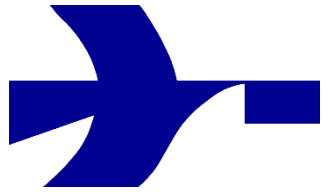


APPU / UPU Reform Working Group
Presentation of EC 2021 Doc 13
(Report on the Working Group Meeting of 30 June 2021)

**Presented by: Lindsay Welsh,
WG Chair (New Zealand)**

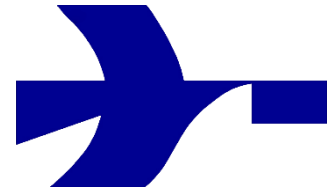
ASIAN-PACIFIC POSTAL UNION EXECUTIVE COUNCIL MEETING
20 July 2021 , Online Session



Introduction

- **Reform WG met on 30 June – 21 members and one observer participated**
- **Agenda – nine documents and one presentation**
- **Report on all matters covered – EC 2021 Doc 13**
- **Presentation covers**
 - **key points**
 - **selection of the main decisions**

Workstream 1 (WS 1) – Budget and implementation of 36 Initiatives approved in Tehran, 2017 (Doc 13.1)



Budget

- Reform expenditure at 31 May 2021 – in line with budget – and expected to be in line with budget at end of year (unless unforeseen activities are assigned to the Consultant)

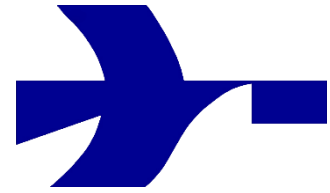
EC is asked to **note** the budget position

Implementation of 36 Initiatives approved in Tehran, 2017

- Behind schedule due to other priority work
- Changes to working arrangements should see this improve by December 2021

EC is asked to **note** the activities position for the 36 Initiatives approved in Tehran, 2017

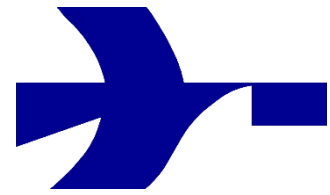
WS 2 – Nine Initiatives assigned for completion by the Tehran Congress (Doc 13.2)



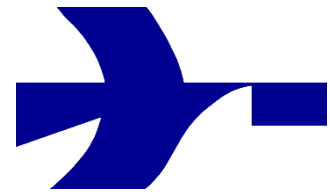
- Five of the nine Initiatives were completed by last year
- Two Initiatives to be actioned in 2022 due to the nature of the subject matter
- The other two Initiatives are covered in separate documents i.e.,
 - Initiative 8.5 - Update the Duty Statement for the Secretary General; and
 - Initiative 8.6 - Process for EC Chair to set objectives for the Secretary General and Bureau and assess whether they have been met

EC is asked to **note** the position with the nine Initiatives assigned for completion by the Tehran Congress

WS 2 - Initiative 8.5 - Update the Duty Statement for the SG (1) – Actions to be taken by various parties (Doc 13.2.1)



Reform WG	EC Plenary	Bureau
<p data-bbox="491 454 695 486">30 June 2021</p> <p data-bbox="264 591 453 624">Reform WG:</p> <p data-bbox="264 725 924 853">made decisions for EC endorsement on four matters in the draft PD that required decisions</p> <p data-bbox="264 958 924 1229">considered and recommended an amendment, for approval by the EC, 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 of the PD</p>	<p data-bbox="1233 454 1437 486">20 July 2021</p> <p data-bbox="1001 572 1437 605">EC Plenary is being asked to:</p> <p data-bbox="952 709 1612 838">endorse the decisions made by the Reform WG on four matters in the draft PD that needed finalising</p> <p data-bbox="952 939 1276 972">approve the draft PD</p> <p data-bbox="952 1076 1612 1296">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</p>	<p data-bbox="1870 454 2074 486">August 2021</p> <p data-bbox="1638 591 1824 624">Bureau will:</p> <p data-bbox="1638 725 2298 811">make the physical amendment to the General Regulations of the APPU Bureau</p> <p data-bbox="1638 915 2298 1086">update the information documentation that will be used for the calling of applications for the role prior to the 2022 APPU Congress</p>



WS 2 - Initiative 8.5 - Update the Duty Statement for the SG (2) – Endorsement of 4 WG decisions (Doc 13.2.1)

The area of the PD where the decisions were required was Part 2 “Experience and Qualifications”.

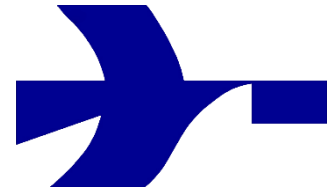
- First WG decision – four new fields of **academic** study added i.e., **economics, law, science and logistics**.
- Second WG decision – **experience** factor was redefined.

Has had **significant** practical experience in management or executive training **in the postal sector or related business, or in the administrative sector, or experience in a coordinating role in an international postal organisation is relevant (as a preferred aspect)**.

- Third WG decision – could not reach consensus on any of three proposals to change the length of time a candidate should have in a senior position in the postal sector. Current period of five years retained.
- Fourth WG decision - proposal to introduce a guideline minimum age for applicants. This was not adopted.

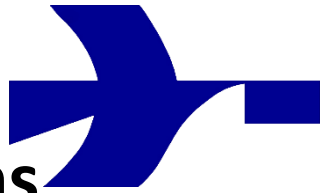
Each of the four aspects was given full consideration. The WG is comfortable to ask for the EC’s endorsement of the four items.

WS 2 - Initiative 8.5 - Update the Duty Statement for the SG (3) – Approval of draft Position Description (PD) (Doc 13.2.1)



- Final draft PD is at Appendix 2 of Doc 13
 - Draft document had full circulation throughout the consultation process.
 - Available to members in final draft form for some weeks
 - Significant work done to thoroughly review the three documents that had either been used previously or had been referred to
 - Very detailed process followed to eliminate duplication
- Always be something in a document such as this, that a member might wish to improve
- However, at some point, we need to put our pens to one side and approve the PD
- WG believes that now is the time to do that

WS 2 - Initiative 8.5 - Update the Duty Statement for the SG (4) – Approval of amendment to Bureau General Regulations (Doc 13.2.1)



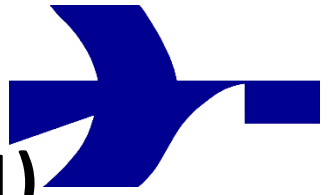
Article 9, Bureau General Regulations is the current Duty Statement for the SG

WG proposes the amendment process (fully documented in Appendix 3 of Doc 13)

Three parts to the amendment of the Bureau General Regulations

1. Replace the current Duty Statement in Article 9 with Parts 3, 4 and 5 of the new PD.
2. Add a Footnote to the new Article 9 that full PD is appended to the Bureau General Regulations, including the “Supplementary Information” document
3. Add a new Article 9 bis, that specifies:
 - the need to regularly review the PD to make sure it reflects current and future needs; and
 - a process for formal approval of the PD prior to calling for applications to fill the role

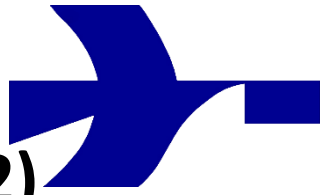
WS 2 – Initiative 8.6 - Process for EC Chair to set objectives for the SG and Bureau and assess whether they have been met (1) - background (Doc 13.2.2)



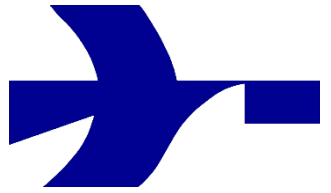
Doc 13.2.2 deals with this matter. The background is as follows:

- The EC has a responsibility to supervise the activities of the Bureau – this should be an active role that sets direction and reviews progress in relation to the agreed direction
- There is no system in place for the Administrative and Consultancy Sections to be supervised by the EC
- A process should be established to actively supervise the business of the Administrative and Consultancy Sections
- The WG supported the principles involved
 - Important for the EC and the Bureau to operate on the basis of agreed expectations and agreed achievement

WS 2 – Initiative 8.6 - Process for EC Chair to set objectives for the SG and Bureau and assess whether they have been met (2) - Decisions (Doc 13.2.2)

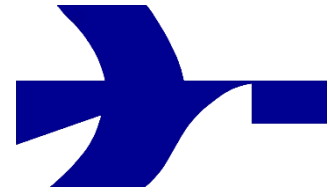


- **note** the focus of EC 2021 Doc 13.2.2 is the Administrative and Consultancy Sections
- **note** the role of the EC to supervise the activities of the Bureau
- **note** the absence of a process that enables the EC to carry out its supervision role in the manner observed between Boards (EC) and CEOs (SG) in business today
- **note** the proposal to develop and implement a supervision process for use from 1 January 2023
- **approve** the EC and the Bureau working together to implement, by 30 June 2022, an objective-setting and performance-assessment process, including the specific goals and objectives to be achieved, to be used by the Bureau from 1 January 2023



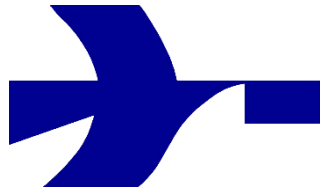
WS 3 – Implementation of 2018 Member Survey (Doc 13.3.1)

- Implementation of the Survey has been completed
- Only one item that needs this meeting's attention i.e., the Survey, again, raised issues with the:
 - content and focus of EC meetings; and
 - synergy, alignment, better use of resources between organs of the Union
- Need to do more than “noting” these repeated issues – specific action should be taken. WG proposes the EC:
 - **approve** the development of specific programmes to address the two key areas (content and focus of EC meetings; synergy, alignment, better use of resources between organs of the Union), and that action and outcomes regarding these matters form part of the accountabilities of the Bureau.



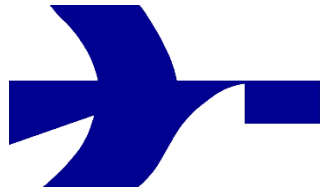
WS 3 – Discontinuation of agenda item for deferred activities (Doc 13.3.2)

- The three deferred items covered in this part of the Reform agenda up until last year, have moved to other streams i.e.,
 - Template documentation for the Bureau – no further need (now part of BAU)
 - Review of APPU governing documentation – now has its own workstream
 - Website enhancement – absorbed into Bureau IT review
- The simple conclusion to this item is for the EC to:
 - **note** that, as the three work items have now been taken care of through other arrangements, this area of activity (i.e., Workstream 3, Sub-item 13.3.2, will be discontinued.



WS 3 – Review of APPU governing documents - 1 (Doc 13.3.3)

- An important part of the reform activity – a lot of good work being done
- Doc 13.3.3 set out key detail of the project
- Over the next 12 months there will be reports and drafts from the team on various governing documents – major assignment
 - A number of the documents need updating – the team will do that
 - We will possibly discover uncompleted actions from the period immediately after the merger of the Central Office and Training College in 2001-2002 – these will be dealt with

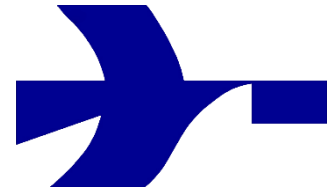


WS 3 – Review of APPU governing documents - 2 (Doc 13.3.2)

The EC to:

- **note** the background to the review of the APPU governing documents
- **note** the following aspects of the assignment:
 - personnel involved
 - purpose
 - scope
 - method
 - timing and initial progress

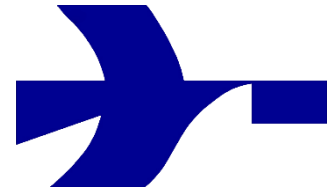
WS 4 – Review of Consultancy Section: direction and evaluation (Doc 13.4.1) - 1



The first of our two items in Workstream 4 is the Bureau's Consultancy Section

- 2020 EC meeting asked for an update on the direction and value of RTCAP
- Unfortunately, the pandemic has prevented a lot of the planned work for the Consultancy Section taking place - thus, a worthwhile report cannot be provided
- Mr Tan has a contract to March 2022. The time until then will be used to do whatever work is possible on value and direction

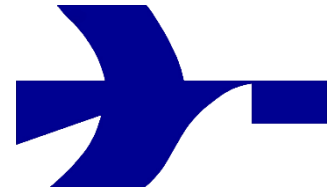
WS 4 – Review of Consultancy Section: direction and evaluation (Doc 13.4.1) - 2



The EC is asked to:

- **note** the relocation of RTCAP from Singapore to Bangkok and the creation of the Consultancy Section as the organisational structure for the unit
- **note** the plan to direct and evaluate the work of the Consultancy Section from July 2020 and provide an update report to the 2021 EC or Congress
- **note** the impact of COVID-19 on the Consultancy Section activities and, in particular, that it has simply not been possible to achieve the intended work on direction and evaluation
- **note** the plan for the next year in terms of direction and evaluation of the Consultancy Section

WS 4 – Sustainable future for the College (13.4.2)



- Current business model is not sustainable – increasing reliance on donor funds and contributions
 - Effectively created a group of providers and a group of receivers, with an undefined group in the middle
 - Unless donor funds and contributions increase, or the training product can be made valuable and necessary for more members, the future will be a shrinking one
- Progress on sustainability has some hard questions for all members. An Alternative Business Model is the initial method of asking these hard questions.
- A verbal report updating the EC on the ABM “discussion”, and next steps, has been made to the Plenary meeting