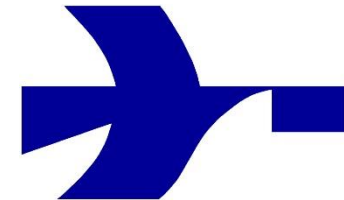


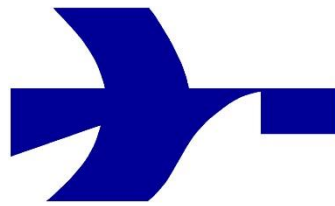
# APPU/UPU Reform Working Group Meeting

**Continuity Presentation**

**ASIAN-PACIFIC POSTAL UNION EXECUTIVE COUNCIL MEETING**  
**8 July 2020 , Online Session**



## Opening Remarks



## **Agenda (EC 2020 Doc 15.0)**

**Seven documents, in the order on Doc 15.0**

### **Reports**

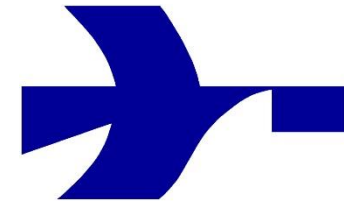
- **Doc 15.2 (Workstream 2)**
- **Doc 15.3.1 (Workstream 3 – implementing 2018 member survey)**
- **Doc 15.3.2 (Workstream 3 – deferred work items)**
- **Doc 15.1 (Workstream 1)**

### **Documents of some significance**

- **Doc 15.5 (Assignments from Tokyo meeting)**
- **Doc 15.4.2 (Relocation of the RTCAP)**

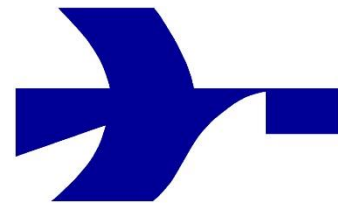
### **Document of significance**

- **Doc 15.4.1 (Creating a sustainable future for the College)**

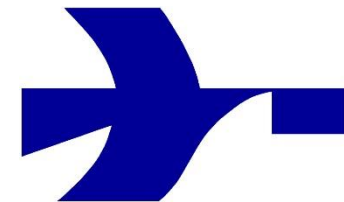


**Secretary General**

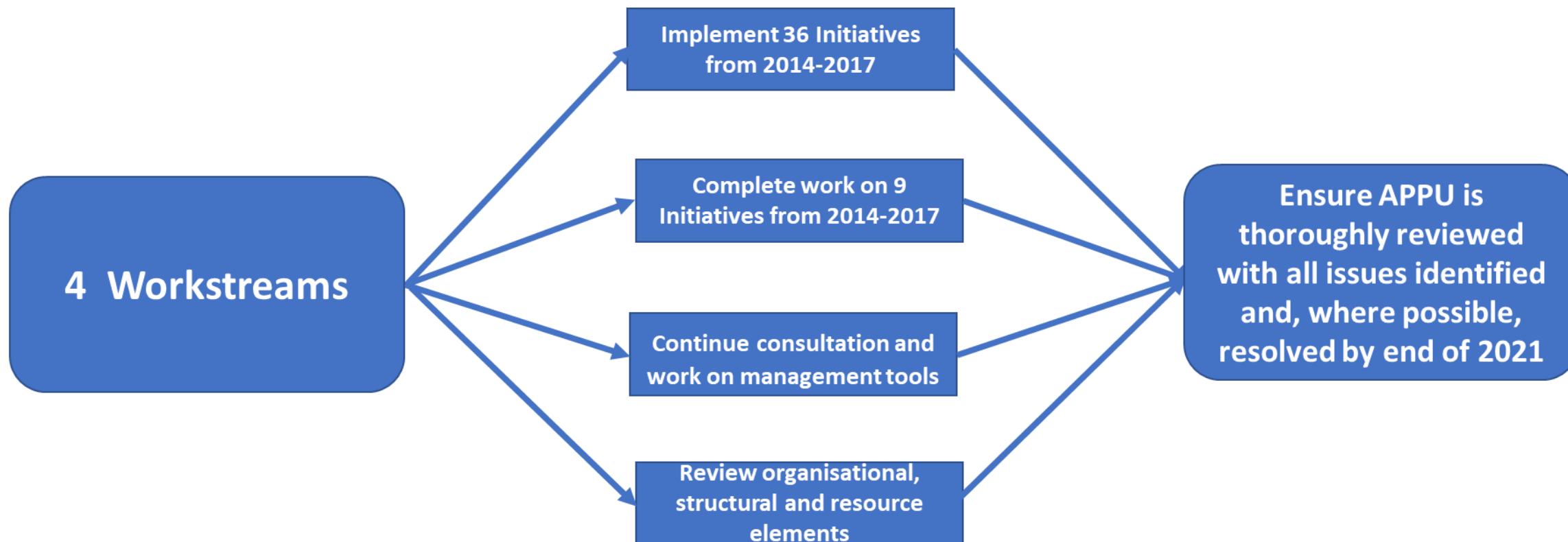
# The Reform Programme



- Basics of management (studied 2014-2017)
  - Now implementing 36 Initiatives (WS 1)
  - Completing 9 Initiatives (WS 2)
- Continue to focus on basics of management
  - Further member consultation (WS 3)
  - Development of simple tools (WS 3)
- What sort of organisation will the new Director / Secretary General be “given” in 2022?
  - Review structure, organisation, resourcing (WS 4)
    - RTCAP
    - Bureau
    - APP

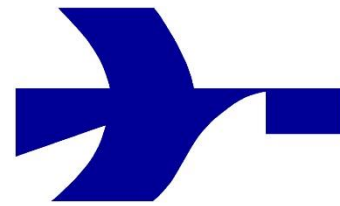


## Another view of the Reform Programme



**Continued focus on basic issues, plus organisational, structural and resource review**

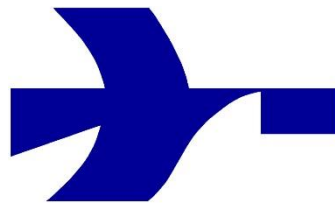
## Report on WS 2 – 9 “Carry-Over” Initiatives (EC 2020 Doc 15.2)



- **WS 2 – 9 Initiatives not completed in 2014-2017 cycle – to be completed 2018-2021**
- **Current status**
  - Completed: 5
  - Under action: 2
  - Deferred to 2021 due to subject matter: 2
- **Under action items (will be dealt with if 2021 budget is approved)**

Number	Initiative Description
8.5	Update Duty Statement for the Secretary General
8.6	Process for EC Chair to set objectives for the Secretary General and Bureau and assess whether they have been met

## EC 2020 Doc 15.2: Decisions Expected

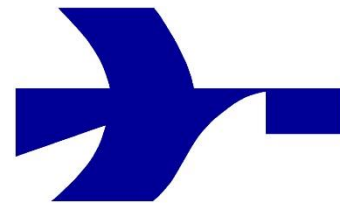


**note** the two Initiatives that have not been actioned following the Tokyo EC meeting

**note** that the two Initiatives will be dealt with if the 2021 budget is approved by the 2020 EC meeting



# Report on WS 3 – Update on 2018 Membership Survey (EC 2020 Doc 15.3.1)

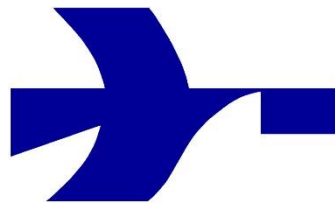


- 37 action items from Member Survey in 2018 – status in table (Tokyo figures in brackets)

Status Ref.	Status	No. of Actions
1	Ongoing action item	7 (6)
2	Under action	7 (13)
3	Completed and awaiting feedback	0 (4)
4	Completed	14 (6)
5	No action required	9 (8)

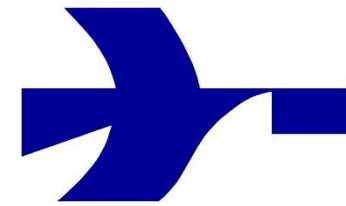
- Highlights
  - Under action reduce from 13 to 7
  - Completed increase from 6 to 14

## EC 2020 Doc 15.3.1: Decisions Expected



- **note** the status of actions arising from the 2018 membership survey
- **note** that since the Tokyo EC meeting:
  - Under Action items have reduced from 13 to 7; and
  - Completed items have increased from 6 to 14

## Report on WS 3 – Work Deferred to 2020 (EC 2020 Doc 15.3.2)

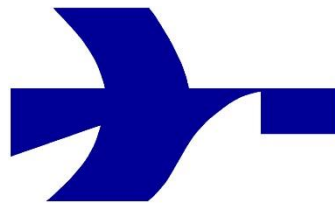


- Three work areas had to be deferred because of workload – from 2018 to 2019, and now to 2020.
- Status is in table

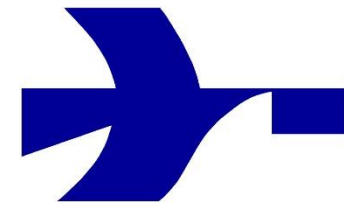
No.	Activity	Position at 2019 EC Meeting	Position at 2020 EC Meeting
1	Template documentation	A change in Bureau staff impacted progress; however, a significant amount of template material was still developed.	Activity has continued, albeit as more of an informal nature in passing on general business experience and methods for business evaluations.
2	Review Rules of Procedure, Regulations, etc	Work not started.	Work not started, but resource identified to manage and develop the material with guidance from the Consultant.
3	APPU Website enhancement	Work not started.	Assigned to the Bureau IT review as part of its needs analysis.

- Subject to budget approval work will continue on Items 1 and 2

## EC 2020 Doc 15.3.2: Decisions Expected



- **note** the background to the three areas of work that have been deferred to 2020 by the 2018 and 2019 EC meetings
- **note** the current status of the three areas of work
- **note** aspects of business knowledge and experience that have been passed on to the Bureau through some diversion of focus and effort by the Consultant and the Manager Administration and APPU Affairs
- **note** identification of resource to manage and develop the review of Rules of Procedure, Regulations, etc
- **note** the future plan for Workstream 15.3.2



- Report on WS 1 – WS 1: Monitoring Implementation of 36 Agreed Initiatives (EC 2020 Doc 15.1)

### Budget Performance

Period / Element	Actual / Estimated Expenditure	Budget Available	Actual v Budget
Unspent budget carried forward from 2019		15,248	
1 Jan to 30 Jun 2020	20,450	9,820	-4,618
1 Jul to 31 Dec 2020 (estimated)	23,900	9,820	14,080
Total (1 Jan to 31 Dec 2020)	44,350	34,888	9,462

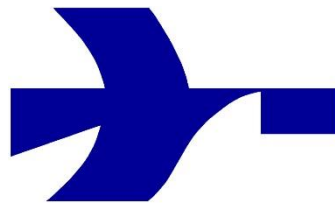
- We knew we would be overspent; HLSD created significant new workload that had to be done in 2020. Overspending will be covered from 2021 budget with short-term help from ASRF in late 2020.

### Activity Performance

Action Status	No. of Initiatives
Completed	11
Behind Schedule	20
Consequential to a "Behind Schedule" Initiative	2
Not a priority for the Consultant	3

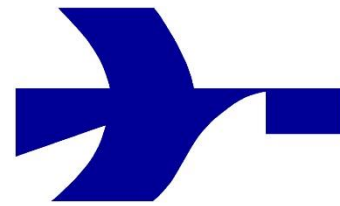
- Basically, no progress since Tokyo – further explanation in next document (15.5)

## EC 2020 Doc 15.1: Decisions Expected



- **note** the background and updated information in EC 2020 Doc 15.1
- **note** that, for 2020, Reform activity is forecast to be US\$9,462 over budget, this being an expected outcome and one which will be covered from 2021 budget
- **note** the significant shift to work either directed by the 2019 Tokyo EC meeting, or required as part of the preparation for the 2020 EC and GB meetings
- **note** that the core work programme (the 36 Initiatives) is now behind schedule but can be addressed if the 2020 EC approves the Finance Committee's recommendation regarding budget for the work

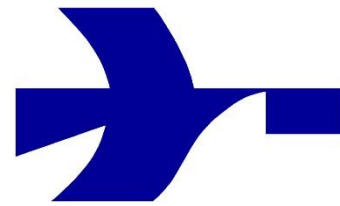
# Assignments from the 2019 Tokyo EC Meeting (EC 2020 Doc 15.5) - 1



- Doc 15.1 and Doc 15.5 strongly linked – Doc 15.5 tells us why there was no progress in Doc 15.1

Table 1: Reform Activities: 9 September 2019 to 28 June 2020			
Activity Area	Hours	% of Work	Origin of Activity
Reserve Funds	110.25	19%	Tokyo EC
Miscellaneous financial analyses	38	6%	Tokyo EC (Res. Funds)
High Level Strategic Discussion	160.75	27%	Tokyo GB
Renovation Project	105.75	18%	Tokyo EC
Archiving project	3.25	1%	Tokyo EC
Privileges and Immunities Clarification	16.5	3%	Da Nang EC
Review of APPU Acts (pre-Congress)	4.75	1%	2021 APPU Congress
General matters re 2020 EC meeting	41.25	7%	2020 EC
General matters re 2020 GB meeting	89.25	15%	2020 GB
General WG matters	3.5	1%	Reform WG
Administration / management of WS 4	13.5	2%	Reform WG
<b>Total</b>	<b>586.75</b>		

# Assignments from the 2019 Tokyo EC Meeting (EC 2020 Doc 15.5) - 2



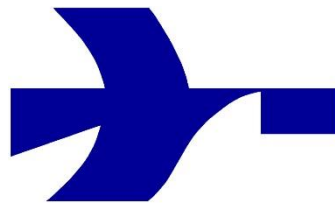
- Tokyo has had a major impact on how the Reform budget and resource has been used
- We do what we have to do, we do what we are asked to do!

Table 2: Summary of Activity Source		
Source	% of Work	Grouped
Tokyo EC	44%	71%
Tokyo GB	27%	
2020 EC	7%	22%
2020 GB	15%	
Other	7%	7%

- Tokyo work has produced results
  - Reserve Funds – policy, operational rules, minimum financial levels, financial tools for managing funds, Business Case development and consultation for Renovation Project
  - HLSD on creating a sustainable future for the College – preparation for meeting, sector research, financial analyses (historic, current, future), stakeholder consultations, management of Discussion, development of implementation plan and budget
    - preparation of online sessions and reporting for Governing Board and Finance Committee
- Tokyo work has confirmed Bureau capability to assist and lead on ad hoc tasks

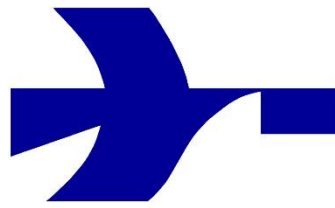


## EC 2020 Doc 15.5: Decisions Expected



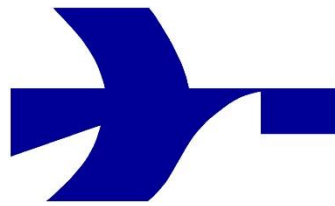
- **note** the unplanned activities arising from decisions taken at the 2019 Tokyo EC meeting that significantly impacted the Reform WG core work programme
- **note** the topline details of the work undertaken since the Tokyo meeting
- **note** the ability to complete the Reform WG core work programme
- **note** the possibility of reducing external consultancy costs through focus and training of existing Bureau capability to undertake financial analysis work
- **agree** that the Bureau, under the guidance of the Reform Consultant and, to the extent possible, undertakes more research and analysis work associated with the performance of the business

## Relocation of the RTCAP (EC 2020 Doc 15.4.2) - 1



- RTCAP has successfully relocated to Bangkok! – Mr Tan has already added value to the Bureau – but we knew he would! There is no doubt the relocation has been successful so far.
- Now, we'll share a story about a young manager, a huge success, and an old manager

## Relocation of the RTCAP (EC 2020 Doc 15.4.2) - 2



When I was a young manager, I can remember saying at a meeting that a change we had made was a huge success. There was an old manager sitting at the back of the room when I said this. I could see him smiling, nodding.

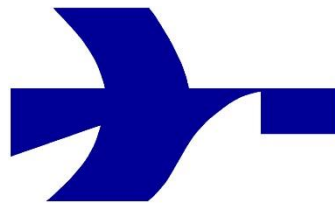
After the meeting finished, he came up to me and introduced himself. He said **“I am pleased that the change you made was a huge success. Just one question – how do you know it was a huge success? – I’m interested in how you have measured the situation before the change, and then the situation after the change”**

**“People are working harder, productivity has increased, we have removed duplication”** I said.

**“That’s great”** the old man said **“so you could show me your statistics and records of before the change and after the change?”**

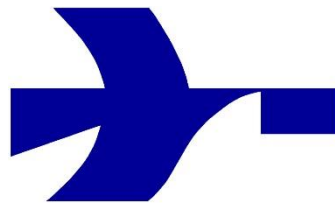
I knew then that I had a problem. I had not benchmarked where we started, nor had I recorded where we finished. I didn’t know whether the change had been successful. I just said it was.

## Relocation of the RTCAP (EC 2020 Doc 15.4.2) - 3



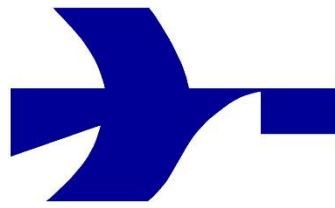
- **Why the story?** - in a few years' time we might be proposing to replace Mr Tan when he retires. There could be an old manager who will ask three questions.
  - Tell me what the Union gained by bringing Mr Tan to Bangkok?
  - What was the role when he arrived, and what is it now?
  - What would happen if Mr Tan was not replaced?
- **If the Bureau can answer these questions with good data, then two things will be beyond doubt.**
  1. Whatever the Bureau is proposing will be based on solid fact.
  2. The Bureau proposal will be approved.
- **And this little story is really what Doc 15.4.2 is about. The document says.**
  - Mr Tan and his wife arrived in Bangkok ahead of schedule and settled in to the new location.
  - Mr Tan is in Bangkok to:
    - enhance knowledge and experience in the Union
    - confirm the purpose of how his role develops in the Bureau
    - provide a case for the role being continued, or not, when he retires.
  - The Working Group suggested, at Tokyo, that a small team could be set up to maintain close review of the benefits gained from relocation, including costs saved. However, instead of setting up a small team, let's leave it to the Bureau to:
    - design and keep a record of the relocation experience of the RTCAP
    - identify benefits and cost savings from the relocation
    - progressively define the role as it develops
    - let the EC or Congress know, through the Reform Working Group, about the relocation experience.

## EC 2020 Doc 15.4.2: Decisions Expected



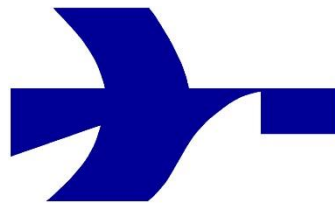
- **note** the actual relocation of the RTCAP from Singapore to Bangkok was successfully completed ahead of schedule
- **note** the factors and benefits on which the case to relocate was based
- **note** the proposed manner for monitoring the benefits of relocation
- **agree** that the next steps for the direction and evaluation of the relocated RTCAP will be managed by the Bureau with annual reporting to the EC or Congress via the Reform WG

## Sustainable Future for the College (EC 2020 Doc 15.4.1) – 1



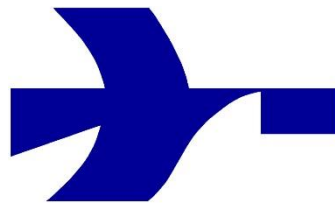
- One of the most important documents in Union's history
- Tokyo EC directed a full review of the College – driven by financial issues
- Very complex exercise – significant piece of work for the Reform WG

## Sustainable Future for the College (EC 2020 Doc 15.4.1) – 2



- Yes, very complex assignment – why?
  - What has to be changed to create a sustainable future?
  - How do you find and confirm what has to be changed?
  - **The problem is financial – but the solution is not financial – it is something else**
- Start by involving key parties – create awareness of issues, background, possible solutions – get input
  - HLSD preparation and discussion, key decisions taken at HLSD

# Sustainable Future for the College (EC 2020 Doc 15.4.1) – 3



## HLSD Decision 1

- Timing for assignment – May 2020 (commencement) to January 2022 (implementation)
  - Part 1: Drafting of detailed action plan – 31 May 2020 (Doc 15.4.1)
  - **Part 2: EC consider / make decision on action plan at the Online Session 22 July – as recommended by the Reform WG**
  - Part 3: Assignment activities undertaken – from July 2020 onwards
  - Part 4: Implementation – from 1 January 2022

## HLSD Decision 2

- Management of process – under the EC via the Reform WG

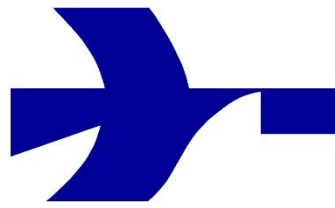
## HLSD Decision 3

- Reporting – to the EC as required

## HLSD Decision 4

- Independence and expertise – external resource can be used for technical review and independent assessment





- **Sustainable Future for the College (EC 2020 Doc 15.4.1) – 4**

### **HLSD Decision 5**

- Resource for Part 1 – Reform Consultant

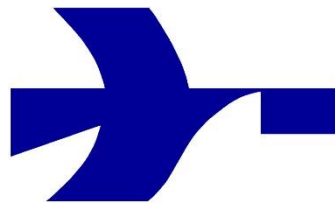
### **HLSD Decision 6**

- Budget – costs incurred in 2020 and 2021, but can only get funding in 2021 budget.
- Use ASRF for short-term funding and replenish ASRF from 2021 budget
- Member contribution unit does not change

### **HLSD Decision 7**

- Draft action plan and budget to be submitted to 2020 EC via Reform WG (Doc 15.4.2)

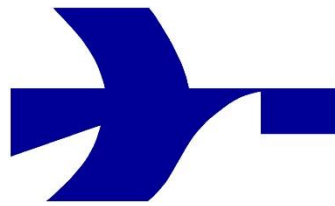
# Sustainable Future for the College (EC 2020 Doc 15.4.1) – 5



## The Action Plan: timing

Appendix 2: Broad Timing of Four Phases for Assignment																						EC 2020 Doc 15.4.1 Appendix 2				
		2020									2021												2022	2023	2024	2025
	Est'd Hours	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec					
Phase 1 (Detailed Action Plan)	35																									
Phase 2 (Short-Term Focus)	151																									
Phase 3 (Longer-Term Focus)	277																									
Phase 4 (HLSD 2 - Pause and Review)	50																									

# Sustainable Future for the College (EC 2020 Doc 15.4.1) – 6



## The Action Plan: what happens in each phase?

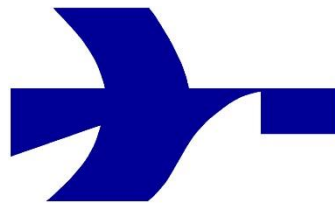
**Phase 1:** draft action plan and budget for EC approval

**Phase 2:** short-term focus, discover the fundamentals and health of the business – could identify the business model for a sustainable future - will identify obstacles / issues

**Phase 3:** longer-term focus – takes the information discovered in Phase 2 and applies greater scrutiny

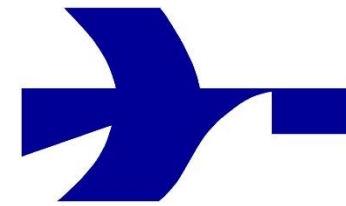
**Phase 4:** completion and preparation for a further HLSD

## Sustainable Future for the College (EC 2020 Doc 15.4.1) – 7



### The Action Plan: what is the work that will be undertaken?

- **Remember** – we don't know what needs to be changed to create a sustainable future
- The approach is a standard business review in Phases 2 and 3.
- Appendix 1 sets out the activities in great detail – Appendix 4 has the activity in briefer form and shows how Phases 2 and 3 are inter-related

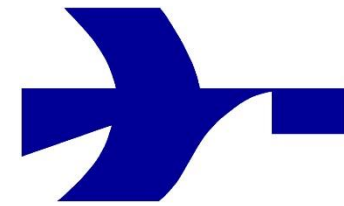


# Sustainable Future for the College (EC 2020 Doc 15.4.1) – 8


## The Action Plan: what is the work that will be undertaken?



# Sustainable Future for the College (EC 2020 Doc 15.4.1) – 9

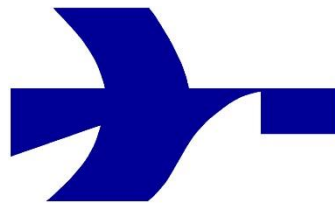


## Budget

- Detailed budget is at Appendix 3
- Summary of four Phases in Table 
- Cost is divided between 2020 and 2021
  - 2020: \$17,750
  - 2021: \$ 7,900
- If Phase 2 produces information that might lead to an unexpected solution, then the more expensive Phase 3 would be reviewed / modified
- Actual cost of the work has been covered in Doc 15.1 re the budget for 2020 and 2021 (with short-term use of the ASRF for overspending in 2020)
- The work on the sustainable future for the College does not increase the member contribution unit

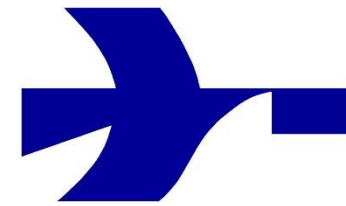
Phase	Estimated Hours	Estimated Cost (USD)
1	35	1,750
2	151	7,550
3	277	13,850
4	50	2,500
Total	513	25,650

## Sustainable Future for the College (EC 2020 Doc 15.4.1) – 10



### Personnel

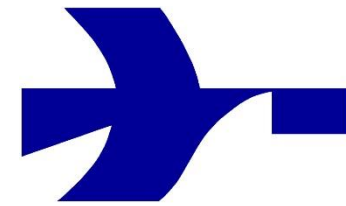
- Phase 1 (and lead-up work) has been undertaken by the Reform Consultant
- Bureau nominates the Reform Consultant to undertake Phases 2, 3 and 4
  - Considerable experience in looking at businesses and understanding issues and options
  - In-depth knowledge and experience in working with APPU
- Bureau requests the Reform Consultant to co-opt Bureau staff to assist on parts of the action plan to the extent that they are available to do so
  - Subject matter knowledge and experience of value to the assignment
  - Excellent personal development opportunity in terms of how to think about business issues and identify “cause / effect / solution”



## EC 2020 Doc 15.4.1: Decisions Expected - 1

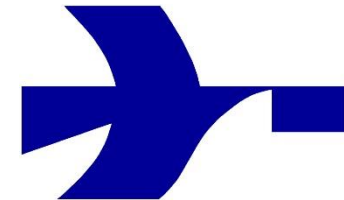
- **note** the Tokyo EC decision that requested the Bureau to prepare for a meeting of key parties to take a strategic view of the College and how a sustainable future might be created, and the background to this decision
- **note** the holding of the meeting of key parties (HLSD)
- **note** the decisions made by the HLSD
- **approve** the detailed action plan, including budget, that has been prepared at the request of the HLSD
- **note** the different activities and points of focus in the four Phases of the detailed action plan



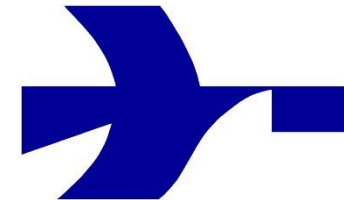


## EC 2020 Doc 15.4.1: Decisions Expected - 2

- **note** the draft budget for the assignment, including phasing of expenditure and budget coverage
- **note** there will be no increase to the current member contribution unit of US\$2,650 as a result of the Consultancy budget
- **note** the relationship between Phases 2 and 3 that creates a natural activity and cost control
- **approve** Phases 2, 3 and 4 being undertaken by the Reform Consultant, Mr Mark Lawley
- **agree** that, to the extent possible, Bureau resource is co-opted to assist with activities in the action plan



**Any other business**



**Recap and close**