

Agenda Item 13: APPU / UPU Reform Working Group
Sub-item 13.0 – Report of the APPU / UPU Reform Working Group Meeting

Presentation by New Zealand

1. Subject	References/paragraphs
Informing EC members on: - the discussions, comment and outcomes in the APPU/UPU Reform Working Group meeting of 30 June	§§ 1.1 – 2.4.2 Appendices 2-3
2. Decisions expected The EC is asked to: - note the overall Reform programme is forecast to be within budget at 31 December 2021 based on current known workload - note the implementation of the 36 Initiatives approved by the 2017 Tehran Congress (i.e., WS 1) are still running behind schedule but changes to working arrangements will result in an improvement to activity completion by 31 December 2021 - note the nine Initiatives assigned for completion during the current cycle (WS 2) are on schedule - note the background and process for updating the Duty Statement (Position Description (PD)) of the Secretary General (SG) - note and approve the draft PD for the SG and, in so doing, - note and endorse the four decisions made in the Reform WG on aspects of the PD that required further examination - approve the amendment to the General Regulations of the Bureau regarding the revised PD of the SG - 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. - note the status of actions arising from the 2018 membership survey - note that since the 2020 online EC meeting: - ongoing action items have increased from 7 to 13; - under action items have reduced from 7 to 0; and - completed items have increased from 14 to 15	§ 2.1 (i) § 2.1 (ii) § 2.2 § 2.2.1 A § 2.2.1 A (ii), Appendix 2 § 2.2.1 B (i)-(iv) § 2.2.1 C, Appendix 3 § 2.2.2 § 2.2.2 § 2.2.2 § 2.2.2 § 2.2.2 § 2.2.2 § 2.3.1 § 2.3.1

- note the Reform WG has completed its work on the implementation of the 2018 membership survey	§ 2.3.1
- note the areas where ongoing actions are targeted and the areas where actions have been taken	§ 2.3.1
- note that from the ongoing actions the two key areas are the	§ 2.3.1
- content and focus of EC meetings; and	
- synergy, alignment, better use of resources between organs of the Union	
- 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	§ 2.3.1
- note the background to the three areas of work that were deferred by the 2018 and 2019 EC meetings	§ 2.3.2
- note the current status of the three areas of work	§ 2.3.2
- 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.	§ 2.3.2
- note the background to the review of the APPU governing documents	§ 2.3.3
- note the following aspects of the assignment:	§ 2.3.3
- personnel involved	
- purpose	
- scope	
- method	
- timing and initial progress	
- note the relocation of RTCAP from Singapore to Bangkok and the creation of the Consultancy Section as the organisational structure for the unit	§ 2.4.1
- 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	§ 2.4.1
- 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	§ 2.4.1
- note the plan for the next year in terms of direction and evaluation of the Consultancy Section	§ 2.4.1
- note the initial discussion material for the sustainable future of the College using an Alternative Business Model to generate feedback and options	§ 2.4.2
- note that member feedback has been held open to enable all interests to be captured up to the timing of the 2021 EC session, and will be reported on verbally on 20 July	§ 2.4.2
- note that a full summary of observations, options and recommendations regarding HLSD work that has been undertaken will be provided to the Bureau for assessment and action as appropriate	§ 2.4.2

1. Introduction

- 1.1 The APPU/UPU Reform Working Group met on Wednesday 30 June 2021, through a virtual meeting. The members in attendance were Afghanistan, Australia, Bangladesh, Cambodia, China, Fiji, India, Indonesia, Iran, Japan, Korea, Malaysia, Nauru, New Zealand (Chair), Pakistan, Philippines, Singapore, Sri Lanka, Thailand, Vanuatu and Vietnam. APP participated as an Observer.
- 1.2 The agenda covered the following matters.
- (i) Workstream 1 (WS 1) - Monitoring the implementation of the 36 Initiatives from the Tehran Congress
 - (a) Report on activity and budget for the 36 Initiatives assigned at 2017 Tehran Congress (Doc 13.1 and Annex 1)
 - (ii) Workstream 2 (WS 2) - Nine Initiatives assigned for completion by the Tehran Congress
 - (a) Report on status of the nine Initiatives carried over from the 2017 Tehran Congress (Doc 13.2)
 - (b) Updated Duty Statement (Position Description) for Secretary General (Doc 13.2.1)
 - (c) Setting Objectives and Assessing Performance (Secretary General and Bureau) (Doc 13.2.2)
 - (iii) Workstream 3 (WS 3) - New work of a functional nature
 - (a) Update on 2018 membership survey (Doc 13.3.1)
 - (b) Work items deferred to 2020 by Da Nang and Tokyo EC meetings (Doc 13.3.2)
 - (c) Review of APPU governing documents (Doc 13.3.3)
 - (iv) Workstream 4 (WS 4) - Items of an organisational / structural / resource nature
 - (a) Consultancy Section: direction and evaluation (Doc 13.4.1)
 - (b) Sustainable future for the College (Doc 13.4.2)
- 1.3 Prior to the commencement of the Agenda Items, the Secretary General made some brief comments. The text of his remarks is attached at Appendix 1.

2. Discussions and Decisions – APPU Reform

2.1 WS 1 - Monitoring the implementation of the 36 Initiatives from the Tehran Congress (Doc 13.1 and Annex 1)

The meeting **noted** the budget and activities position as at 31 May 2021. In particular:

- (i) Reform activity expenditure in 2021 is forecast to be in line with budget at year-end (based on current known workload).
- (ii) The core work programme of implementing the 36 Initiatives is still behind schedule but changes to working arrangements should see this improve by December 2021.

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

The meeting **noted**:

- (i) Five of the nine Initiatives had been completed.
- (ii) Two Initiatives were scheduled for action in 2022 due to the nature of the subject matter.
- (iii) A further two Initiatives were under action and were covered in separate documents i.e.,
 - Initiative 8.5 - Update the Duty Statement for the Secretary General (EC 2021 Doc 13.2.1); 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 2021 Doc 13.2.2)

2.2.1 Initiative 8.5 - Update the Duty Statement for the Secretary General (Doc 13.2.1)

A. Background and action to be taken

A summary of action taken since the 2020 EC meeting was provided. This highlighted the consultation that had been made among members through which three relevant documents had been refined into a Position Description (PD) supported by a Supplementary Information document. The process for dealing with Doc 13.2.1 was outlined as follows.

- (i) The Reform WG would consider and make decisions on:
 - (a) four aspects of the PD that could not be resolved during the consultation; and
 - (b) a draft amendment to the General Regulations of the Bureau for the replacement of the current Duty Statement with the PD,
- (ii) The EC Plenary will be asked to approve the:
 - (a) draft PD including the four areas where the Reform WG had made decisions; and
 - (b) amendment to the General Regulations of the Bureau, and

- (iii) The Bureau will:
- (a) make the physical amendment to the General Regulations of the Bureau; and
 - (b) update the documentation used in calling for applications for the SG role prior to the 2022 Congress.

B. Decisions on four aspects of the PD that could not be resolved during the consultation

(i) Proposal 1

Draft PD, Part 2: Experience and Qualifications: Academic

The WG **agreed** to add the following university degree or equivalent tertiary qualification fields of study: “ ... **economics, law, science, logistics** ... “

The WG **noted** that the amended text to be submitted to the EC for endorsement is:

Holds a university degree or equivalent tertiary qualification in such fields as **economics, law, science, logistics, business, education, accounting or marketing (an advantage but not essential)**

(ii) Proposal 2

Draft PD, Part 2: Experience and Qualifications: Experience (1st clause)

Of the four options presented, the WG **agreed** to an amended version of Variant 4.

The WG **noted** that the amended text to be submitted to the EC for endorsement is:

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).**

(iii) Proposal 3

Draft PD, Part 2: Experience and Qualifications: Experience (2nd clause)

Consensus could not be reached on any of the three options presented to the WG.

The WG **noted** that the current text remains unchanged i.e.,

Has held a senior position in the postal sector for at least five years.

The WG position will be submitted to the EC for endorsement.

(iv) Proposal 4

Draft PD, Part 2: Experience and Qualifications: Age (new provision)

A proposal to include a minimum guideline age of 40 was not adopted by the WG.

The WG **noted** that a minimum guideline age will not be included in the PD.

The WG position will be submitted to the EC for endorsement.

C. Decision on amendment to the General Regulations of the Bureau

The WG agreed that, pending EC approval of the draft PD, Article 9 of the General Regulations of the Bureau should be amended according to the following process.

- (i) Delete the current Duty Statement and replace it with Part 3 of the PD (Purpose of Position), Part 4 (Main Focuses of Position) and Part 5 (Key Result Areas).
- (ii) A Footnote to Article 9 be inserted stating that the full PD is appended to the General Regulations of the Bureau, including the Supplementary Information that is available for guidance to governments and candidates when there are calls for applications to fill the role.
- (iii) Addition of a clause in the General Regulations of the Bureau setting out the process for reviewing and amending the PD.

The WG **noted** the outline of the amendment to the General Regulations of the Bureau regarding the updated PD and that this would be submitted to the EC for approval (including a full text of the actual amendment).

D. Reform WG decisions

The Reform WG made the following decisions for action by the EC as appropriate.

- **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.

2.2.2 Initiative 8.6 - Process for EC Chair to set objectives for the Secretary General and Bureau and assess whether they have been met (Doc 13.2.2)

This Initiative has its basis in the role of the EC to supervise the activities of the Bureau (as set out in the APPU General Regulations). Given that supervision is 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. Doc 13.2.2 describes the general principles and processes for such a system.

The WG supported the principles set out in Doc 13.2.2. The decisions taken were to:

- **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.

2.3 WS 3 - New work of a functional nature

2.3.1 Update on 2018 Membership Survey (Doc 13.3.1)

Implementation of the Survey has been completed. The key outcomes are:

- 13 items have been assigned to the Bureau for annual review in order to keep information and processes current. This will be beneficial for timeliness of material and quality of staff knowledge.
- 15 items were progressed as far as the WG could take them; a key category was four items assigned to the Bureau IT review.
- Two items were of a repetitive nature (i.e., raised frequently over the last six years at least). These are:
 - content and focus of EC meetings; and
 - synergy, alignment, better use of resources between organs of the Union.

The Reform WG took the following decisions.

- **note** the status of actions arising from the 2018 membership survey
- **note** that since the 2020 online EC meeting:
 - ongoing action items have increased from 7 to 13;
 - under action items have reduced from 7 to 0; and
 - completed items have increased from 14 to 15
- **note** the Reform WG has completed its work on the implementation of the 2018 membership survey
- **note** the areas where ongoing actions are targeted
- **note** the areas where actions have been taken
- **note** that from the ongoing actions the two key areas are the
 - content and focus of EC meetings; and
 - synergy, alignment, better use of resources between organs of the Union
- **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

2.3.2 New work of a functional nature – other work items (Doc 13.3.2)

Originally, there were three work items in this stream, the common thread being that they were items that had to be deferred due to workload on other reform topics. The three topics, with comment on current status, were:

- development of template documentation to assist the Bureau with routine activity: this has served its purpose, the Bureau is now in a much stronger position regarding processes etc. Accordingly, there is no need for a formal workstream; any requirement for assistance or advice can be done as BAU.
- review of APPU governing documentation: this is a major piece of work and has been assigned to its own workstream (13.3.3)
- enhancement of APPU website: tasks in this area have been assigned to the Bureau priority project "Review of Bureau IT".

The WG agreed that the workstream covering the three items could be discontinued.

Decisions taken by the Reform WG were:

- **note** the background to the three areas of work that were deferred by the 2018 and 2019 EC meetings
- **note** the current status of the three areas of work
- **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.

2.3.3 New work of a functional nature – Review of APPU governing documents (Doc 13.3.3)

The Union has a number of governing documents (Constitution (8 versions), General Regulations (9 versions), Bureau Regulations (3 types), Rules of Procedure (2 types), Agreements between the Bureau and Thai Government (4 versions), Reserve Funds (2 types)).

Many of the documents are inter-related. However, there has never been a comprehensive review to assess if cross-references and parent-child relationships are current and observed. Hence, the thorough review in this area of work.

Doc 13.3.3 set out the key purpose, personnel involved, work methods, timeline and progress, and issues that have emerged so far.

The decisions taken by the Reform WG were:

- **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

2.4 WS 4 – Items of an organisational / structural / resource nature

2.4.1 Review of Consultancy Section: direction and evaluation (Doc 13.4.1)

Doc 13.4.1 updated the WG on the relocation of RTCAP from Singapore to Bangkok in 2020. It drew attention to the request from the 2020 EC meeting for the work of the Consultancy Section (the organisational “home” for RTCAP) to be monitored in terms of direction and value, and a report furnished to the 2021 EC (via the Reform WG).

The WG was advised that the pandemic had prevented a lot of planned activity taking place. Hence the requested report could not be furnished. The jobholder concerned (Mr Tan Yong Chee) is under contract to March 2022 and the plan is to use this time to do whatever work is possible on direction and evaluation.

The WG made the following decisions:

- **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

2.4.2 Sustainable future for the College (Agenda Item 13.4.2)

A presentation was made for the purpose of opening up this important topic for discussion in the Reform WG. The technique used (to generate thinking) was the development of an “Alternative Business Model” (ABM). It was emphasised that the ABM was **not** a proposal.

The concept of sustainability of a training business was presented and a theoretical rating was ascribed to each of the seven factors used. This process identified a (theoretical) sustainability gap between the current College operation and what a sustainable option might look like. Some of the theoretical gaps probed, included:

- a training syllabus prioritised according to the main common needs of all 32 APPU members
- a training needs analysis that involves key stakeholders across all aspects of Union interests and global interests
- cost structures involving a shift from fixed cost to variable cost
- diversification of funding sources

Members were requested to provide comments on the ABM by 9 July for inclusion in the WG report to the EC. **At the time of completing EC 2021 Doc 13, one member had provided feedback regarding stakeholders, members’ involvement in decision-making, training priorities, Administrative Section funding, and increasing variable costs. A response was provided on each area. The documentation is to be sent to all WG members in due course.**

In terms of the next steps, a full summary of observations, options and recommendations regarding HLSD work that has been undertaken, will be provided to the Bureau for assessment and action as appropriate.

Appendix 1

SG Brief words at the Reform Working Group Meeting 2020

Thank you Chair, good morning, good afternoon, good evening, dear colleagues.

Before Mark makes the Power Point presentation, I would like to say a few brief words as follows:

1. Four years ago, when the Reform WG established, we set up 3 main tasks or steps for the work of this working period, i.e. (i) relocation of RTCAP, (ii) to review the Union (or Bureau) structure, and (iii) to amend/update the Union Acts. Up to now we are going smoothly and successfully. We have even done more than we originally planned. Of course there are some tasks that have not been completed as initially planned, this being mostly due to the Covid-19 pandemic. I'd like to take this opportunity to thank all WG members, especially the WG Chair Mr. Lindsay Welsh, our Consultant Mark Lawley, Ms. Kwanjai and other Bureau colleagues.

2. What is the biggest/major problem of the APPU currently and onward? After 7 and a half years working as the legal representative of the Union, I can clearly say that it is the financial problem of the Training Section (APPC). Why do we have this problem? Because of the current structure of the Union. After the relocation of the former APPU Central Office from Manila to Bangkok to set up the APPU Bureau (former Central Office + former APPC), we merged the work and the personnel of the 2 independent organizations (actually there was Nobody to be transferred from Manila to Bangkok), but have not merged the Finance (According to the relevant documents on hand from 2002 to 2005, it should be done. Unfortunately it was not done then.)

Following the relocation of RTCAP, there are effectively 3 Sections in the Bureau, i.e. Administrative, Training and Consultancy, with 3 different budgets from 3 groups of the APPU member countries. Moreover the confirmed/sustained income of the APPC (Cash Contribution and Fellowship from the APPC GB members) is less than 50% of the total APPC budget. It is very fragile.

Now it is the good time to think and talk about this issue. The decision on the amendment of the UPU contribution system at the upcoming UPU Congress this year will offer us the best opportunity to deal with this very, very important issue at the APPU Congress next year and onward, because the APPU contribution system based on and very closed related to the UPU contribution. Therefore I strongly suggest the Reform Working Group (I also suggested the Finance Committee at its meeting last week) to propose to the Congress next year.

3. The relocation of RTCAP was very successful. Mr. Tan Yongchee works closely with the Bureau colleagues and contributes much exceeds the framework of RTCAP. But he is over 64 years old. It is the time to think about or to plan how to manage the RTCAP/Consultancy Section in the coming years, which will/should be a part of the APPU reform.

4. As I did it at our WG meeting last year, I'd strongly like to suggest that the APPU/UPU Reform WG should continue to work for the next APPU period 2023-2026, particularly if we can retain the Chairmanship of New Zealand and the Consultant (Mark Lawley).

Mr. Chair and dear colleagues, These are my brief words. Thank you for your attention. Now I would like to pass the floor to Mark for his presentation. Thank you, Chair.

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

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

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

Part 3: Purpose of Position

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

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

Part 4: Main Focuses of Position

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

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

Part 5: Key Result Areas

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

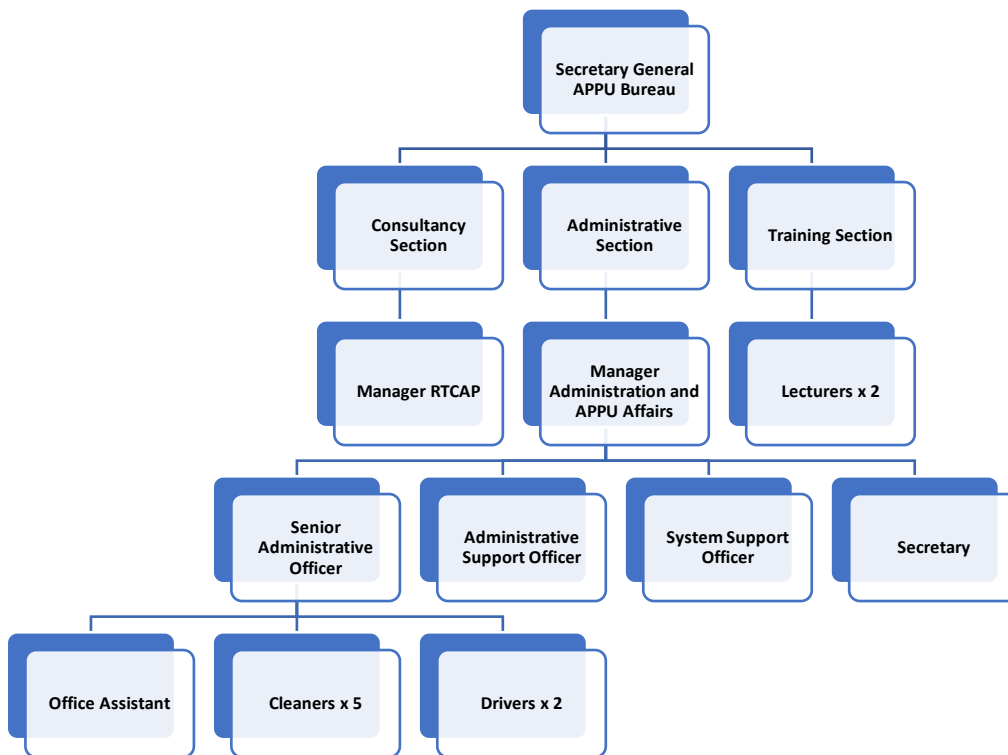
- the strategy and business plans for the APPU;
- the development and sustainability of the Bureau's services and markets;
- the quality and types or programs and consultancy services provided by the Bureau;
- leadership of Bureau staff;
- stakeholder engagement and management (internal and external);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

Part 6: Supplementary Material

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

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

APPU Bureau Organisation Chart (24 November 2020)



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

Important Background Information for Governments and Candidates

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

Context

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

Activity Sources

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

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

Networks and Stakeholder Management (Relationships)

The position has a:

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

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

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

Management Tools

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

Reporting

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

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

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

Appendix 2

- 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.

Appendix 2

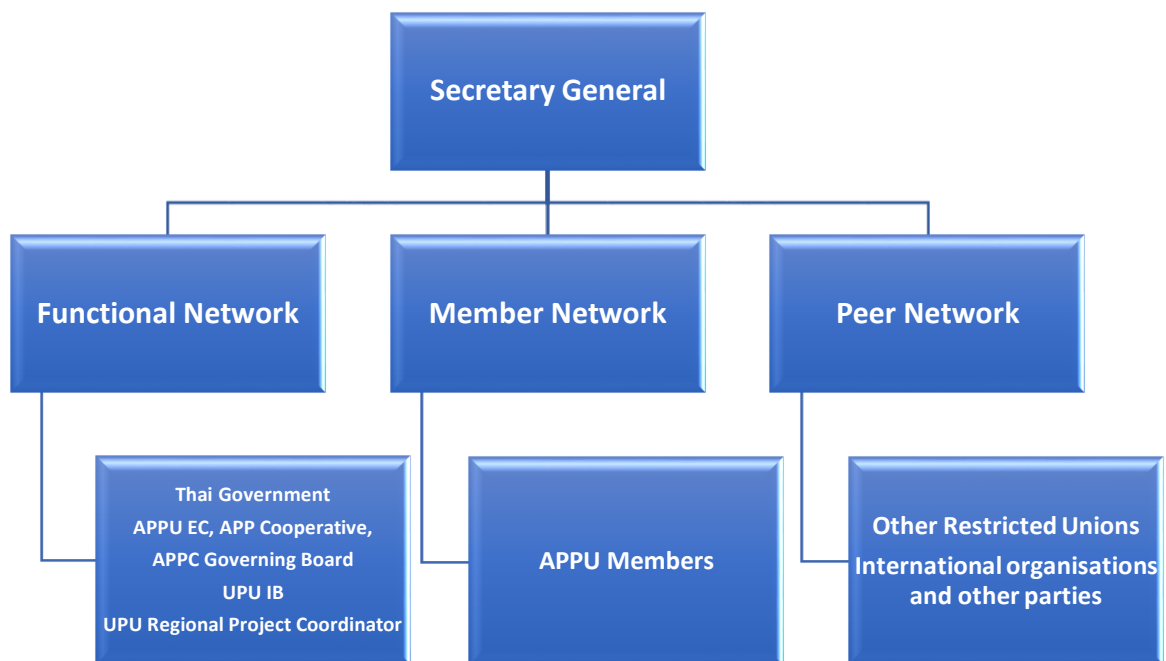
- **Task**
 - Strategic Thinking: identifies issues and opportunities, and develops solutions with long-term viability.
 - Business Perspective: manages their area of responsibility as a business operation and unifies business units with the strategic direction.
 - Planning and Organizing: plans, organizes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

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

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

Appendix to Supplementary Information

Internal and External Stakeholder Groupings for APPU Secretary General



Draft Amendments to General Regulations of the APPU Bureau

Administrative Direction 1

Replace the current Article 9 with the following text.

Article 9: Secretary General Position Description (SG PD)

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;
- 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.

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

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 of 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.

Administrative Direction 2

1. In the title of Article 9, add a Footnote reference following “ ... (SG PD)” i.e., “ ... (SG PD)¹”
2. Add the following text as the Footnote.

¹ The complete SG PD is attached to these General Regulations and includes the “Supplementary Information” that is made available for guidance to governments and candidates when there are calls for applications to fill the role.

Administrative Direction 3

Append the PD at Appendix 2 of this document (EC 2021 Doc 13) to the General Regulations of the APPU Bureau.

Administrative Direction 4

Add a new Regulation 9 bis.

9 bis: Periodic review of SG PD

1. The SG PD should be reviewed regularly to ensure it reflects current and future needs, particularly in relation to “Main Focuses of Position”.
2. At the meeting (EC or Congress) prior to calling for applications to fill the role, the PD should be formally presented for review and approval (by the EC or Congress).