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2008 TRAINING COURSES

COURSE	DATE	DURATION
International Mail Accounting (IMA) Planning, Modernization & Automation (PMA)	28 January - 15 February	3 weeks
Service Quality Management (SQM) Operations Management (OMC)	3 March - 28 March	4 weeks
Information Technology (ITC) Human Resources Management (HRM)	21 April - 16 May	4 weeks
Direct Mail & Advanced Marketing (DMA) Financial Management (FMC)	16 June - 11 July	4 weeks
Postal Management (PMC) Philately (PLC) Mail Planning & Monitoring (MPM) International Postal Services (IPS)	21 July - 26 September	10 weeks
Parcel & Logistics Management (MPL) Advanced Business Management (ABM)	21 July - 8 August	3 weeks
	11 August - 29 August	3 weeks
	1 September - 26 September	4 weeks
Express Mail Service (EMS) Postal Retailing, Selling & Agency Service (PRS)	20 October - 7 November	3 weeks
	17 November - 4 December	3 weeks

IMPORTANT NOTES FOR POSTAL ADMINISTRATIONS

- 1. Nominations for courses should be received at least one month before commencement of the course.**
- 2. The experience / posting of the nominated officer should be relevant to the training course for which he / she is being nominated.**
- 3. Every postal administration will nominate a panel of 3 postal officers for each APPC fellowship awarded to them. The nominated postal officers must have a minimum of 5 years of experience of working in postal organization and must not be over 50 years of age on the commencement date of the course. However in case of nomination for Postal Management Course the nominee must have at least one year of service in the Posts / regulatory authority and must not be more than 40 years of age on the commencing date of the course.**

However these instructions/conditions will not apply to Self or Organization funded seats.

- 4. Ensure that visa requirements are checked and followed.**
- 5. Notify the College of travel arrangements and expected arrival times of course participants and any changes that may occur.**
- 6. Ensure that participants receive instructions concerning airport arrival and have APPC stickers for their clothing, so that those meeting them at the airport can identify them.**
- 7. If pre-course work has been requested, participants should be given all the relevant details as soon as possible so that it can be completed before arrival.**

COURSE FEE

Courses	Duration / Week	Tuition Fee US\$	Total US\$
<ul style="list-style-type: none"> • Service Quality Management (SQM) • Operations Management (OMC) • Information Technology (ITC)¹ • Human Resource Management (HRM) • Direct Mail & Advanced Marketing (DMA) • Financial Management (FMC) • International Postal Services (IPS) 	4	550	2,200
<ul style="list-style-type: none"> • International Mail Accounting (IMA) • Planning, Modernization & Automation (PMA) • Philately (PLC) • Mail Planning & Monitoring (MPM) • Parcels & Logistics Management (PLM) • Advanced Business Management (ABM) • Express Mail Service (EMS) • Postal Retailing, Selling & Agency Services (PRS) 	3	550	1,650
<ul style="list-style-type: none"> • Postal Management (PMC)² 	10	550	5,500

1. Study visits to Korea and Singapore for Information Technology Course : 1,400 US\$.
2. Study Visit to Hong Kong, Macau, China for Postal Management Course : 1,200 US\$
Subsistence Allowance : 90 US\$/week

International Mail Accounting (IMA)

28 January – 15 February 2008

The administration of origin needs to remunerate the administration of destination for the delivery of its mail and the administration of transit for forwarding its mail according to UPU regulations. Fast and accurate settlement of accounts among postal administrations ensures improved financial management. The postal business is in the process of great changes and to compete more efficiently with private operators we must run Post as a business.

This course is designed to train personnel involved in international mail accounting. It tells the participants about general international mail accounting principles and exposes the participants to details of letter mail, parcel and EMS accounting. Besides it gives the participants an insight into QSF and its accounting. The program will introduce new changes made by the Bucharest Congress. The course also provides a background to the rates involved.

Aim:

To provide full knowledge and understanding of UPU provisions relating to international mail accounting and the ability to prepare all present and relevant documentation, to scrutinise incoming documentation and monitor settlements between administrations.

Who Should Attend?

Managers responsible for international mail accounting and staff working closely with international mail accounts.

Course Duration: 3 weeks

Course Outline:

- International mail accounting, general principles, monetary unit
- Letter Post
 - Terminal dues, UPU rate, revision of UPU rate application of bulk mail rates protection for developing countries, accounting for transit charges, closed and open transit mail accounting.
- Postal Parcels
 - Rate, inward land rate, transit land rate, sea rate, fixed rate, CP81, CP82, air conveyance dues, basic rate, calculation, airline settlements.
- Settlements and payments, bilateral offsetting, direct billing, general liquidation account, provisional payments
- Use of computers

Planning, Modernization & Automation (PMA)

28 January – 15 February 2008

Rapid developments in technology, competition from private operators, rising expectations from customers, and deregulation by governments have posed challenges for all postal administrations. At the same time opportunities exist for Post today in hybrid mail, agency services, business and express mail, parcel market and more.

The Universal Postal Union (UPU), which brings together plenipotentiaries of all countries, urges all postal administrations to prepare strategic plans to meet the challenges of the future. Proper planning and systematic implementation will enable Post to achieve a commercial and modern approach with improved productivity and quality.

Managers will learn strategic management techniques, skills required for modernizing the services and acquire the knowledge required for the formulation of plans for corporate level as well as level of functional units and effectively implementation of these plans.

Aim:

- To provide knowledge and understanding of concepts, principles and techniques of the strategic planning process and the ability to apply planning tools and techniques for the development and improvement of postal services
- To study the impact of modernisation and automation on productivity, quality service and business growth to enable successful planning of change programs
- To be able to do the strategic planning

Who Should Attend?

Junior and middle level managers in post offices, mail and delivery centers, managers involved in planning and modernisation programs in head offices or regional offices and training managers.

Pre-requisites:

Participants should have some knowledge of and aptitude for planning, modernization and automation. They should be in a position to implement the plans in their work environment.

Course Duration: 3 weeks

Course Outline:

- Understanding postal business, its future and the need for planning, modernisation and automation
- Bucharest World Postal Strategy - Objectives
- Planning concepts, tools and techniques and their postal applications
- Strategic planning
- Corporate, Business and Functional level planning
- Planning for functional areas in Post – Operations, Marketing, Finance, Human Resources, Quality
- Preparing the business plans and marketing plans
- Modernisation of Post –planning for the latest developments in different areas
- Automation in Post - Computer applications in planning and control
- Automation of mail processing systems
- Counter automation system
- ERP systems
- Project work

Service Quality Management (SQM)

3 March – 28 March 2008

Competition is a reality for all postal administrations. This reality is recognized by the Bucharest World Postal Strategy, which states that Congress insists on the need for all action to focus on two key interdependent principles, one of which is to monitor and improve the quality of postal products and service.

The Bucharest World Postal Strategy notes: “The implementation of a total quality policy must focus on customer care and satisfaction at all stages of a customer’s relations with postal business. This policy must be taken to heart by the whole organisation and, in particular, by its staff for whom it should be a source of additional motivation at all stages of the production process (implementation of the total quality concept)”.

Aim:

The aim is to impart knowledge and practical skills in service quality, the tools and techniques of quality improvement, the measurement of quality and an understanding of the concepts of total quality management, including the identification of internal and external customers so that these managers can improve the quality of postal services by employing these principles in mail flow pipelines, counters and customer service.

Who Should Attend?

Middle level managers from operational, training and planning fields and postal managers who require an introduction to the concepts and tools of total quality management.

Course duration: 4 weeks

Course outline:

- Quality Management
Quality Concepts - definitions and direction, tools and techniques of Quality Management, Total Quality Management (TQM), the role of quality in meeting challenges, quality in service organisations, customers – internal and external, customer care
- Team Approach to Quality
Working in a team, empowerment, selection, training, monitoring, team facilitation and terms of reference, working with other functions
- Measurement Setting Standards
Developing service standards in mail flow processing, counter operations, customer care and other processes, measuring and controlling processes, benchmarking and best practice with examples from Post and other organizations, quality linked payments in international mail and parcels. International EMS – Pay-for-performance
- Quality audits /ISO9000
Certification, implementation of service quality improvement projects
- Selection of projects
Setting action plans towards total quality management

Operations Management (OMC)

3 March – 28 March 2008

Management of operations, when postal services is confronted with rising customer expectations and increasing competition, presents a major challenge to all postal enterprises.

Mail continues to be the core business of many Posts and the credibility of the postal service rests on scientific planning of mail operations. Parcel, cargo and logistics are extensions of the core competency achieved in mail. Another area of competence is the management of counter and retail operations. Many Posts have successfully transformed their counter operations by integrating retail, banking, insurance, money transfers, philately and agency services.

While large networks and distribution capabilities are considered as our greatest strengths, it can turn out to be a major liability if not efficiently managed and if the potential and kinetic energies are not released. The challenge before us is imbibe modern operations management systems and processes to continuously upgrade services while bringing down the operating costs.

This course seeks to equip postal managers with the knowledge and skills to efficiently manage various postal operations

Aim

- To equip postal managers with the ability to manage various postal operations by providing them with the relevant knowledge and skills and exposing them to best practice organisations
- To provide knowledge and practical skills in postal operations management, the tools and techniques of process & quality improvement.

Who Should Attend?

Middle level managers from planning and operations who require a sound understanding of operations management systems and tools & techniques.

Course duration: 4 weeks

Course outline:

- Analysis of end to end operations - collection, processing, transportation, delivery
- Operations management tools - forecasting, capacity planning, inventory management, TQM tools, PERT
- Analysis of modern production and work systems including JIT and Kanban
- Strategic operations management techniques
- Process analysis techniques
- Management of mail, express, cargo and logistics operations
- Management of retail operations and counters including financial services like banking, life insurance and money transfer
- Strategic role of quality in operations effectiveness
- Standard operating procedures and ISO 9001:2000
- Benchmarking visits and assessment of best practices for postal operations
- Management of operations of post office, mail centre and other operating units
- Technology applications in operations management - track & trace, counter automation, automatic mail processing, CRM and ERP systems
- Case studies of efficient management of operations from competitors

The postal environment has changed dramatically in recent years, and there is nothing to suggest that pace of change will slow down any time soon. To be successful, all actors in the postal sector must adapt to rapid economic and social changes and keep pace with technological developments. The economic forces of deregulation, globalisation, liberalisation and, to a lesser extent, privatisation are altering the postal landscape. Postal services are continuing to change as a result of increased competition and higher customer expectations.

The new technology driven information society has brought a host of new ways to communicate and to do business, such as e-mail and e-commerce.

All businesses today must look for every opportunity to leverage new technologies, especially information based IT platforms, in order to enhance their business productivity, service and quality, but also to facilitate and deliver change. But introducing new technologies and harnessing the benefits for the postal business is not easy.

The challenge of the Post is to fuse the powers of communications and information technology with the advantages of mail automation and to increase efficiency to offer a greater range of services and products to its end users. Also to look into various ways in which the computers and communication technologies can be pressed into service for adding value, speed, reliability and security to postal services and products. Development of supporting software and management information systems, harnessing of appropriate communications technologies, training of personnel and building a supporting work culture are necessary components of such an endeavor to make the Post competitive and cost effective.

Aim:

To explore ways in which IT and other new technologies can be introduced effectively to improve the postal business. It will provide an in-depth opportunity for participants to share ideas, challenges and problems, as well as learn from each other's experience.

Who should attend?

Middle level managers responsible for technology, operations, quality, strategy, IT or managing change in postal organization.

Course Duration: 4 weeks

Course Outline:

- Technology and innovation at the front end of the post office directly affects the customers.
- Latest technology and thinking on postal automation.
- New handling and innovation to improve the sorting and sequencing processes.
- Self service technology in the postal industry.
- Computerization of agency and financial services
- Internet, web - based softwares
- Technology management
- Study visit to automated & computerized mail center and post offices in Singapore and Korea.

Human Resources Management (HRM)

21 April – 16 May 2008

People are an important part of any business but for a service industry like Post, good management of human resources is critical. This is recognised in the Bucharest World Postal Strategy:

“The quality and motivation of personnel at all levels is a decisive factor in quality of service... The effective mobilisation of human resources is a high priority for all postal administrations.”

The Human Resources Management Course covers all the basic areas of planning and implementation of an integrated approach to human resources, which is in line with the strategic plan of the organisation. It will enable human resources professionals and senior line managers to understand current best practice in this area and to discuss new trends and ways in which they can be introduced into their postal administrations

Aim:

To provide participants with major principles and practices of managing people and to introduce them to current best practices in these areas

Who Should Attend?

Human resource specialists and senior level managers, particularly those responsible for introducing major organisational change and senior operational line managers with human resources responsibilities

Pre-requisites:

Managers attending this course should have responsibility for human resources planning or implementation of HR strategies for all or part of their administration

Course Duration: 4 weeks

Course Outline:

- The role of human resources management
- Strategic human resources planning
- Operational human resources planning
- Implementing and managing change
- Leadership and team
- Implementing service quality
- Recruitment and selection, selection interviews
- Performance management system
- Training and development
- Career development
- Organisational development
- Pay and conditions
- Coaching skills
- Personal development workshops

Direct Mail and Advanced Marketing (DMA)

16 June – 11 July 2008

Marketing is a critical issue for postal administrations in this new era of competition and commercialization. Recognizing the challenges, developing strategies and becoming pro-active are essential for the continued viability of postal enterprises. Our competitors are exceptionally good at marketing. It is time for Post also to have professionals who understand the communications and physical distribution business and who are prepared to keep their skills and knowledge at the highest level and can apply them to full advantage.

The Direct Mail and Advanced Marketing Course is designed to enhance the knowledge and skills of senior marketers in Post, to share their experiences as marketing professionals for Post and to learn from those in different industries.

And as an additional feature of this course, a special module on Direct Mail Marketing is added. It is given a focus as the revenue-enhancer for the Post.

Aim:

- To provide practical skills and knowledge from both Post and other industries, which will enhance the abilities of senior marketers in Post
- To develop the knowledge of senior marketers on the Direct Mail Marketing as the revenue – enhancer of the Post

Who Should Attend?

Marketing managers

Course Duration: 4 weeks

Course Outline:

- New challenges in Post: the changing business environment in Post; the big picture and future trends, global business, facing the challenges
- Marketing approach: new thinking in marketing management; what is our business, managing global opportunities, strategic marketing
- Managing customers: integrated relationship management, meeting customers' expectations, building loyalty, market research, key account management
- Managing sales: sales philosophy in Post; consultative selling, selling process, personal selling and corporate selling.
- Building business strategies: competitive strategies, product development strategies, promotion strategies, marketing planning
- Communication strategies: promotion and advertising management; direct marketing, public relations, brand management
- Marketing in practice: marketing experiences in advanced administrations, marketing practices in excellent companies, marketing in action, steps for implementation, introducing a marketing culture
- Direct Mail Marketing: Direct Mail value chain, Direct Mail opportunities and challenges, changing face of Direct Mail Marketing

Financial Management (FMC)

16 June – 11 July 2008

The UPU has emphasised the need for Post to operate on commercial principles. This will reduce the need to use government resources and enable Post to respond to market demands. Competition exists in all postal business and customers are demanding higher standards of service. It is important that public postal operators combine their concern for competitiveness and profitability with the need to provide a universal postal service. Good management of financial resources is necessary to meet these competing demands.

This course provides postal managers with basic financial knowledge to understand different costing methods, to design the costing model and to assist the postal administrations to operate on a commercial basis. This course also helps in enabling the participants to understand, prepare and analyze the financial statements. Effort also will be made to make the participants understand the importance of incorporating the above elements and attempt preparing a business plan.

Aim:

To provide an understanding of basic financial management principles and techniques for running any business and to apply these principles to Post.

Who Should Attend?

Middle level postal managers in operational areas such as post offices, mail and delivery facilities, training areas, finance related areas in head or regional offices.

Pre-requisites:

Participants should have some work experience in finance-related areas .

Course Duration: 4 weeks

Course Outline:

- Scope for new businesses and the need for a commercial approach in Post
- Costing methods
- Activity-based costing
- Cost concepts, cost classifications
- Cost allocations
- Cost management and cost control measures for Post
- Pricing methods, pricing postal services
- Understanding and preparation of financial statements
- Analyzing financial statements - measurement of financial performance
- Profitability analysis
- Valuation and depreciation methods
- Computer applications in finances and accounts
- Inventory management
- Budgeting and budgetary control measures, capital budgeting
- Preparing business plan

Postal Management (PMC)

21 July – 26 September 2008

Post requires dynamic, pro-active managers who can be positive change agents and are able to operate their postal facilities as successful business enterprises. They are also required to provide a universal postal service at an equitable price. This course follows the Bucharest World Postal Strategy in recognising that the environment in which Post operates is changing and competition at all levels is becoming increasingly intense. Such a situation requires constant vigilance and the willingness of postal officials to adapt.

To develop these skills the Postal Management Course will introduce methods of modernising Post, improving efficiency in operations and quality of service, ensuring customer-oriented commercial strategies, acquiring better market knowledge and encouraging the use of “best practice” human resource management.

Managers will learn strategic management techniques, skills required for modernizing the services and acquire the knowledge required for the formulation of plans for corporate level as well as at the level of functional units and effectively implementation of these plans.

Aim:

- To develop dynamic managers who understand the challenges, opportunities and reforms facing Post
- Enable the managers to be pro-active, innovative, efficient, customer focused and quality conscious
- To provide an understanding, knowledge and skills to these managers in
 - strategic management
 - operations management
 - best practices of human resources management
 - best financial management practices
 - analyzing the business performance
 - costing and pricing strategies
 - marketing management

Who Should Attend?

Junior / middle level managers, operational managers in post offices and mail and delivery centres, training officers, head office and regional office managers

Pre-requisites:

Experience in management and should be able to put into practice some of the best management practices in their work environment

Postal Management (PMC)

21 July – 26 September 2008

Course Duration: 10 weeks

Course Outline:

- Postal business and its future scope
- Strategic management and planning process
- Future planning and goal setting
- Modernization of Post
- Customer focused service strategy, service excellence
- Leading, managing and empowering people
- Human resources management strategies
- Team building and change management
- Financial management
- Marketing management
- Operations management
- Productivity and quality improvement, quality systems and processes, tools and techniques
- Preparation of project plans

***Special Note:* The cost of the one week Study Visit included in this course is around US\$ 1,200 and is an additional fee for self-funded participants.**

For many postal enterprises, philately is big business and a source of profit. However the activity of philately is under increasing pressure from other competing hobbies.

The collectors or the customers are difficult to be satisfied and the promotion of the hobby is equally challenging. The business of philately is unlike other products and services rendered across the counter. This requires us to look at philately not merely as a product, but as a potential business- a business that requires understanding of the market and the demand/supply relationships.

Recent efforts by WADP of the Universal Postal Union have helped to project the notion that philately is not merely a hobby that is solely related to Post, but is an industry that relates to the general community. The course seeks to explain the hobby, the policies involved and the business aspects of philately that everyone working in the industry should know about.

Aim:

To provide knowledge and skills to postal managers in planning and organising philately as a business with an emphasis on customer service

Who Should Attend?

Postal managers

Pre-requisites:

Postal managers who have philatelic customers and those who are planning on attracting philatelist to their offices

Course Duration: 3 weeks

Course Outline:

- Evolution of philately
- Unique place of philately in post office activities, its business prospects and associated marketing
- Best practices in marketing and development of philately
- Planning and policies involved in philately
- Philatelic industry and market
- Customer segmentation and needs analysis
- Printing process and designing
- Organising an exhibit and the significance of exhibitions
- Strategic planning for philately
- Case studies from different countries of the region

Mail Planning & Monitoring (MPM)

11 August – 29 August 2008

Rising customer expectations for faster and better service and growing competition is bringing about a greater challenge to the whole operational system of Post. Mail is our core business. The credibility of the postal service rests on how we plan our mail operations from customer collection to delivery. Our large networks and physical distribution capabilities have been the greatest strengths of the business. It is, however, a complex web of possible variables. Operations must be planned, standards set and then continually monitored and improved to ensure that quality customer service is being achieved.

This course seeks to equip postal managers with the knowledge and skills to plan and monitor the operational handling of mail.

Aim:

To equip postal managers with the ability to plan and monitor mail operations by providing knowledge, skills and practice in the subject and to expose them to best practice.

Who Should Attend?

Postal managers involved with mail planning and operations, either in the field or in head office.

Pre-requisites:

Knowledge of mail handling processes.

Course Duration: 3 weeks

Course Outline:

- Planning mail operations - collection, processing, transportation, delivery
- Dynamics of handling international and domestic mail
- Strategies for handling bulk and business mail
- Strategies for handling EMS and premium service mail
- Capacity planning
- Volume forecasting
- Cost control and unit costing
- Service quality and quality testing
- Standards and measurements
- Monitoring service standards and measuring customer satisfaction
- Tools and techniques for better planning
- Planning human resources through rostering, deployment, team working

International Postal Services (IPS)

1 September – 26 September 2008

International Postal Service is based on the concept of interoperability and interconnection of national postal networks. It is therefore essential that those attending to international mails understand the framework under which the international rules are made, including, international postal products, methods of exchange, the processes concerning, settlement of customer grievances, inquiries, liabilities, and payments for services rendered. Additionally, all our processes (including documentation) must be clearly understood by all the agencies involved in the process such as, customs, airlines, shipping companies etc.

While globalisation and technology have speeded up the growth of Posts in many countries it has also resulted in the “skimming off effect” i.e. loss of the most lucrative segment of their business i.e. the international business from the national postal administrations to the global couriers and other local private players. This has put additional pressure on a large number of Posts especially in the developing world, which for years have suffered from “sustained under-investments”. While Posts have to depend on each other to complete the chain of delivery, private courier companies have their own setup across the world.

To enable Posts to react quickly to market requirements, the UPU bodies – Council of Administration (CA) and Postal Operations Council (POC) have been equipped to make commercial and operational decisions between Congresses. Postal administrations need to implement these decisions and this requires the unified commitment of all postal administrations.

The International Postal Services Course is designed to provide skills and knowledge to assist managers to implement the changes. It also provides the opportunity for participants to meet and exchange ideas and information.

Aim:

- To provide knowledge and understanding of UPU Acts and the latest POC and CA decisions.
- To develop skills in international mail operations
- To provide awareness of trends in international postal services

Who Should Attend?

Middle level managers working in international divisions at headquarters or in offices of exchange

Course Duration: 4 weeks

Course Outline:

- Global postal business environment
- Universal Postal Union, Acts of the UPU, basic international postal services
- International mail operations, quality of international postal services, postal security, customer care and settlement of enquiries
- International mail accounting, rate fixing
- International EMS
- International financial services

Parcels & Logistics Management (PLM)

20 October – 7 November 2008

The Bucharest Postal Congress expressed concern over falling mail and parcel traffic. However, there are great opportunities in the area of mails, parcels and logistics for Post, if we can meet our customers' needs and provide consistent high quality service.

With these challenges in mind, many advanced posts have successfully entered into logistics management leveraging off their existing expertise in mail and parcel management. They have realised that this is important in meeting some of its customer service goals. This realisation has created such initiatives like the *third party logistics* for Post. To manage this business, however, requires a major change from traditional mail management methods as technology has become a major driving force in this area. Can we meet these challenges? This course provides information and possible solutions to these challenges.

Aim:

- To enable postal managers with the ability to plan and effectively monitor mails, parcels and formulate strategies for competitive advantage
- To successfully manage logistics business development

Who Should Attend?

Postal managers involved with strategic planning and mail & logistics operations, either in the field or in the corporate office

Pre-requisites

Knowledge of mail and parcel operations

Course Duration: 3 weeks

Course Outline

- Developing a strategic plan for parcel and logistics business
- Operations management for parcel handling
- Strategic role of parcels and logistics in postal business
- Supply chain management - inventory management
- Transportation management and decision strategies
- Warehousing and storage systems
- Material handling systems
- Application of IT in logistics management
- Network planning process
- Developing a logistics organisation
- Role of Post as a third party logistics service provider
- Financial management of logistics
- Logistics customer service
- Case studies of best practices in logistics business solutions
- Benchmarking visits to organisations excelling in logistics business

Advanced Business Management (ABM)

20 October – 7 November 2008

Postal managers need to become much more commercial to meet the challenges posed by the changing environment in communications and transport. Increasing independence from governments in terms of management and structures also poses its own challenges and opportunities.

This course is designed as an intensive program covering key areas in business management that will assist senior managers to develop a commercial approach. It will introduce them to successful programs in advanced postal administrations and private companies to enable them to seize business opportunities. Participants will also learn the latest concepts and models on corporate effectiveness, financial management and managerial skills development. The action, learning and simulation exercises that are used during this course will assist managers to improve their ability to build their own business strategy.

Aim:

To challenge postal managers to manage Post as a successful business and to design and provide world class service through an understanding and knowledge of business management 'best practice' in Post and private enterprises.

Who Should Attend?

Managers of any business unit in Post or those who are involved in business development, strategic planning and planning for the future and those who wish to enlarge their knowledge of business management.

Pre-requisites:

Participants need to be in a position to implement ideas and plans generated by the course.

Course Duration: 3 weeks

Course Outline:

- Corporate management
the business approach and organising Post as a business, opportunities and challenges, corporate objectives, visions and missions, business management in successful postal administrations
- Corporate customer management
developing a customer-oriented corporate culture, key account management
- Introducing a marketing culture In Post
- Corporate effectiveness
business effectiveness and efficiency, service excellence, innovation and quality, managing human resources, development of relevant managerial skills
- Corporate operations management
- Mail operations management, logistics management, quality and business tools
- Corporate finance
- Profitability, financial management in Post, financial appraisal, cost management
- Corporate development

Express Mail Service (EMS)

17 November – 4 December 2008

This course seeks to provide a forum for managers to further develop the skills required to improve the operational performance of EMS. Through a ‘hands on’ approach it provides an opportunity for participants to address a range of key operational issues through a series of practical exercises. It is an interactive course where discussion/debate will be actively encouraged. There will be the opportunity for sharing of ideas through participant interaction and benchmarking visits.

While globalisation and technology have speeded up the growth of Posts in many countries it has also resulted in the “skimming off effect” i.e. loss of the most lucrative segment of business i.e. the international express business from the national postal administrations to the global couriers. While posts have to depend on each other to complete the chain of delivery, integrators have their own setup across the world. The course is built around the theme of “EMS ... one product, one company, one approach”. It provides knowledge, skills and understanding of managing EMS on commercial lines while participants gain an understanding of their partner administrations’ approach to EMS

The Asian-Pacific Postal College has made EMS one of its priority areas and Posts in this region is gaining increasing benefits from the unified approach taken by administrations in training and marketing.

Aim:

The course will focus on a range of operational performance topics, supported by group exercises and case studies, dealing with practical issues related to the EMS operation. The overall aim of this training course is to provide EMS managers with the skills and capabilities needed to secure the ongoing success of EMS in the highly competitive express market.

Who Should Attend?

EMS managers who are involved with the day-to-day management of EMS operations in the field i.e. mail processing centre, OE, delivery centre, customer care, or those who deal with corporate planning for EMS

Course Duration: 3 weeks

Course Outline:

- Global express market: market situation and the status of EMS, growth patterns, EMS environment, international couriers, competitor profile, freight and parcel market, Couriers Vs EMS, EMS positioning
- EMS product: UPU and EMS, core service features, EMS Cooperative- its initiatives, multilateral agreement and imbalance charges, pay for performance, core service features
- EMS operations: operational strategies and processes, EDI, customs clearance, EMS transport and delivery systems, setting up standards, filling up and use of operational guide, performance management, EMS certification
- Taking care of the customers: understanding customer requirements, customer service & customer care, call centres, use of Rugby system, key account management
- Learning from the best practices: Kahala Post Group and other initiatives

Postal Retailing, Selling & Agency Services (PRS)

17 November – 4 December 2008

The Bucharest World Postal Strategy gave a new thrust on business development in Post with a view to increasing corporate effectiveness and growth. Many postal administrations are striving to run their areas with a business approach. They are adapting to a new way of thinking about how to generate additional revenue. The vast opportunities that retailing offer, is one way by which these administrations are meeting this challenge.

The course will cover key areas in business management, which will assist postal managers develop a commercial approach. It will introduce them to modern marketing, sales and retailing concepts. It will enable them to recognise business opportunities and the importance of customer service and retail management.

The course addresses the need to attain retail leadership by developing selling and retailing skills. It includes many practical exercises, role-plays, case studies, planning activities and workshops to enable participants to gain hands-on-experience.

Aim:

- To enable participants to identify, develop and practice keys.
- To provide insights into creative retailing and selling and the dynamics of professional retail management.
- To enable participants to retain, regain and acquire business (customers) for life through sales and retail leadership.

Who Should Attend?

Staff managing Post Shops, those in the postal retail side of the business, philatelic officers, post office managers, sales supervisors, sales managers, etc.

Course Duration: 4 weeks

Course Outline:

- Global trends & current scenario for Post: basic issues in managing Post as a business
- The “Big Picture” of Post and its businesses
- Sales management: process and dynamics of sales, selling process, sales leadership
- Process of selling: personal Selling, consultative selling, partnership selling, business selling, creative selling.
- Retail management: franchising and merchandising (Post Shop): display, merchandising, inventory, stocking, promotion.
- Customer delight, towards WOW!
- Sales promotion: planning, designing implementing, media, creativity, campaigning.
- Brand management: branding, brand management, product positioning, niche marketing, brand equity.

EXTERNAL TRAINING PROGRAMS

What is an External Training Program?

- ▶ An external training program is conducted away from the Asian-Pacific Postal College campus. It is conducted in your country in the training venue of your choice.
- ▶ Using the professional training services of the APPC, you can provide your staff with quality courses in the majority language of your country through an interpreter and translator even though the language of instruction is English.
- ▶ The training is conducted by APPC faculty and is specifically designed for Post, using regional examples and case studies. Up to 20 staff per program can attend. The program is designed to meet the needs of your administration and your employee target group.
- ▶ Alternatively you may want to combine with neighbouring countries at a suitable central location and share the costs.
- ▶ The APPC can design training to meet most postal requirements. Some examples of programs are included in this Directory. While programs can also be conducted in most areas covered in the Directory under “In campus training courses”, these will be altered to fit the time constraints and the particular issues of each administration.
- ▶ Course duration depends on the content, but will normally be a minimum of 3 days and a maximum of 2 weeks.
- ▶ Fees are a minimum of US\$ 1000 per day for courses of less than a week or US\$4,250 for one week. Additional fees are levied for longer periods of time and where more than one lecturer is required. All costs, such as airfares and accommodation and materials, are extra.
- ▶ Please contact the College to find out how we can bring training to you.

Planning, Modernization & Automation

Rapid developments in technology, competition from private couriers, rising expectations from customers, and deregulation by governments have posed challenges for all postal administrations. At the same time opportunities exist for Post today, in hybrid mail, agency services, business and express mail, the parcels market and more.

The Universal Postal Union (UPU), which brings together plenipotentiaries of all countries, urges all postal administrations to prepare strategic plans to meet the challenges of the future. Proper planning and systematic implementation will enable Post to achieve a commercial and modern approach with improved productivity and quality.

Managers will learn basic planning skills required for the formulation and implementation of plans at the corporate level and for functional units.

Aim:

- To provide knowledge and understanding of concepts, principles and techniques of the strategic planning process and the ability to apply planning tools and techniques for the development and improvement of postal services
- To study the impact of modernisation and automation on productivity, quality service and business growth to enable successful planning of change programs
- To be able to prepare business plans

Who Should Attend?

Junior and middle level managers in post offices, mail and delivery centers, managers involved in planning and modernisation programs in head offices or regional offices and training managers.

Pre-requisites:

Participants should have some knowledge of, and aptitude for planning, modernization and automation. They should be in a position to implement the plans in their work environment.

Course Duration: 2 weeks

Course Outline:

- Understanding postal business, its future and the need for planning, modernisation and automation
- Planning concepts, tools and techniques and their postal applications
- Strategic planning
- Corporate, business and functional level planning
- Planning for functional areas in Post – operations, marketing, finances, human resources, quality
- Preparing the business plans and marketing plans
- Modernisation of Post –planning for the latest developments in different areas
- Automation in Post - computer applications in planning and control
- Automation of mail processing systems
- Counter automation systems
- Case studies and experiences of different Posts in the region

Costing of Postal Products and Financial Planning

The UPU has emphasized the need for Post to operate on commercial principles. This will reduce the need to use government resources and enable Post to respond to market demands. Competition exists in all postal business and customers are demanding higher standards of service. It is important that public postal operators combine their concern for competitiveness and profitability with the need to provide a universal postal service. Good management of financial resources is necessary to meet these competing demands.

This course provides postal managers with basic financial knowledge to understand different costing methods, to design the costing model and to assist their postal administrations to operate on a commercial basis. This course also helps in enabling the participants to understand, prepare and analyze the financial statements. Effort also will be made to make the participants understand the importance of incorporating the above elements and attempt preparing a business plan.

Aim:

To provide an understanding of basic financial management principles and techniques for running any business and to apply these principles to Post

Who Should Attend?

Middle level postal managers in operational areas such as post offices, mail and delivery facilities, training areas, finance related areas in head or regional offices

Pre-requisites:

Participants should have some work experience in finance-related areas

Course Duration: 2 weeks

Course Outline:

- Scope for new businesses and the need for a commercial approach in Post
- Costing methods
- Activity-based costing
- Cost concepts, cost classifications
- Cost allocations
- Cost management and cost control measures for Post
- Pricing methods, pricing postal services
- Understanding and preparation of financial statements
- Analyzing financial statements - measurement of financial performance
- Profitability analysis
- Valuation and depreciation methods
- Computer applications in finances and accounts

Managing Post as a Business

Postal administrations in many countries are achieving management independence. Moving from one structure to another means other changes are necessary as well. Managers need to learn different skills, which will enable them to operate in a more commercial environment. They will need to develop more business-oriented techniques with the emphasis on becoming customer-focused.

This course is designed to help managers meet the change. They will hear about Post globally and the market imperatives. They will learn tools and techniques, which they can use on the job and understand the importance of the customer to a successful business. It will be a practical course with exercises and role-plays. Where possible, visits to customers and other customer service businesses will be arranged.

Aim:

- To improve understanding of the changing postal business and motivate managers to adopt commercial thinking and a customer first approach to their work
- To develop some basic skills in budgeting, cost control and calculating product profitability
- To assist in the development of basic commercial knowledge, skills and attitudes in order to improve processes and systems and work towards service excellence and higher productivity
- To improve skills and knowledge in effective people management

Who Should Attend?

Middle level managers in supervisory positions or those engaged in planning and project work

Course Duration: 2 weeks

Course Outline:

- Business environment
 - Understanding business trends in Post
 - New challenges and the need for a business approach
 - Business strategies and planning
- Customer first approach
 - Who are customers and why put them first?
- Customer perception
 - Managing moments of truth & critical moments of truth
- Selling skills & managing the tangibles
- Managing for profit
 - Budgeting skills and preparation of an office budget
 - Cost behaviour, cost control measures
 - Profitability of postal products

- Productivity
 - Focusing on results
 - Managing resources
 - Improving processes & systems
 - Goal areas of productivity
 - Reducing costs
 - Managing yourself
 - Effective leadership
 - Motivation
 - Why work in team?
- Communication becoming pro-active

For postal administrations to be world leaders in their fields, all parts of the organisation and all managers must consistently work towards being the best.

The course focuses on the four major areas of running a successful commercial postal business. It takes a wide-angled view of their business and the challenges and options for their postal enterprises. Participants are encouraged to strive for excellence in every aspect of management.

Aim:

To introduce postal managers to concepts and practices involved in operating Post as an excellent business in relation to their own country's business environment

Who Should Attend?

This course is suitable for middle managers who need to understand and deal with the changing business environment in Post

Course Duration: 2 weeks

Course Content:

- Business excellence - business dimension of Post
 - the big picture, trends in Post around the world, our business and opportunities, business development, competition and challenges
- Service Excellence - service dimension of Post
 - overview of basic postal services, key service dimensions in Post, customer focus and customer care, managing sales, marketing approach in the post office, turned-on people
- Global excellence - international dimension of Post
 - overview of UPU, UPU rules and regulations, international postal services, international mail circulation, international mail accounting
- Operational excellence - operations dimension of Post
 - mail operations and mail flow, sorting office operations, management of sorting offices, postal technology - counters, processing and delivery; process improvement - improving the way we work; experiences in advanced postal administrations

Reliability is one of the most important criteria on which customers judge the quality of service they receive and reliability can only be judged against a standard. Setting and improving standards is, therefore, a critical issue in meeting customers' needs.

Increasingly business customers are demanding reliability and an improved level of service and now have alternatives to Post, which they are willing to use when we fail. It is critical for Post to meet the demands of the marketplace and set achievable service standards. This has implications for network systems and for operations management.

Based on UPU guidelines this course is designed to help individual postal administrations by equipping their managers with the necessary techniques and information to set and monitor realistic service standards within their own organisational and market parameters.

Aim:

To enable managers to set and monitor service standards in line with customer expectations, as envisaged by UPU

Who Should Attend?

Postal managers, particularly of operational areas, who are responsible for establishing and monitoring service standards

Course Duration: 1 week

Course Content:

- Service quality - what is it?
- Customer focus
- Service standards and the changing environment
- Building market driven and customer-responsive end-to-end service standards
- Setting standards
- Improving processes
- Evaluation
- Refining service standards
- Measuring and monitoring

We are in the age of customer revolution. Today customers are willing to pay for better service and respect. They are also prepared to shift their loyalties to get it. Customer service has recently been given centre stage and being viewed as the most potent competitive weapon.

Post, too, is feeling the heat as customers move to our competitors for basic mail services as well as premium value-added ones. Declining market share is a reality. It is essential that Post recognises the importance of the customer and puts the customer first in everything.

The Quality Customer Service Course puts customer issues in the right perspective and deals in a practical way with methods and techniques of providing excellent customer service, both within the organisation and at the front-line.

Aim:

To provide practical training in customer care techniques to postal managers and front line staff .

Who Should Attend?

Middle level managers, supervisors, and front line staff - counter, delivery, transport, courier, etc.

Course Duration: 1 week

Course Content:

- Customer service environment
“Customers must come first”
- Challenges of change
 - changing postal business environment
 - challenges
 - opportunities
 - learning from other postal administrations
- Customer service dimensions
 - what is quality customer service?
 - identifying customers and their expectations
 - dimensions of customer expectations
 - “moments of truth”
- Customer service actions
 - systems and smiles
 - critical systems issues - an overview
 - customer courtesy and etiquette
 - managing difficult customers
- Selling skills
- Customer service evaluation
 - listen, learn and respond
 - managing critical moments of truth
- After sales
- Customer satisfaction evaluation an overview

Post requires dynamic, pro-active managers who can be positive change agents and are able to operate their postal facilities as successful business enterprises. They are also required to provide a universal postal service at an equitable price. This course follows the Bucharest World Postal Strategy in recognising that the environment in which Post operates is changing and competition at all levels is becoming increasingly intense. Such a situation requires constant vigilance and the willingness of postal managers to adapt.

Managers will learn strategic management techniques, skills required for modernizing the services and acquire the knowledge required for the formulation of plans for corporate level as well as at the level of functional units and effectively implementation of these plans.

Aim:

- To develop dynamic managers who understand the challenges, opportunities and reforms facing Post
- Enable the managers to be pro-active, innovative, efficient, customer focused and quality conscious
- To provide an understanding, knowledge and skills to these managers in
 - strategic management
 - preparing the strategic plan and other supporting plans
 - setting goals and targets
 - effective monitoring of implantation of these plans

Who Should Attend?

Junior / middle level managers, operational managers in post offices and mail and delivery centres, training officers, head office and regional office managers

Pre-requisites:

Experience in management and should be able to put into practice some of the best management practicies in their work environment

Course Duration: 1 week

Course Outline:

- Postal business and its future scope
- Strategic management and planning process
- Future planning and goal setting
- Modernization of Post
- Team building and change management
- Preparation of project plans

All successful businesses plan their directions and proposed outcomes. Each section of a business needs to plan within the overall strategic plan with greater emphasis on commercial strategies - Post also needs to be more rigorous in this area.

Preparation and subsequent writing of a business plan, whether at the corporate level or the division or section level, requires clarity of purpose and an understanding of basic planning processes and techniques.

The Business Planning Course will provide basic skills to postal managers to prepare and write business plans, which can be applied at the head office or in operational units, such as a post office or mail centre.

Aim:

To enable managers in Post to write successful business plans for their divisions, sections or operational units

Who Should Attend?

Middle level postal managers in operational units such as post offices, mail or delivery facilities and those involved in the planning process at head offices

Pre-requisite:

Participants should be in a position to implement planning designed for their offices or sections

Course Duration: 1 week

Course Content:

- Objectives of a business plan and key result areas
- About the business
- Description
- Products and services
- Product benefits for customers
- Describing the market
- Competition analysis
- Pricing strategy
- Operations, sales and distribution strategies; business location
- Positioning, publicity and promotion
- Management description
- Personnel and human resource plans
- Financial Plans
- Sources and application of funds
- Capital equipment list
- Break-even analysis
- Profit projections

International postal services have been facing great challenge from fierce competition of private couriers. To meet this challenge and increase market share, Post must introduce new services, which meet changing customer needs. New international postal services are being introduced according to UPU rules and bilateral agreements. A number of new services have already been introduced in advanced postal administrations.

This program aims to provide participants with knowledge and skills to create and introduce new services.

Aim:

- To provide an understanding of UPU provisions on international postal services and the principles of creating and introducing new international services
- To give information about new international services being offered by other administrations
- To impart knowledge about steps and processes involved and skills needed to introduce new international postal services

Who Should Attend?

Middle level managers in headquarters in a relevant field and those engaged in international postal services

Pre-requisites:

Experience in international post and marketing.

Course Duration: 1 week**Course Outline:**

- Organisation of international postal services
overview of UPU, UPU rules and regulations, the principles of creating and implementing new international services
- New international postal services
international business reply service, direct entry mail, direct mail, consignment service, electronic money order and other new services
creation of new international services - overview
- Forecasting
customer needs analysis and market research, mail volume forecasting
- Pricing of new international services
cost analysis, international mail payment systems, pricing strategy
- Preparation of documents, manuals, brochures and promotion
bilateral agreements, operational manuals, customer guides, promotion

International Mail Operations

International postal services operate in a highly competitive environment. The challenging standards of competitors that can provide end-to-end customer service must be matched and passed for Post to survive. It is also, as the presence of so many competitors attests, an area which can be very profitable for Post if delivery standards are met and high quality customer service is provided.

International mails are processed through offices of exchange, which must operate efficiently and accurately to meet high service standards. This requires knowledge and understanding of the standards and procedures of partner administrations, UPU provisions and the documentation associated with international mails.

This course provides managers and staff with the tools and information to organise correct and speedy processing of international mail.

Aim:

- To develop knowledge and understanding of UPU provisions and specific requirements in international mail processing
- To provide skills and tools to set service standards and accurately process mail
- To develop the ability to complete documentation required for mail exchange

Who Should Attend?

Managers and staff in international mail operations in the offices of exchange

Pre-requisite:

Participants must work in the international area of their administrations

Course duration: 1 week

Course Outline:

- International postal services - the basics
- Offices of exchange - key processes
- Processing of outbound mail
- Processing of inbound and transit mail
- Exchange of mails with carriers
- Basics of international mail payment systems
- Customer requests and enquiries
- Quality of service and service standards
- Postal security
- New trends in international mail operations and postal services

The postal business is in the process of great changes. To compete more efficiently with private operators we must run Post as a business. The administration of origin needs to remunerate the administration of destination for the delivery of its mail and to the administration of transit for forwarding its mail according to UPU regulations. Fast and accurate settlement of accounts among postal administrations ensures improved financial management.

This course seeks to equip postal managers with the necessary knowledge and skills involved in international mail accounting. The program will introduce new changes made by the Bucharest Congress. The course also provides a background to the rates involved.

Aim:

To provide full knowledge and understanding of UPU provisions relating to international mail accounting and the ability to prepare all present and relevant documentation, to scrutinise incoming documentation and monitor settlements between administrations.

Who Should Attend?

Managers responsible for international mail accounting and staff working closely with international mail accounts.

Course Duration: One week**Course Outline**

- Basics of international mail operations – preparation of CN 31, CN 38 etc.
- International mail accounting, general principles, monetary unit
- Terminal dues accounting system
- Statistical operations relating to terminal dues
- Transit charges accounting
- Airmail conveyance accounting
- Parcel post accounting,
- Settlements and payments, bilateral offsetting, direct billing, general liquidation account, provisional payments

In order to compete effectively in the competitive environment that Posts find themselves in now, it is important to provide quality postal service. What managers should do to improve and then maintain the quality of postal service is the essence of this course.

The course seeks to impart knowledge and practical skills in service quality, the tools and techniques of quality improvement, the measurement of quality and an understanding of the concepts of total quality management, including the identification of internal and external customers so that these managers can improve the quality of postal services by employing these principles in mail flow pipelines, counters and customer service.

Aim:

It aims to provide knowledge and practical skills in service quality, the tools and techniques of quality improvement, the measurement of quality and an understanding of the concepts of total quality management, including the identification of internal and external customers.

Who Should Attend?

Middle level managers from operational, training and planning fields and postal managers who require an introduction to the concepts and tools of total quality management.

Course duration: One week

Course outline:

- Quality concepts
- Total Quality Management (TQM)
- Bucharest World Postal Strategy - quality and international mail
- Mail processing and network planning
- Mail flow pipelines and developing service standards
- Teamwork, empowerment, and working with other functions
- Quality certification and performance management

Express Mail Service (EMS)

The competition from major international players in the market segment in which EMS is located is intense. It is essential that Posts develop strategies for improving both market share and profitability. The Asian-Pacific Postal College has made EMS one of its priority areas and Posts in this region are gaining increasing benefits from the unified approach taken by administrations in training and marketing.

This course seeks to provide a forum for managers to further develop the skills required to improve the operational performance of EMS. Through a 'hands on' approach it provides an opportunity for participants to address a range of key operational issues through a series of practical exercises.

Aim:

The overall aim of this training course is to provide EMS managers with the skills and capabilities needed to secure the ongoing success of EMS in the highly competitive express market.

Who Should Attend?

EMS managers who are involved with the day-to-day management of EMS

Course Duration: One week

Course Outline:

- Global express market: market situation, growth patterns, competitor profile, freight and parcel market, couriers VS EMS
- EMS product: UPU and EMS, core service features, EMS Cooperative- its initiatives, multilateral agreement and imbalance charges,
- EMS operations: operational strategies and processes, EDI, customs clearance, setting up standards, use of EMS operational guide, performance management, pay for performance, EMS certification
- Taking care of the customers: understanding customer requirements, customer service & customer care, key account management

ATTACHMENTS

1. Nomination form for in-campus training courses
2. Request form for ETP's
3. Copy of "Bangkok Arrival Information" for course participants

Please photocopy forms and use as required.