

Agenda Item 13: Report of the APPU / UPU Reform Working Group

Workstream 2 (WS 2), Sub-item 13.2.1: Updated Duty Statement (Position Description) for Secretary General

Presentation by New Zealand

1. Subject	References/paragraphs
<p>Informing the EC, via the Reform WG, on:</p> <ul style="list-style-type: none"> - the background and process for updating the Duty Statement (Position Description (PD)) of the Secretary General (SG) - the final draft PD, including four matters requiring decisions - the roles of the Reform WG, the EC Plenary and the Bureau in finalising the PD 	<p>§ 1</p> <p>Appendices 1 – 2</p> <p>§§ 3 – 5</p>
2. Decisions expected	
<p>The EC, via the Reform WG, is asked to:</p> <ul style="list-style-type: none"> - note the background and process for updating the Duty Statement (Position Description (PD)) of the Secretary General (SG) - note the final draft PD, including four matters that the Reform WG has made decisions on for endorsement by the EC - approve the draft PD, including the Supplementary Information that assists governments and applicants when submitting candidatures for the role - approve the amendment to the General Regulations of the APPU Bureau relating to the revised PD - note the administrative work to be undertaken by the Bureau to conclude this Reform WG activity 	<p>§ 1</p> <p>Appendices 1 – 2</p> <p>Appendix 1</p> <p>§ 3.2.1</p> <p>§ 5</p>

1. Background

- 1.1 Initiative 8.5 in Workstream 2 of the Reform WG required the Duty Statement (Position Description (PD)) of the Secretary General (SG) to be updated. This work was scheduled to be undertaken prior to the 2021 APPU Congress. Once updated, the documentation would be part of the material used in the call for applications for the role. This process was outlined at the 2020 EC meeting (EC 2020 Doc 20 refers).
- 1.2 Following the 2020 EC meeting there was a full consultation among APPU members regarding the PD. An updated document has been developed that members generally agree with. It is attached at Appendix 1.
- 1.3 There are some areas that need to be addressed before the PD can be formally adopted.

2. Actions to be taken by various parties

2.1 EC 2021 Doc 13.2.1 sets out the actions to be taken by various parties as follows.

(i) Reform WG

The Reform WG meeting on 30 June will :

- (a) consider and make recommendations on the areas of the draft PD that still require decisions;
- (b) consider and recommend an amendment to the General Regulations of the APPU Bureau for the replacement of the current description of duties for the SG by the updated draft version.

(ii) EC Plenary

The EC Plenary meeting on 20 July will be asked to:

- (a) approve the draft PD and the recommendations from the Reform WG on areas where decisions are required; and
- (b) approve the amendment to the General Regulations of the APPU Bureau whereby the current description of duties for the SG is replaced by the updated version of the PD .

(iii) Bureau

The Bureau will:

- (a) make the physical amendment to the General Regulations of the APPU Bureau; and
- (b) update the information documentation that will be used for the calling of applications for the role prior to the 2022 APPU Congress.

3. Reform WG action

3.1 Decisions required on draft PD

3.1.1 There are four decisions required in the draft PD. They all relate to “Part 2: Experience and Qualifications”.

3.1.2 Appendix 2 sets out the current text and the proposed amendments for each of the elements concerned. There is also guidance for WG members on the type of decision required i.e., consensus is the strong preference with no support for any of the matters to be assigned to a Working Group for study (if consensus cannot be reached).

3.1.3 The taking of decisions on the four proposals will be done during the Reform WG meeting and then report to the EC Plenary via an appropriate recommendation.

3.2 Amendment to General Regulations of the APPU Bureau

3.2.1 Article 9 of the General Regulations of the APPU Bureau (Hong Kong 2012) sets out the duties and responsibilities of the SG. In principle, the revised PD (if approved by the EC) should replace the current text of Article 9. However, it is suggested that the following approach is taken to how the amendment is made to the General Regulations of the APPU Bureau.

- (i) In Article 9 the key operational elements of the role would be recorded i.e.,
 - Part 3: Purpose of Position
 - Part 4: Main Focuses of Position
 - Part 5: Key Result Areas
- (ii) A Footnote would be inserted to the effect that the full Position Description is appended to the General Regulations, including the Supplementary Information that is available for guidance to governments and candidates when there are calls for applications to fill the role.
- (iii) The Appendix – as described in sub-paragraph (ii) above would be drafted.
- (iv) A text would be added to the General Regulations indicating the process for reviewing and amending the Position Description.

4. EC Plenary

4.1 Approval of draft PD

4.1.1 When the Reform WG has made its decisions on 30 June, a document seeking EC approval of the draft PD (including the decisions made on the four proposals at Appendix 2) will be submitted as part of the Reform WG report to the EC Plenary.

4.2 Approval of amendment to the General Regulations of the APPU Bureau

4.2.1 The draft amendment to the General Regulations of the APPU Bureau will be finalised following the Reform WG meeting. It will also be submitted to the EC Plenary for approval as part of the Reform WG report.

5. Bureau

5.1 Amendment of General Regulations of the APPU Bureau

5.1.1 The Reform Consultant will work with the Bureau following the EC Plenary meeting to make the necessary changes to the General Regulations of the APPU Bureau.

5.2 Information documentation used in calling for applications for the SG role

5.2.1 The Reform Consultant will also assist the Bureau, if required, to ensure that the material used in calling for applications for the SG role is aligned with the terminology and style of the updated PD.

Appendix 1

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

DRAFT FOR 2021 EC APPROVAL

***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:	Refer to EC 2021 Doc 13.2.1 Appendix 2 for decision required on “Academic”
Experience:	Refer to EC 2021 Doc 13.2.1 Appendix 2 for decision required on “Experience”
Age:	Refer to EC 2021 Doc 13.2.1 Appendix 2 for decision required on “Age”

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.

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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

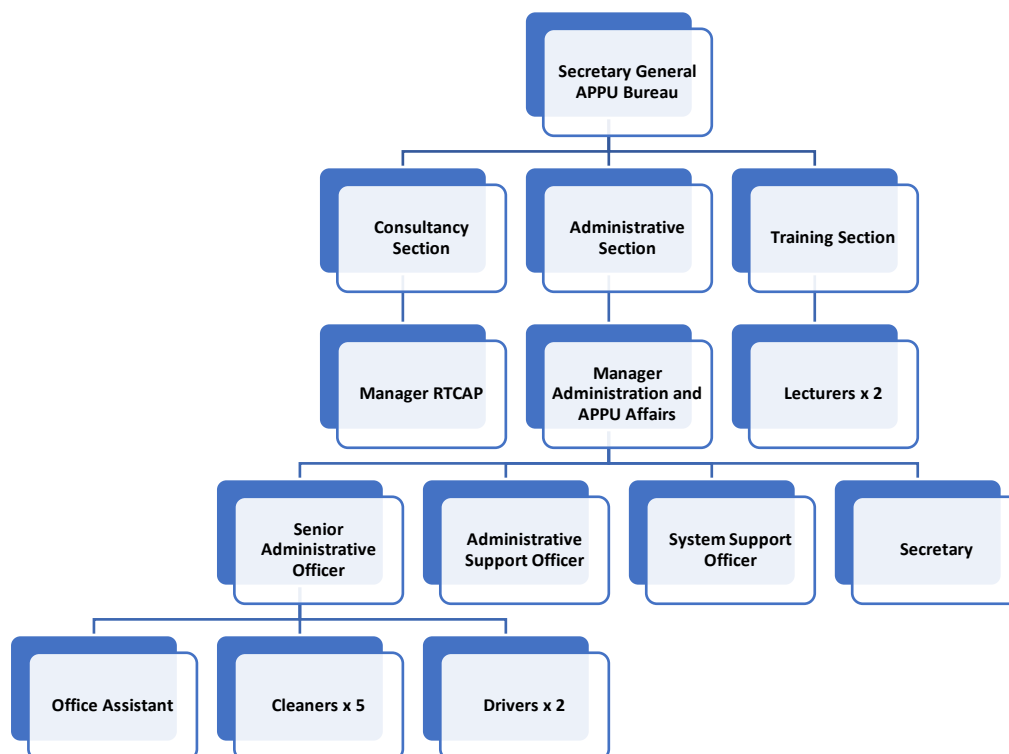
To provide member governments and candidates with additional context for the position of Secretary General, a separate document has been prepared viz., **"Important Background Information for Governments and Candidates"**. It is recommended that the document be read in conjunction with the Position Description.

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 1

Appendix to Position Description

APPU Bureau Organisation Chart (24 November 2020)



Appendix 1

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.

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- 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.

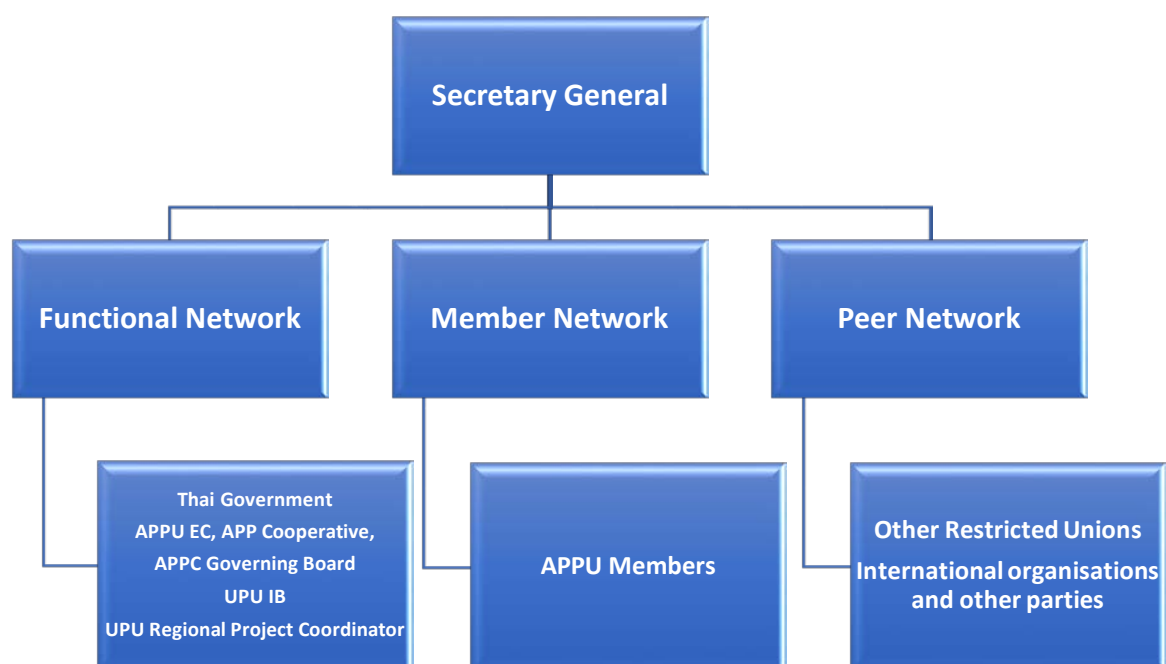
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- **Task**
 - Strategic Thinking: identifies issues and opportunities, and develops solutions with long-term viability.
 - Business Perspective: manages their area of responsibility as a business operation and unifies business units with the strategic 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 1

Appendix to Supplementary Information

Internal and External Stakeholder Groupings for APPU Secretary General



Appendix 2

Appendix 2 requires the Reform WG to consider proposed amendments to the PD and recommend options to the EC.

The proposed amendments all relate to “Part 2: Experience and Qualifications”. There are four areas where amendments have been proposed.

Proposal No. 1

PD element: “Academic”

Summary of proposed amendment: four additional fields of experience have been proposed (i.e., economics, law, science, logistics)

Options for Reform WG: choose either:

- (i) No change (i.e., choose the text in “Current Text” column); or
- (ii)
- (iii) Add one or more of the proposed additional fields of experience (economics, law, science, logistics)

Guidance for Reform WG: a consultation of members indicated that a consensus decision would be accepted to decide this matter. There was no support for a Working Group to review the matter if consensus could not be achieved on a change.

Summary of material for consideration

Proposal No.	Subject	Current Text	Proposed Text	Comment
1	Academic	Holds a university degree or equivalent tertiary qualification in business, education, accounting or marketing (an advantage but not essential)	Holds a university degree or equivalent tertiary qualification in such fields as economics, law, science, logistics , ⁵ business, education, accounting or marketing (an advantage but not essential)	Broadens the academic background applicable, theoretically increasing the number of potential candidates.

⁵ “Logistics” was proposed as an additional field of experience when the final draft was circulated for information. The Reform WG agreed to accept it as an additional element.

Appendix 2

Proposal No. 2

PD element: “Experience” (1st clause)

Summary of proposed amendments: four variants have been proposed regarding fields of experience for candidates. All the proposals appear relevant. As mentioned in the “Comment” column, Variant 4 (Line 2.4) is a combination of the other three variants.

Options for Reform WG: choose either:

- (i) No change (i.e., choose the text in “Current Text” column); or
- (ii) One of the four Variants as set out in Lines 2.1 to 2.4

Guidance for Reform WG: a consultation of members indicated that a consensus decision would be accepted to decide this matter. There was no support for a Working Group to review the matter if consensus could not be achieved on a change.

Summary of material for consideration

Proposal No.	Subject	Current Text	Proposed Text	Comment
2.1	Experience (1 st clause)	Has had practical experience in management or executive training	Variant 1: Has had significant practical experience in management or executive training	Proposal brings some emphasis to the requirement for practical experience.
2.2	Experience (1 st clause)	Has had practical experience in management or executive training	Variant 2: Has had practical experience in management /... / in the postal sector or related business, or in the administrative sector	Proposal focuses on management (as opposed to management and training) and defines the fields where management time has been spent.
2.3	Experience (1 st clause)	Has had practical experience in management or executive training	Variant 3: Has had practical experience in management or executive training. In addition, experience in a coordinating role in an international postal organisation is relevant (as a preferred aspect).	Proposal extends the field of prior experience to include working in a coordinating role in an international postal organisation.
2.4	Experience (1 st clause)	Has had practical experience in management or executive training	Variant 4: Has had significant practical experience in management or executive training in the postal sector or related business, or in the administrative sector. In addition, experience in a coordinating role in an international postal organisation is relevant (as a preferred aspect).	Variant 4 is a combination of Variants 1, 2 and 3. It provides the broadest prescription of relevant experience. As such, it might be regarded as an acceptable way of recognising the merit in the other three Variants.

Appendix 2

Proposal No. 3

PD element: “Experience” (2nd clause)

Summary of proposed amendments: three options have been proposed for the length of time a candidate should have served in a senior position in the postal sector.

Options for Reform WG: choose either:

- (i) No change (i.e., choose the text in “Current Text” column); or
- (ii) One of the three Variants as set out in Lines 3.1 to 3.3

Guidance for Reform WG: a consultation of members indicated that a consensus decision would be accepted to decide this matter. There was no support for a Working Group to review the matter if consensus could not be achieved on a change.

Summary of material for consideration

Proposal No.	Subject	Current Text	Proposed Text	Comment
3.1	Experience (2 nd clause)	Has held a senior position in the postal sector for at least five years	Variant 1 /... /	Although Variant 1 deletes the requirement for any specified length of service, it is a proposal that was tabled with two other proposals (i.e., Proposal No. 1 and Proposal No. 2 (Variant 2). As such, the member proposing this amendment considered that there was sufficient material covering experience required.
3.2	Experience (2 nd clause)	Has held a senior position in the postal sector for at least five years	Variant 2 Has held a senior position in the postal sector for at least /... / seven years	The member proposing this amendment is of the view that the requirement of the SG to contribute to the improvement of postal affairs of member countries is better achieved by a longer period of postal sector experience (i.e., seven years as opposed to five years).
3.3	Experience (2 nd clause)	Has held a senior position in the postal sector for at least five years	Variant 3 Has held a senior position in the postal sector for at least /... / ten years	The member proposing this amendment considers it vital that the SG has a strong postal background to understand the complexities of the sector and foster opportunities within the APPU. Accordingly, the member considers that 10 years’ experience would ensure that candidates have sufficient depth of knowledge and experience to undertake the role.

Appendix 2

Proposal No. 4

PD element: “Age”

Summary of proposed amendment: this is a new provision i.e., currently there is no age criterion in the material that calls for applicants for the SG role.

Options for Reform WG: choose either:

- (i) Status quo i.e., there is no age criterion included in the PD; or
- (ii) The proposal as set out in the “Proposed Text” column.

Guidance for Reform WG: a consultation of members indicated that a consensus decision would be accepted to decide this matter. There was no support for a Working Group to review the matter if consensus could not be achieved on a change.

Proposal No.	Subject	Current Text	Proposed Text	Comment
4.1	Age (new provision)	No existing text	Age: applicants should be 40 years of age or older (guideline only)	This new provision is to ensure, to the extent possible, that candidates have adequate experience and maturity.