

**No. IR-02/5/2021-IR-DOP
Government of India
Ministry of Communications
(IR & GB Division)**

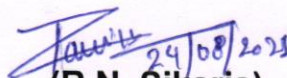
Dak Bhawan, Sansad Marg,
New Delhi-110001
Dated: 24.8.2021

Office Memorandum

Subject: Selection of candidate for election of Secretary General Asian-Pacific Postal Union (APPU)

Applications are invited from eligible Postal Service officers of the rank of Senior Administrative Grade (SAG) and above for fielding a candidate from India for election to the position of Secretary General APPU.

2. The eligibility criteria is defined in Annexure-1. The position description and supplementary information is given in Annexure-2 for guidance. The applications with resume should be received electronically or physically within 15 days from the date of issue of this circular i.e. by 15th of September, 2021 addressed to DDG (IR& GB), Room no. 402, Dak Bhawan, New Delhi. The email ID for sending application is ddgir@indiapost.gov.in with copy to sandeep.kp@gov.in


(R.N. Sikaria)
Assistant Director General (IM)

Circulated through Website: <https://www.indiapost.gov.in>

Annexure-1

- a) The candidate should be a postal service officer of the rank of Senior Administrative Grade (SAG) or above presently serving in the Department of Posts.
- b) The candidate should be in Service on the date of commencement of tenure of Secretary General i.e. 1st of January,2023
- c) The candidate holds a university degree or equivalent tertiary qualification in such fields as economics, law, science, logistics, business, education, accounting or marketing (an advantage but not essential).
- d) The candidate should have significant practical experience in management or executive training in the postal sector or related business, or in the administrative sector, or experience in a coordinating role in an international postal organization is relevant (as a preferred aspect).
- e) The candidate should have experience of dealing with international postal relations, APPU/UPU matters (preferred).

SECRETARY GENERAL OF THE ASIAN-PACIFIC POSTAL UNION: POSITION DESCRIPTION

Preamble: the Position Description of the Secretary General of the APPU is drawn up in relation to Article 108 of the General Regulations of the Asian-Pacific Postal Union (APPU). The Position Description should be regarded as material that can be reviewed and updated from time to time as required by the Executive Council of the Asian-Pacific Postal Union (APPU EC). The modification of this document will be by the APPU EC as a result of its deliberations.

Part 1: The Position and Key Appointment Terms

Position Title:	Secretary General ¹ of the Asian-Pacific Postal Union (“APPU”)
Reporting Line:	The position reports to the Executive Council of the APPU (“APPU EC”).
Location:	Bangkok, Thailand
Tenure:	4 years, in principle ²
Salary:	
Benefits:	
Accommodation:	Apartment located at the Bureau
Commencement Date:	To be advised
Scope of Job	
Revenue/Expenditure:	Approximately US\$1,000,000 per annum
Employees:	16 plus one on-call consultant (see Organisation Chart attached as an Appendix)
Capital asset:	To be advised

Part 2: Experience and Qualifications

Language:	Speaks, reads and writes English fluently
Academic:	Holds a university degree or equivalent tertiary qualification in such fields as economics, law, science, logistics , business, education, accounting or marketing (an advantage but not essential)
Experience:	Has had significant practical experience in management or executive training in the postal sector or related business, or in the administrative sector, or experience in a coordinating role in an international postal organisation is relevant (as a preferred aspect). Has held a senior position in the postal sector for at least five years.

¹ This position is referred to as the **APPU Bureau Director** or **Bureau Director** in the Constitution and General Regulations of the APPU. Following a decision taken at the 2017 APPU Congress, the Union adopted the working title of **Secretary-General of the APPU**. Amendments in due course will follow to the APPU treaty documents.”

² The confirmed tenure will be decided by the Congress or EC when the new Secretary General is selected.

Part 3: Purpose of Position

The position of Secretary General of the APPU exists to lead and manage the activities of the APPU by providing the Asian-Pacific region with representation, training, consultancy services and technical support in postal matters. This is achieved in a variety of ways including, but not limited to:

- acting as the legal representative of the Union in its dealings with external organisations;
- carrying out the responsibilities for the Union in relation to its role as a Restricted Union of the Universal Postal Union (UPU);
- planning, leading and coordinating administrative and other tasks assigned to the Bureau by the APPU EC and the Governing Board, as well as those tasks prescribed in the APPU General Regulations and Rules of Procedure;
- leading and managing the staff and other employees in the Bureau in the professional and cost-effective execution of the Bureau's responsibilities;
- managing the training responsibility of the Union in a cost-effective, sustainable manner, including secretarial responsibility for the Governing Board of the Asian-Pacific Postal College;³
- implementing such measures as are necessary to achieve efficient business continuity including the continuous review of rules, regulations and general business policies of the Union;
- ensuring the interests and expectations of the membership and other stakeholders are appropriately assigned, coordinated and managed as required;
- managing relationships with APPU members; and
- ensuring, through proactive stakeholder management, a cooperative and harmonious working relationship with the other bodies of the Union as well as with key external parties.

Part 4: Main Focuses of Position

There are three significant issues that the successful applicant will be required to deal with i.e.,

- the profile, activities and strategy of the APPU in the next cycle;
- the future role of the APPU as a restricted union in the UPU system; and
- the financial sustainability of activities in the Asian-Pacific Postal College

Part 5: Key Result Areas

The key areas that the EC will focus on in reviewing the performance of the Secretary General include:

- the strategy and business plans for the APPU;
- the development and sustainability of the Bureau's services and markets;
- the quality and types or programs and consultancy services provided by the Bureau;
- leadership of Bureau staff;
- stakeholder engagement and management (internal and external); and
- promotion and discussion about major policy issues at UPU level and acceleration of collaborative initiatives with the UPU as one of its restricted unions.

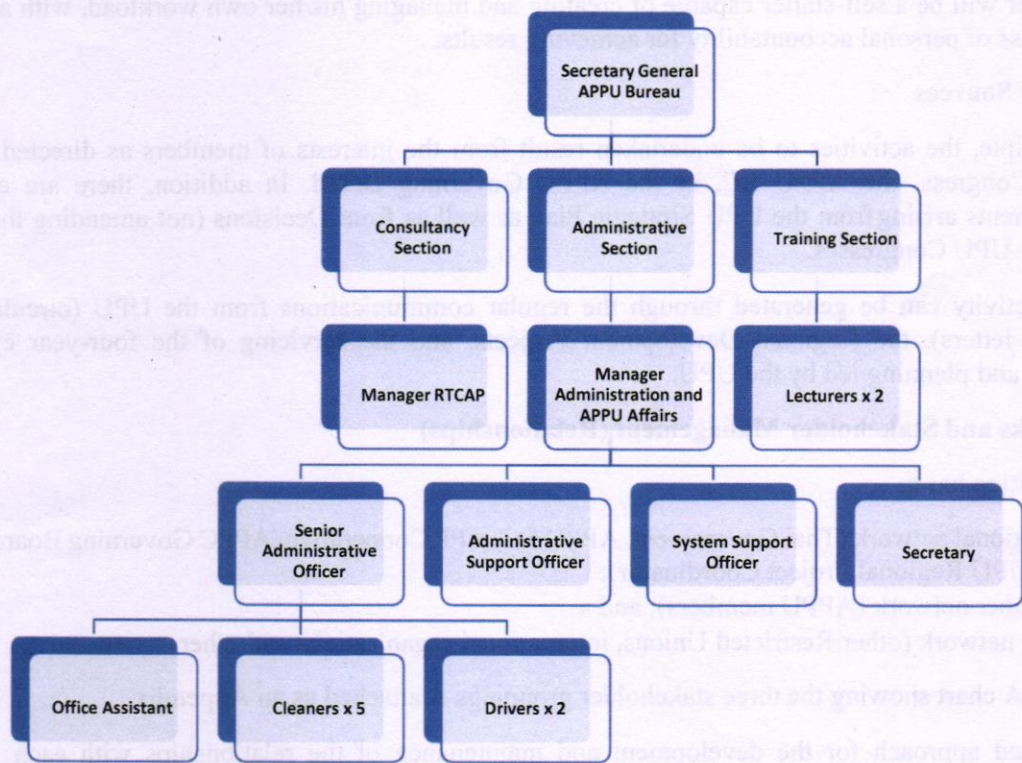
Part 6: Supplementary Material

To provide member governments and candidates with additional context for the position of Secretary General, a separate document has been prepared viz., "**Important Background Information for Governments and Candidates**". It is recommended that the document be read in conjunction with the Position Description.

³ The Asian-Pacific Postal College is currently the most significant part of the role of the Secretary General. Further details regarding the College can be found at <http://www.appu-bureau.org/appc/appc-home/>

Appendix to position Description

APPU Bureau Organisation Chart (24 November 2020)



SECRETARY GENERAL OF THE ASIAN-PACIFIC POSTAL UNION: POSITION DESCRIPTION: SUPPLEMENTARY INFORMATION

Important Background Information for Governments and Candidates

This document is referenced in Part 6 (Supplementary Information) of the Position Description for the Secretary General of the APPU. It has been prepared to assist governments and candidates with expressions of interest and nomination processes.

Context

The position of Secretary General of the APPU is open to officials from the Asia-Pacific region. The jobholder will be a self-starter capable of creating and managing his/her own workload, with an acute awareness of personal accountability for achieving results.

Activity Sources

In principle, the activities to be undertaken result from the interests of members as directed by the APPU Congress, the APPU EC, or the APPC Governing Board. In addition, there are external requirements arising from the UPU Strategic Plan as well as from Decisions (not amending the Acts) made by UPU Congresses.

Other activity can be generated through the regular communications from the UPU (circulars and circular- letters), the Regional Development Projects, and the servicing of the four-year cycle of strategy and planning led by the UPU.

Networks and Stakeholder Management (Relationships)

The position has a:

- functional network (Thai Government, APPU EC, APP Cooperative, APPC Governing Board, UPU IB, UPU Regional Project Coordinator);
- member network (APPU members); and a
- peer network (other Restricted Unions, international organisations and other

parties). A chart showing the three stakeholder groupings is attached as an Appendix.

A planned approach for the development and maintenance of the relationships with each of these networks is expected.

Management Tools

In order to create and manage expectations (particularly with the Secretary General's functional network), a variety of tools will be used e.g., a Four-Year Plan (prepared between the UPU and APPU Congresses), standard business plans, audit reports, and stakeholder surveys.

Reporting

It is a standard business process for three main reports to be prepared each year as set out below.

- A plan⁴ for the year ahead in terms of activities, budget, etc, including the main Key Performance Indicators (KPIs) and how these will be measured. This is normally signed off between the jobholder and the person to whom he/she reports (i.e., the APPU EC represented either by the Chair or, depending on organisational decisions that may be made, a Personnel Committee acting for the EC).

⁴ The Plan incorporates the Administrative, Consultancy and Training Sections.

- A report indicating progress against KPIs after the first six months of the year (submitted to the EC Chair or, depending on organisational decisions that may be made, a Personnel Committee acting for the EC).
- A report indicating performance against KPIs for the full year. This report determines the overall performance of the jobholder. It would be submitted to the EC Chair or, depending on organisational decisions that may be made, a Personnel Committee acting for the EC). The EC would, in due course, confirm the performance level attained.

In addition, key events such as overseas visits, important meetings and one-off projects should be reported on (it being noted that, where overseas travel is concerned, participation and reporting is to be aligned with KPIs). Such reports should either cover an agreed agenda and/or pay careful attention to what stakeholders need to read.

Financial Management

A jobholder in any business is expected to manage financial matters responsibly. This means, among other things, knowing the procedures and limits of delegated authorities, being fully accountable for personal expenditure, maintaining transparency in all financial matters, and leading by example in the conservation of costs.

Financial management includes competence in numeracy, as well as the ability to analyse financial trends and anticipate financial issues.

Human Resources Management

The Bureau is to gradually move to activity management that is driven by the standard processes of Position Description, setting of objectives, performance management, and reporting of results via an appraisal method.

In addition, the Secretary General should have a formal feedback survey once a year conducted among the Bureau staff.

The jobholder will be looked to as a modern-day manager with competence and track-record in three current key areas of human resource management i.e., soft skills, equitable sharing of workload, and work/life balance.

Person Specification

The ideal person in the Secretary General position would have the following skills, attributes, knowledge and experience.

- **Management style**
 - Leadership: communicates and drives a clear and united vision, generates enthusiasm and commitment, and supports other leaders.
 - Relationships: builds long-lasting, successful relationships with members, stakeholders and staff.
 - Communications: presents oral and written messages in a clear and articulate manner and negotiates persuasively to facilitate mutually beneficial solutions.
 - Team-work: can create and maintain an environment that facilitates cooperation and partnership.
 - Cultural Awareness: is sensitive to people from different cultures and beliefs, and values individual differences and diversity.

Task

- Strategic Thinking: identifies issues and opportunities, and develops solutions with long-term viability.
- Business Perspective: manages their area of responsibility as a business operation and unifies business units with the strategic direction.
- Planning and Organizing: plans, organizes and delegates work appropriately.
- Improvement Focus: seeks to understand who the stakeholders are, their needs and expectations.

Personal

- Impact: advocates effectively and acts appropriately as an ambassador and spokesperson in public and internal forums, with utmost integrity and professionalism.
- Initiative and Drive: focuses on results, takes action, demonstrates responsibility and accountability, and seizes opportunities.

Expertise and Knowledge:

- Business Planning: prepares effective business and operational plans that align with organisational objectives and financial forecasts.
- Project Management: plans and manages multiple projects to successful conclusion.
- Representation: understands the region's issues and priorities and is able to position them in forums, particularly in the UPU, tactfully and effectively.
- Training: knows a range of adult training and educational methods and understands adult learning.
- Postal Knowledge: understands and monitors the challenges and best practices in the postal sector both regionally and internationally.

Appendix to Supplementary Information

Internal and External Stakeholder Groupings for APPU Secretary General

