

## **APPU Bureau General Regulations**

### **GENERAL REGULATIONS OF THE BUREAU OF THE ASIAN-PACIFIC POSTAL UNION Online meeting July 2021**

#### **SECTION I : GENERAL PROVISIONS**

##### **Article 1: Scope**

These Regulations are complementary to relevant provisions of the Constitution and the General Regulations of the Asian-Pacific Postal Union.

##### **Article 2: Definitions**

For the purpose of these Regulations:

1. "Union" means the Asian-Pacific Postal Union;
2. "Council" means the Executive Council of the Union;
3. "Bureau" means the Head Office of the Union which comprises the training section and the administrative section under Article 12 of the Constitution of the Union;
4. "Board" means the Governing Board of the training section of the Bureau, constituted under Article 111 of the General Regulations of the Union;
5. "Committee" means the Local Executive Committee, constituted by virtue of Article 111 paragraph 10 of the General Regulations of the Union.
6. "Director" means the Director of the Bureau;
7. "Administrative Staff" includes Manager Administration & APPU Affairs, Secretary, Administrative Officer, Administrative Support Officer, System Support Officer, Office Assistant and Drivers;
8. "Teaching Staff" means Lecturers.

#### **SECTION II : LOCAL EXECUTIVE COMMITTEE**

##### **Article 3 : Composition**

By virtue of Article 111 paragraph 10 of the General Regulations of the Union, the Committee shall comprise the Head of the Postal Administration of the country where the Bureau is situated, the Director and the Manager Administration & APPU Affairs.

##### **Article 4 : Chairman**

The Committee shall be chaired by the Head of the Postal Administration of the country where the Bureau is situated and will meet in the host country of the Bureau at least once every six months. A special meeting shall be convened whenever any member of the Committee considers it necessary.

##### **Article 5 : Quorum**

Three members shall constitute a quorum. If a quorum is not available, the next meeting may be constituted by two members subject to ratification of their decisions as soon as practicable by a full quorum.

##### **Article 6 : Voting**

Each member shall exercise a single vote.

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### **Article 7 : Secretary**

The Manager Administration & APPU Affairs shall act as Secretary of the Committee and shall prepare the summary records of the meeting and circulate them in draft and final form as directed by the Committee. Upon the direction of the Chairman, the minutes of the Committee meeting shall be circulated to the Board in situations where the documentation is judged as providing relevant background information for the Board for appropriate decision-making.

### **Article 8 : Report**

The Committee shall submit the report of its work to the meeting of the Board.

## **SECTION III: STAFFING**

The Bureau is composed of the administrative section, the consultancy section, and the training section (Organization Chart included at page 7 of these General Regulations). The direction of the Bureau is entrusted to the Director assisted, if necessary, in addition to the normal staffing arrangements, by qualified officials as laid down in Article 108 paragraph 1 of the General Regulations of the Union.

### **Article 9: Director** (hereinafter referred to as Secretary General)<sup>1 2</sup>

#### ***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;

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<sup>1</sup> The 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.

<sup>2</sup> The material in APPU Bureau General Regulations Article 9 is taken from the Position Description for the Secretary General (approved by the 2021 EC meeting on 20 July 2021) i.e., "Purpose of Position" is Section 3 of the Position Description, "Main Focuses of Position" is Section 4, and "Key Result Areas" is Section 5. As decided at the 2021 EC meeting, the full Position Description, including "Supplementary Information: Important Background Information for Governments and Candidates" is set out in Appendix A to the APPU Bureau General Regulations.

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- 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.

### **Article 9bis: Review and updating of Position Description for the Secretary General**

The Position Description for the Secretary General should be regularly reviewed for relevance and currency by the Bureau. In addition, the EC that meets prior to the calling for applications from candidates interested in the position, should make a full review of the documentation and approve the version to be used in the recruitment process.

### **Article 10 : Manager Administration & APPU Affairs**

1. Attend meetings of the Committee;
2. Prepare correspondence and reports;
3. Operate the Bureau's accounts;
4. Act as disbursing officer;
5. Maintain leave records of the Bureau staff;
6. Organize legal requirements for course members, foreign staff and their dependents and visiting experts or consultants and their dependents;
7. Arrange the payment of subsistence allowance to course members;
8. Acquire material, equipment and supplies for the Bureau's use and ensure that they are serviced periodically and kept in good working conditions;
9. Arrange transportation for field trips and observation tours;
10. Perform any other duties as directed by the Director;
11. Coordinate with local authorities for the provision of necessary facilities.

### **Article 11 : Teaching Staff**

1. Members of the teaching staff shall serve 6 months on probation. They shall conduct training courses and undertake research, conduct tutorials and assist the participants with project work as required.  
They shall perform any other duties associated with the Bureau as assigned by the Director.

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2. A lecturer who does not prove to be fully effective after six month period of probation should have his/her services terminated immediately.

#### **Article 12 : Administrative Staff**

1. Administrative staff shall serve 6 months on probation. They shall be responsible to the Manager Administration & APPU Affairs for the work assigned to them.
2. An administrative staff who does not prove to be fully effective after six month period of probation should have his/her services terminated immediately

#### **Article 13 : Condition of Employment**

The condition of employment including the salary scales for the Bureau staff shall be established by the Board and the Council and recorded in the Staff Regulations of the Bureau.

### **SECTION IV : DATE OF EFFECT**

#### **Article 14 : Date of Effect**

These regulations shall be effective as from 20 July 2021.

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

(Approved 20 July 2021)

***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<sup>3</sup> 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<sup>4</sup>  
**Salary and Benefits:** Refer to separate schedule  
**Commencement Date:** 1 January 2023

#### 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 to the Position Description)  
**Capital asset:** US\$935,875<sup>5</sup>

#### 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 held a senior position in the postal sector for at least five years  
 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 organization is relevant (as a preferred aspect)

<sup>3</sup> 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.”

<sup>4</sup> The confirmed tenure will be decided by the Congress or EC when the new Secretary General is selected.

<sup>5</sup> Comprising the Administrative Section Reserve Fund of US\$312,944, plus the Training Section Reserve Fund of US\$622,931 (being 18,547,710.73 Baht at 29.7749 Baht = US\$1). (Source of data: respective Audit Reports for year ended 31 December 2020.)

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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;<sup>6</sup>
- 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 as an Attachment to the Position Description viz., **"Important Background Information for Governments and Candidates"**. It is recommended that the document be read in conjunction with the Position Description.

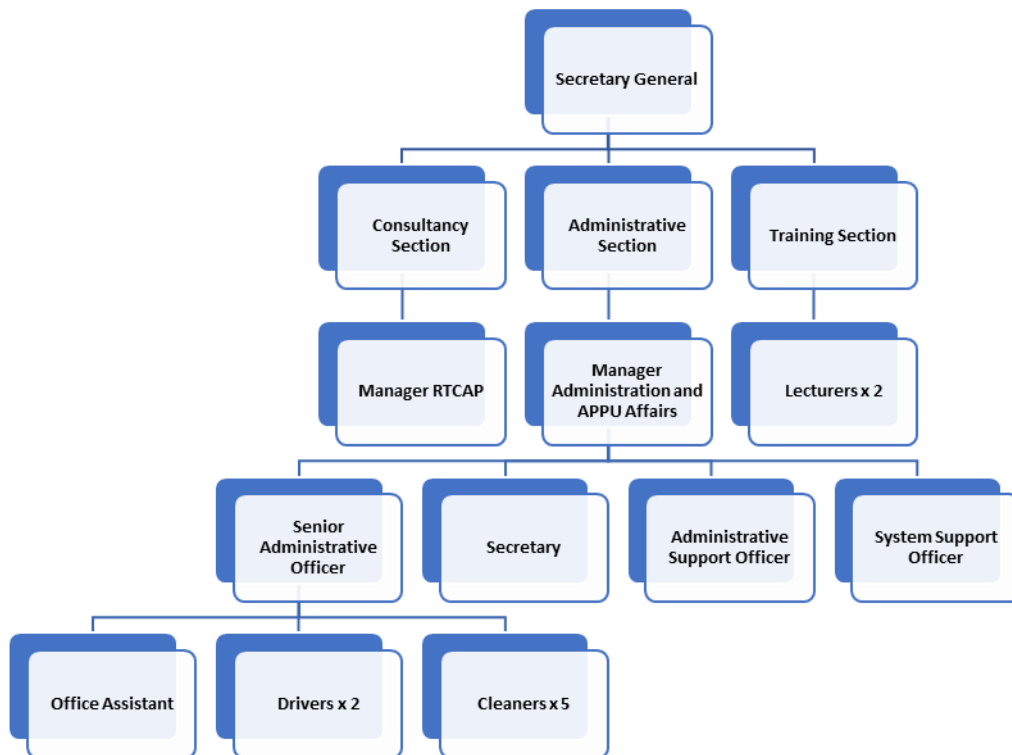
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<sup>6</sup> The Asian-Pacific Postal College is currently the most significant part of the role of the Secretary General. Further details regarding the College can be found at <http://www.appu-bureau.org/appc/appc-home/>

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## Appendix to Position Description

### APPU Bureau Organisation Chart (15 December 2021)



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## **Attachment to Position Description**

### **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 provided on the last page of this Attachment.

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 plan<sup>7</sup> 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).

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<sup>7</sup> 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 conclusions.
  - 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.

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### Internal and External Stakeholder Groupings for APPU Secretary General

