it is the other way about. This will include all persons working in the Administration and Accounts Departments. **THE ADMINISTRATION CAN FUNCTION UNDER HIS NEW SECRETARY** and the Accounts under the Accountant. Over Staffing should be gradually eliminated.

21. THE WORK OF MR. RAJAPAKSA, THE ACCOUNTANT SHOULD BE CLOSELY MONITORED BY THE HEAD MASTER.

22. **The Head Master must** be informed before the end of each working day of the days cash/ cheque collection by way of school fees and farm sales and he must have on his table the bank deposit slip which reflects the total collections (unless post dated cheques are accepted). He must also **have with him the days bank balance with details of payments made out.**

23. **The Head Master** should not append his signature on any cheque unless all the supporting documents and vouchers/ invoices are available. When he **has any doubt** he could always **check with the other signatory who will be a very senior master of over 20 years** experience.

24. The **Head Master** should **have in his personal custody all personal files** of employees **and any other papers of a confidential nature,** under lock and key. Vital records relating to members of the staff or students must be kept in designated area and only authorized personnel permitted access to them. File relating to disputes College has with Current or Ex-Employees should also be under lock and key. **Instructions in these matters to the Lawyers must be given by the Head Master and not by Mr.-----.**

25. **The Head Master should not permit** any **employee to barge in to his room** when he is at a discussion with another person. This is something we observed happening. The office staff should be told to tap or inquire from him on the phone and then come in.

26. It is best not to extend the contract of the current secretary who was recruited by the previous Head Master and who was working closely with the bad eggs in the Accounts Department. The Head Master should **recruit a loyal person as his Secretary** or transfer from the present position if a suitable candidate is available. Until he recruits his secretary he should be careful in dealing with the existing staff.

27a. **Only drivers should be permitted to drive** the vehicles. A close check must be kept on their use outside College premises.

27b. A Complete inventory of all movable property of the College must be taken. This must be checked annually. **Some person/s must be held responsible for these movables.**

27c. A complete survey must be done of all College property, so that any future encroachments can be resistant effectively.

28. Proper entries must be made in the Source Documents and in Registers and where all charges for Invoicing of fees is done. Invoicing must be on a regular pattern, date, form etc. Harsh measures where fees are concerned must be avoided. Tact to be used in collecting fees. School fees should include fees for games, sports etc., **Careful consideration must be given before increase of any fees.** The decision making process in this regard is best without Mr.----- or Mr.----- who are not the best sources of advise for the Head Master.

29. **Salaries** of all employees together with all allowances **must be paid on the due date without any** harassment and delay. **Provident Fund and Pension remittances must be made regularly.**

30. **No Overtime work** should be performed **unless** it relates to work which cannot be completed during normal working hours and it is **essential and urgent** to perform it after hours and before the commencement of work on the following day. The employee should not have the discretion to decide when to do over time work.

31. **All cash or cheques** received must be entered in the Rough Cash Book the same day. Depending on the time of receipt, it must be **Banked the same day** and the Receipt prepared and issued the same day.

E.

Studies
Classes,
Tuition

32. **The Head Master** should during the time the school is in session **make his presence felt in the class room area** so that those members of the tutorial staff the Chaplain included who have played truant all this time are on their toes .

33. **The Head Master should visit** the venue where **morning and night prep** takes place to ensure that the master in charge and the prefect on duty are present.

34. The Head Master should ensure that no Tuition is initiated unless the Master concerned recommends to the student that such assistance is required and the Parent's consent is obtained previously. **IT IS RECOMMENDED THAT TUITION SHOULD BE GIVEN BY A TEACHER OTHER THAN THE TEACHER WHO RECOMMENDS SAME.**
35. Any student who falls short of the required basic standards in class work must be requested to be removed from the school by the Parent if it is also found that the student is not having any interest in studies
36. An End of Term Report giving not only marks scored at Tests and End of Term Exams but also Comments of the Head Master, House Master, Teachers teaching each subject and Masters in Charge of Sports & Games participated in together with their Height and Weight and the General Health at the Beginning and End of Term must be given to each student preferably on the last day of every term.

F.

Sports
Games
Societies
Clubs

37. **The Head Master should also visit** in turn all areas where **sports activities** are supposed to take place to find out whether students are taking part and the Master in Charge is present.
38. The Head Master should ensure that **all students participate in some game or sports** activities during the hours meant therefor. An effort must be made to revive games/sports which have been abandoned.
39. The Head Master should pay **surprise visits to observe** the **proceedings of various Societies** and encourage their activities.

G.

Meals
Dining
Pantry
Kitchen

40. **The Head Master should have** at least **his noon meal** and dinner with the students and the staff as did Dr. Hayman and Fr. Foster and not in isolation at his bungalow. Minor Staff should not eat before the students. Pilfering of groceries and cooked food must be prevented. Dogs must be eliminated from the Dining Rooms. **Arrangements could be made for supplier to deliver groceries in College.**
41. The Head Master should inspect the kitchen and pantry areas at least 2 to 3 times during the week and ensure that food is

prepared under hygienic conditions. **The menu must be prepared by the Food Matron and approved by the Head Master**, and adjustments made when necessary particularly for the Primary Section.

42. **Meals at 2 sittings could be suspended immediately** as the Dining Hall can accommodate the present number in the Boarding at one sitting. Accordingly, the double intervals for Lunch and Tea could be amalgamated. The intervals of the employees should also be staggered so that areas like the library could be kept open for the students and there is no conflict.

Dorms
Room time

43. Dorms to be provided with basic facilities e.g tables or lockers for reading/ writing etc. **The Head Master and the House Master (and even the Chaplain when a suitable person is found) should Visit the Dorms and speak to the boarders** during night room time, going from student to student making it a point to talk to them, get to know them better, making reference to events of the day as well as events planned in the days ahead.

THIS IS VERY IMPORTANT AND WE WOULD STRONGLY RECOMMEND THE ADOPTION OF THIS PRACTICE. LEFT IN ISOLATION BY PARENTS AND THE SCHOOL THEY WILL GROW UP WITH A GRUDGE. IMMENSE BENEFIT WILL ACCRUE TO THESE STUDENTS BY DISPLAYING AN ATTITUDE OF CARING.

Consider whether former system of housing boarders, "House" wise and not "Class" wise should be restored and also whether when numbers fall Dorms should be occupied at half strength.

44. The Head Master should also off and on do a tour in the night after lights out of the Dorms and other sensitive areas.

I.

Admission
Of students

45. **Students should be carefully screened before admission.** Children of minor employees being admitted as students should be given careful consideration. The financial capacity and back ground of the parent or guardian must be ascertained. The immunization record must be called for. A file must be maintained for each student. A record must be made therein of his progress through school relating to academic , sports, extra curricular, health and other matters.

46. As soon as the dorms are repaired and refurbished in a uniform manner the practice of requesting students to bring their furniture must be suspended.

47. The Head Master should advise parents of students seeking admission that life in the boarding school is to make the student a complete man when the time comes for him to leave school, that the student is not only expected to perform at his best in studies, but also participate in games and sports activities as well as other activities of various societies.

48. The Head Master should not try to admit all and every student seeking admission simply because the College needs money or there are dorms which are unoccupied. **Careful consideration should be given to admission of students for Montessori and thereafter absorbing them to Year One due to lack of numbers in the Montessori. It is better to have manageable numbers and concentrate on quality, as envisaged by the Founding Fathers.**

J.

Security
Discipline,
Students

49. Security must be strengthened in sensitive areas. The Head Master must improve his personal security if he is intending to act firm. Endeavour to install a system of communication with far ends of the Campus.

50. **Any acts of gross indiscipline must be punished by having the student removed from school.**

51. The Head Master should groom good student material well ahead so that they could be appointed student leaders and prefects to help him maintain order and discipline, not only in Senior/Junior Dorms but also in classrooms, during games and meal times etc, etc.

52. Immediate steps must be taken to **appoint competent House or Dorm Masters** who must be accommodated adjacent to their respective dorms and together with the Prefects be made to assist the Head Master in keeping the Dorms clean and tidy and also maintaining discipline and eliminating vandalism.

K

Chapel 53. The Head Master should attend service at Chapel as often as possible. A mature Chaplain should be recruited, one of his important duties being counselling of students.

L.

Co-op
Canteen 54. The Head Master should visit the Co-op and Canteen and ensure the availability of essential items as well as the quality of the food and drink provided.

M.

Library 55. The Head Master should visit the library when students are doing any reading and check on the reading material, reference and lending areas. Days/times when Library is to be kept open should be adjusted.

N.

Building
Maintenance
Repair, Wells 56 . **If the Campus is to be utilized for any other purpose during the holidays it is the Head Master who should decide** and permit it only if a responsible member of the staff is available in his absence.

57. The Head Master should enforce the Out of Bounds rule for all areas and paths adjacent to the wells from which water for all purposes is drawn.

58. The Head Master should visit Class Rooms, Dorms, Staff Quarters, Library, Dining Hall, Pantry, Kitchen, all areas where Sports and Games take place, the Chapel, Bakery, Canteen and Co-op and the Farm **and ensure that all these buildings are properly maintained, and cleaned by means of Rosters etc; make a note of all repairs required to be done** so that they could be attended on a priority basis as and when finances permit or donations are received. Unoccupied rooms must be put to the best use. Staff not to be asked to maintain premises they occupy.

59. Maximum use must be made of all unoccupied rooms and areas for the various activities of the School.

O.

Parents 60. The Head Master must have a personal rapport with the parents. The Accountant and his Staff and the Administrative Staff, should not play any role of importance with the parents.

61. Parents and visitors should not be allowed free access to all parts of the School unless authorised by the Head Master.

62. Separate Visitors Rooms must be provided for parents to meet students in the Primary and the Senior School. Parents walking around or sleeping in the nights in the Dorms and consuming food in the Dining Halls etc, should be strictly prohibited.

P.

*Sick Room 63. The Head Master should visit the Sick Room which should be kept
Medical open during a specified hour in the evenings and at other times,
only for emergencies.*

*Colombo
October 10, 2001*