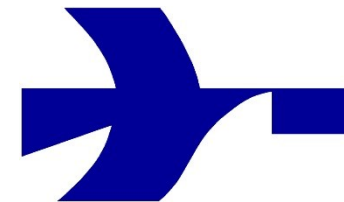


Reform Working Group Meeting

Presentation by New Zealand

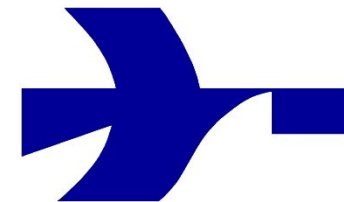
Tuesday, 30 August

ASIAN-PACIFIC POSTAL UNION CONGRESS
29 August – 2 September 2022 ,Bangkok, Thailand



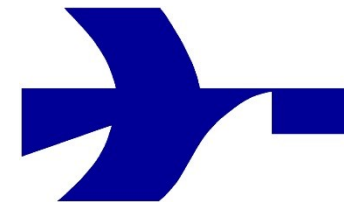
Agenda

1. Agenda and its adoption
2. Background / scene setting for the Reform Working Group
3. What we did
4. What we failed to do – and why
5. What we achieved
6. What we did well
7. What we did not do well
8. What we learnt
9. What guidance we would give to the Reform WG 2022-2026
10. Any other business
11. Closing the meeting



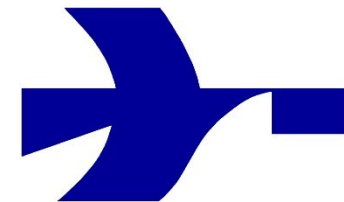
The broad assignment – value and relevance (1)

- **Enhance the value and relevance of the Bureau**
 - Where to start?
 - How to start?
 - Why would you want to do this?
- **Background**
 - SG concerned about the focus on training
 - Of course, SG very happy with training – important for the region, for the business
 - But, it seemed to be the only activity in the Bureau (more or less)
 - What else should a restricted union bureau be doing?
 - What is the Bureau not doing that it should be doing?
 - What value do members get from the Bureau, apart from training?



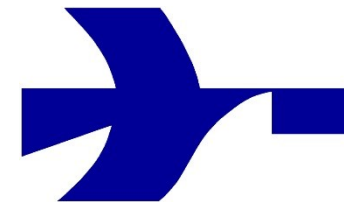
The broad assignment – value and relevance (2)

- **SG also concerned that the merger of 2001 may not have been fully completed**
 - How to confirm?
 - Where do we find useful documentation to tell us everything was implemented as required?
 - Why would you want to do this? – because there were some unusual references in the APPU Acts, and an apparent lack of clear plan for the non-training side of the Bureau
- **Basic method**
 - An external person to review (by working with the Bureau team) to see if there are issues, gaps, areas where assistance might be required to increase value and relevance

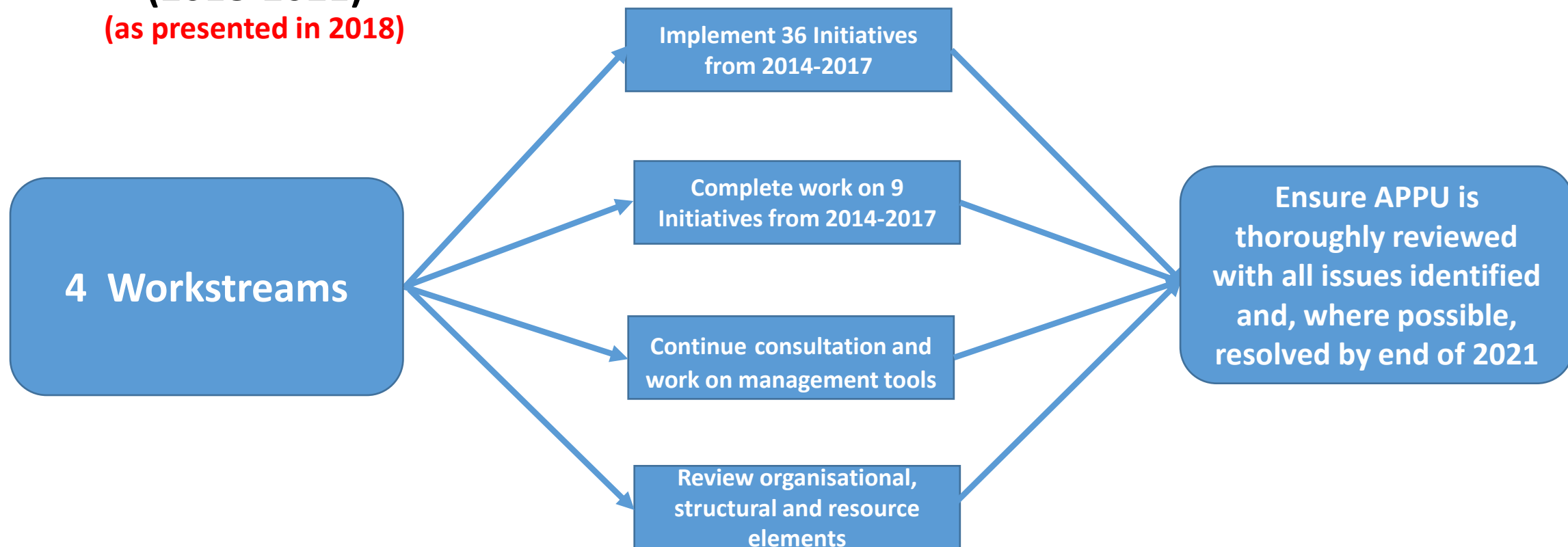


2018-2022

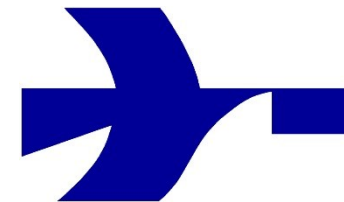
- **By 2017 a number of tasks and initiatives (36) had been identified for implementation in the 2018-2021 (2022) cycle (Workstream 1 (WS 1))**
 - Planning, member comms, HR initiatives, performance management, etc
- **Nine actions were approved for review and completion (WS 2)**
- **At the 2018 Da Nang EC meeting, the WG presented a summary for future reform (2018-2021)**



The detail of future Reform (2018-2021) (as presented in 2018)

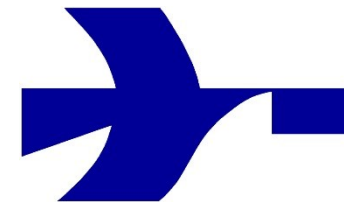


Continued focus on basic issues, plus organisational, structural and resource review



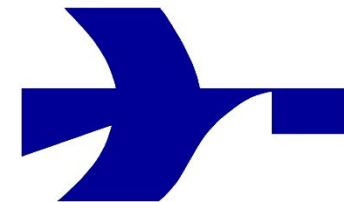
General performance during 2018-2022?

- **There was too much to do**
 - Tasks kept being created that required expertise only available from the Consultant resulting in diversion from the four Workstreams
 - Some of it was Covid-related where financial analysis was necessary for the Training Section
 - Some of it required institutional knowledge – particularly as we started to find key documents from earlier years that needed to be explained to Bureau staff
 - Activities, that initially seemed straightforward, turned out to be very complex (e.g., review of governing documentation)
- **Focus increasingly moved away from planned activities**
- **Budget was managed as required**



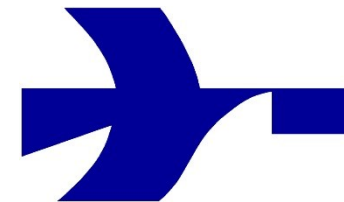
What did we do? (1)

- **WS 1 (36 Initiatives from the Tehran Congress)**
 - At the 2021 EC meeting it was stated that 22 Initiatives remained for implementation – the effort to do these was scheduled for 2022
 - We will see that 2022 resulted in the Consultant being 100% diverted to other work
 - One item was completed – the SG Position Description
 - There is time left in 2022 to complete some of the other initiatives



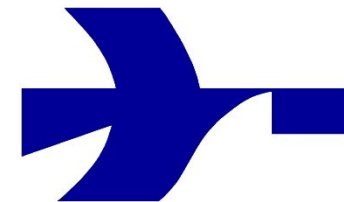
What did we do? (2)

- **WS 2 (nine Initiatives for evaluation and implementation (if required))**
 - Six Initiatives have been completed
 - One Initiative is under action
 - Two Initiatives are relevant to the latter part of 2022



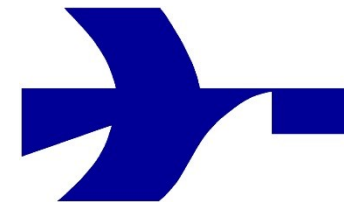
What did we do? (3)

- **WS 3 (new work of a functional nature - continue consultation and work on management tools)**
 - Consultation of members undertaken and all 37 tasks arising from the consultation were actioned
 - A key action was to do something constructive about two recurring themes from members viz.,
 - **Content and focus of EC meetings**
 - **Synergy, alignment, better use of resources between organs of the Union.**
- The accountabilities of the Bureau have been broadened to focus on these and they have been included in the PD of the SG and cascaded down to Consultancy Section Manager
- Management tools for Bureau staff – this merged into BAU in 2020 – good uptake by a willing and able Khun Kwanjai – nothing more to teach here!
 - Review of governing documentation commenced in 2020 and will become a WS in its own right



What did we do? (4)

- **WS 4 (Review organisational, structural and resource elements)**
 - Entity reviews undertaken of:
 - APP
 - RTCAP
 - Governing Board
 - These are covered separately in presentation
 - Two new items came into WS 4
 - Consultancy Section
 - HLSD (sustainable future of College)
 - These are covered separately in presentation



All the tasks by grouping and timing (1)

- **Under the umbrella of the Reform WG there were 308 tasks / activities / issues dealt with**

- Many were undertaken by the Consultant in response to a request for assistance from the Bureau – but that fitted the purpose of the overall assignment i.e., understanding what needed to be done for the Bureau to be of value and relevance in the non-training area
- Many were one-offs
- And an almost total focus in 2022 on Congress issues
- The activities are in 13 areas:

Finance and financial analysis (81 items)

APPU Congress (58)

Governing documentation (38)

RTCAP / Consultancy Section (21)

Specialist support (21)

Governance (18)

Institutional knowledge and experience (18)

HLSD (15)

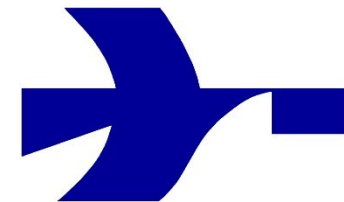
Advice to Bureau – General (12)

SG - Position Description (11)

SG – review of term (10)

APP (3)

Performance management (2)



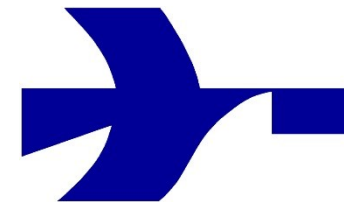
All the tasks by grouping and timing (2) – Finance and financial analysis (1)

2018

- Introduction of greater analysis of financials in the Administrative Section (trends, currency movements, future planning)

2019

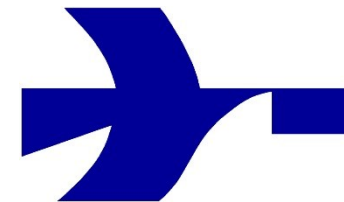
- Research into reduced contribution unit for UPU 0.1-unit class members
- Preparation of position on reduced contribution unit
- Assistance to Bureau for EC 2019 preparations
- Research into Reserve Funds, differentiation from surplus funds
- Preparation of documentation for Finance Committee
 - Nauru contribution unit
 - IT review
 - Review of cash position
 - Unpaid contributions
 - Enhancement of Notes to budget items



All the tasks by grouping and timing (3) – Finance and financial analysis (2)

2019 cont'd

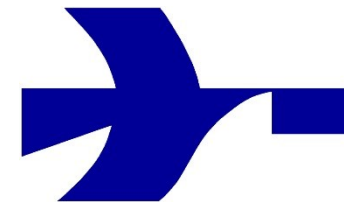
- Debt recovery analysis and practices in other organisations
- Introduction of Reserve Fund as a source of funding for specific items
- Financial analysis for reduced contribution unit
- Correcting salary increases based on GDP instead of CPI
- TSRF – development of policy
- Management of correspondence, voting and outcome for ASRF and TSRF
- Establishment of minimum financial levels for ASRF and TSRF
- Cashflow analysis for AS and TS to confirm annual funding requirements and when USD is required to be on hand
- Detailed financial analysis for renovation project
- Preparation of business case for renovation project – including cash-flow analysis, risks and conditions, research and analysis of renovation v rental ratio.



All the tasks by grouping and timing (4) – Finance and financial analysis (3)

2020

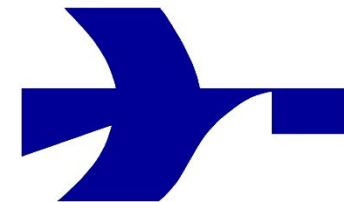
- FEM – exploring realised and unrealised foreign exchange gains / losses
- Drafting of GB doc on FEM
- FEM – simplification of solution
- FEM – review of information from Bureau, drafting of policy document, implementation of GB / EC approvals
- Trial implementation of FEM in Training Section
- Analysis of trends in Training Section revenue streams
- Development of concept for incentivising cash contributions
- Creation of financial model for assessing adequacy of Reserve Funds and impact of expenditure from funds
- Assessment of TSRF replenishment requirement during 2020-2024
- Assessment of GDP v CPI impact on College personnel costs (to determine if a full assessment should be done)
- Mapping of personnel expenditure trend for Training Section
- Review options for managing revenue shortfall in 2020 – due to Covid



All the tasks by grouping and timing (5) – Finance and financial analysis (4)

2020 cont'd

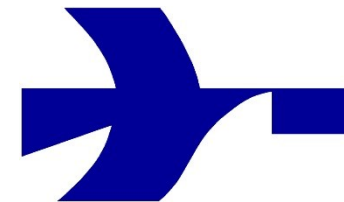
- Financial modelling of potential shortfall in 2020, including the design / testing / finalisation of a financial tool for assessing financial position of College in 2020 (with reference to any reduction in participant numbers and / or postponement / cancellation of scheduled courses)
- Development of three scenarios for College cashflows in 2020
- Management of member consultation on using TSRF for renovation project
- Preparation of documents for 2020 EC – ASRF and TSRF, budget in general, unpaid contributions
- Drafting of GB doc on financial position
- EC financial documents – finalisation, editing, preparation for Finance Committee, including pptx
- Drafting of Finance Committee Minutes
- Briefing and guidance material for Finance Committee Working Group on reduced contribution unit
- Work with Finance Chair re reduced contribution unit documentation
- Drafting of discussion document for Finance Committee Working Group on reduced contribution unit
- Development of guidelines for spending surplus funds
- Discussion with member re reduced contribution unit



All the tasks by grouping and timing (6) – Finance and financial analysis (5)

2021

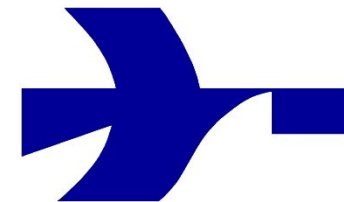
- FEM – review and completion of draft report for TS
- Review of Audit report for FEM aspects
- Retirement account for international staff – documentation of process for calculating loss / gain on forex
- Review of TS Audit Report for forex reporting
- AS Audit Report – review for reporting of forex
- AS forex exposure - report on steps taken to reduce exposure
- Analysis of impact for AS
- Consideration of employing expert to give independent advice on health of Bureau financial system and management
- Re-drafting of 5.2 (FEM) document for 2021 FC
- Accounting specialist – review of documentation
- Review CVs for accounting specialist role
- Develop questions for accounting specialist interviews



All the tasks by grouping and timing (7) – Finance and financial analysis (6)

2021 cont'd

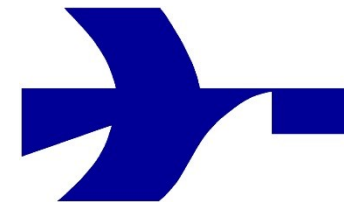
- FEM – further work in relation to weakening Baht
- FEM – advice to Bureau on external bank opinion regarding currency for holding surplus funds
- FEM – advice to Bureau regarding foreign currency aspects for salaries for international staff
- FEM – review of AS currency mix for expenditure
- Process for spending excess funds
- Research into tax on staff salaries
- Review of UN taxation on local staff
- Assessment of pre and post-tax remuneration scales for Bureau employees
- Opening up the UPU session – assistance with Bureau input including Continuity Notes
- Salary review / HLSD – examination of tax and grossing-up values
- Salary review – study of wage structure 2000-2021
- Salary review – comparison with UN agencies
- Salary review – drafting of report



All the tasks by grouping and timing (8) – Finance and financial analysis (7)

2021 cont'd

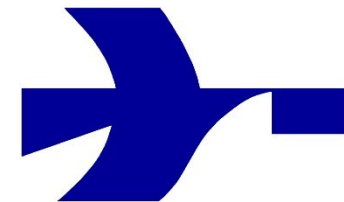
- Work with FCWG on Nauru contribution unit and reform of contributions system
- Re-drafting of 5.3 (ASRF) for 2021 FC, including three submissions for use of ASRF
- Redrafting of 5 for 2021 FC
- Drafting of 5.4 (Bureau Cost Allocation) for FC
- Drafting of 5.1 for FC (Nauru)
- Editing of Doc 5 Annex 2 for FC
- Analysis of financial results in GB documentation to validate positive trading result for 2020
- Bureau cost allocations – advice to Bureau
- Review of 1961 discussions on design of APPU financial contributions system
- Arrears – sourcing and study of all UPU Congress information on discussions and decisions



All the tasks by grouping and timing (9) – Finance and financial analysis (8)

2022

- FEM – final report
- Finance – FEM re 2021 Audit Reports – tracking realised and unrealised gains
- FEM – comment on Training Section Audit Report
- Financial contributions study
- Staff cost allocations – response to Bureau question



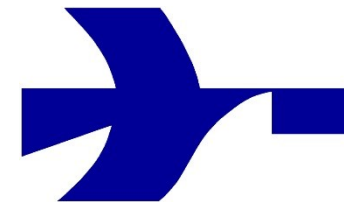
All the tasks by grouping and timing (10) – APPU Congress (1)

2021

- Discussion of agenda items
- Response to member questions
- Hybrid RoP
- Review of election of SG

2022

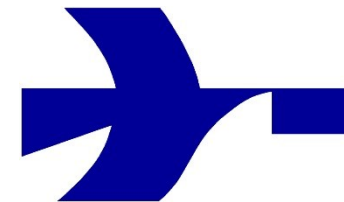
- Organisation and division of activities
- Process for invitations
- Invitations to Observers – rules
- Member consultation on approved Observers
- Reply to member questions re Observers
- Development of scenarios for physical v hybrid Congress
- Research into UPU quorum and majorities
- Drafting of Congress Docs and proposals for changes to Congress RoP



All the tasks by grouping and timing (11) – APPU Congress (2)

2022 cont'd

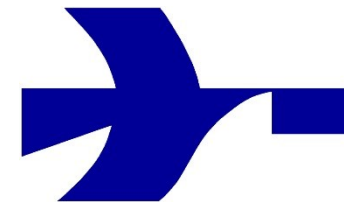
- Design of Congress Doc and proposals numbering system
- Development of letter to members re credentials and proxies
- Dealing with accommodation and hosting questions from Bureau
- Response to question re original form of credentials
- Issue from one member re amending General Regulations – assessment of options
- Development of agenda and support material for Congress Planning Meeting
- Review of using resolutions instead of amending Acts
- Development of order of discussion and timing plan for Plenary agenda
- Review of Committees and WGs for next cycle
- Drafting of comms to members on Committees and WGs
- Drafting of document on waiving of historic debt
- Drafting of document on reduced contribution unit



All the tasks by grouping and timing (12) – APPU Congress (3)

2022 cont'd

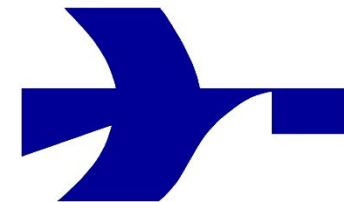
- Consultation with Finance Committee re waiving of historic debt
- Advice to Bureau re Finance Committee nomination / selection procedure
- Processing feedback on draft document on waiving of historic debt
- Development of calculation model to assess financial impact of proposal
- Development of material for consultation with Nauru
- Drafting of Continuity Notes for Planning Meeting Chair
- Drafting of document for online participation in Congress
- Drafting of pptx and speaker notes for Planning Meeting
- Drafting of amendment to Congress RoP for online participation
- Development of guidance for proxies for online-only participants
- Processing of feedback from Nauru re waiving of historic debt



All the tasks by grouping and timing (13) – APPU Congress (4)

2022 cont'd

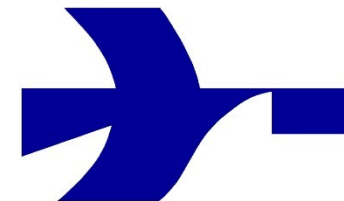
- Advice to Bureau re responsibility for Congress Minutes
- Review of draft Credentials for 20 members
- Advice to Thailand re process for managing the SG election'
- Review and processing of feedback from Thailand on online meeting option
- Review and editing of draft Minutes of Planning meeting
- Processing of question from one member re UPU CA RoP change re proxies
- Review of request for Observer status for one party
- Processing of changes to RoP proposals from one member
- Comment to Bureau on hosting of 2023 EC meeting
- Advice to Bureau on membership of Credentials Committee
- Comment to one member on role and requirements for Chair of one Committee
- Review of 2023 budget



All the tasks by grouping and timing (14) – APPU Congress (5)

2022 cont'd

- Preparation of “Decision and Method” document for Congress Chair to help with session management
- Major review of Docs 7 and 23 to make them fit together better
- Drafting of comms re online participation
- Complete review of Doc 8 and Annexes. Creation of Docs 8.1, 8.2 and 8.3
- Drafting of Doc 6
- Opinion provided on changes to Plenary session timings
- Drafting of 24.9
- Use of electronic devices, including online-only participants
- Drafting of document re use of Zoom chatbox for online-only open voting
- Drafting of comments to one member re reduction in contribution unit proposal
- Preparation of meeting materials for updating session with Thailand



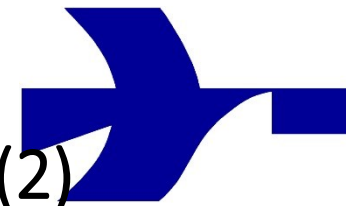
All the tasks by grouping and timing (15) – Governing documentation (1)

2020

- Research into starting-point for Archiving project
- Discussion with New Zealand re APPU governing documentation
- Review of Regulations – preparation of activity and timing schedule
- Sourcing of APPU Acts

2021

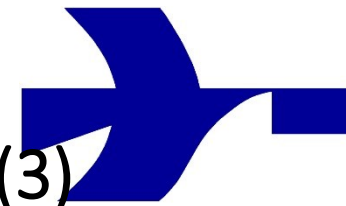
- Formatting and editing of 1961 Convention
- Regulations review – discussion re process for making annotations
- Regulations review – organising of production of editable copies
- Review of Reform Sub-Group work on UPU / APPU RoP
- Review of governing documentation – sourcing of original documents for preparation of editable versions
- Archiving – review and editing of replica versions of 1961 and 1965 Convention and Detailed Regulations



All the tasks by grouping and timing (16) – Governing documentation (2)

2021 cont'd

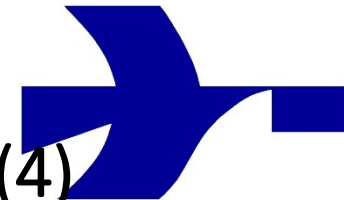
- Archiving – final editing of 1961 and 1965 documents
- Archiving – first and second reviews of 1970 Convention and Detailed Regulations
- Archiving – first and second reviews of 1975 Convention and Detailed Regulations
- Archiving – first review of 1981 Convention and Detailed Regulations
- Archiving – final editing of 1981 Convention and Detailed Regulations
- Archiving – first review of 1985 Constitution, General Regulations, Convention and Detailed Regulations
- Archiving – final review of 1985 Acts
- Archiving – first and second reviews of 1990 Acts
- Archiving – study of three versions of Financial Regulations to understand sequence of publication
- Archiving – first and second reviews of 1995 Acts
- Archiving – first and second review of 2000 Constitution, General Regulations
- Preparation of submission to MDES on role and responsibilities of Governing Board as set out in Acts
- Archiving – RoP for hybrid Congress – examination



All the tasks by grouping and timing (17) – Governing documentation (3)

2022

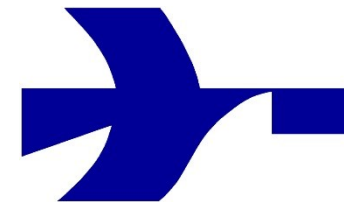
- Issues in RoP re quorum and voting majorities
- Issues in RoP re quorum and voting majorities
- External survey to get feedback on current quorum and majority rules
- Finalise RoP proposals to be submitted to Congress
- Drafting report on RoP for WG
- Archiving – developing process for annotations to APPU Acts
- Reform WG meeting
- Archiving – detailed review of annotated documents for 1965 and 1970
- Reply to Reform WG member on quorum and majorities required
- Archiving – detailed assessment of Article 6 of Constitution



All the tasks by grouping and timing (18) – Governing documentation (4)

2022 cont'd

- Archiving – research and preparation of mapping 1985 change from Convention to Constitution
- Archiving – review of Bureau work on Staff and Financial Regulations
- Comment to two members on changes proposed for Congress RoP
- Reply to one member re changes to Congress RoP
- Reply to one member re alternative proposals for Congress RoP



All the tasks by grouping and timing (19) – RTCAP / Consultancy Section (1)

2018

- Entity review of RTCAP

2019

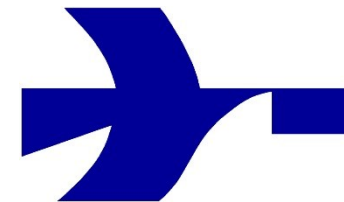
- Development of business case for relocation of RTCAP to Bangkok
- Management of RTCAP relocation consultation
- Relocation approved at 2019 EC meeting

2020

- Review of relocation of RTCAP i.e., actions that need to be undertaken

2021

- RTCAP – review of UPU documentation, drafting of material for consultation with PTC
- RTCAP – advice to Bureau on options for 2022
- RTCAP – updating business case documentation
- Formulation of approach to PTC / PUASP on global strategy and operations – this being in relation to future direction of RTCAP



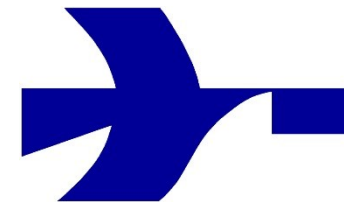
All the tasks by grouping and timing (20) – RTCAP / Consultancy Section (2)

2021 cont'd

- RTCAP – discussion with BKK on value and direction of Consultancy Section
- RTCAP – discussion with PUASP re model RTC – functions and relevance
- Direction and evaluation of Consultancy Section – modification to include input from PTC and PUASP
- RTCAP – direction and value of role – review of Abidjan Strategy for tactical fit
- RTCAP – discussion with Bureau on future direction

2022

- RTCAP – drafting for value and direction document
- RTCAP – discussions with one member on proposal for 2023-2024, subsequent amendment of documentation
- RTCAP consultation - review member comments
- RTCAP – research SAF rules and interpret for submission (included studying 1996 and 1997 documentation)
- RTCAP – review of costs / financials
- RTCAP – response to one member re question from consultation document
- RTCAP – drafting of report on outcome of consultation



All the tasks by grouping and timing (20) – Specialist support (1)

2018

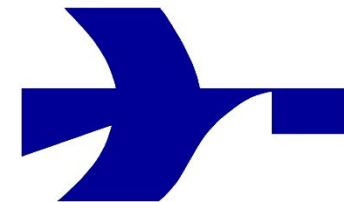
- Full review of 2018 EC meeting documents
- Introduction of Continuity Notes for Bureau support of Chairs (EC, ce, GB)

2019

- Assistance to Bureau for EC 2019 preparations
- Drafting 2019 GB report
- 2019 EC Minutes – drafting
- Preparation of renovation programme – activities / timings

2020

- Continuity Notes for GB Chair
- Drafting of GB Minutes
- Drafting of Finance Committee Minutes
- Drafting of EC Continuity Notes



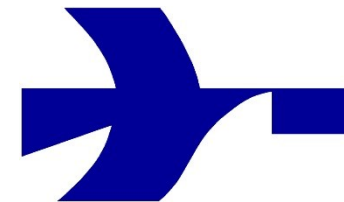
All the tasks by grouping and timing (21) – Specialist support (2)

2021

- Review of GB Minutes
- LEC – review of documentation
- LEC – finalisation of documentation
- Review of Bureau notes and pptx material for GB
- Continuity Notes for EC Chair
- EC 2021 – review of participant feedback and summary prepared for Bureau
- EC 2021 Minutes – review and finalisation
- Review of Bureau accommodation contracts (in relation to submission to MDES)

2022

- LEC – review and editing of meeting documents
- LEC – assistance to Bureau with documentation
- VMCP – review and editing of Minutes



All the tasks by grouping and timing (22) – Governance (1)

2018

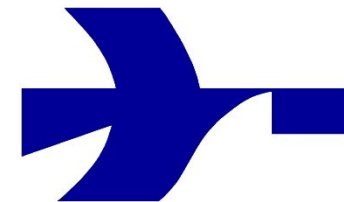
- Entity review of Governing Board
- Development of discussion material for Training Section governance meeting with Thailand – along with the APP legal review, this work started to unearth important documents on a range of matters
- Drafting of GB history

2019

- Preparation of governance change programme for Training Section
- Research into AS having financial responsibility for some College expenses
- Research into legal and financial responsibility for the College
- Research into 2000-2004 continuation of Governing Board, as well as responsibilities of EC and GB

2020

- Examination of Privileges and Immunities Agreement
- Examination of Headquarters Agreement
- Examination of 2008 APPU Act



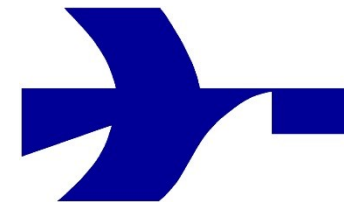
All the tasks by grouping and timing (23) – Governance (2)

2021

- Review of APPU Acts – clarification of role and responsibilities of Governing Board
- APPU Acts – advice to Bureau on change to 2004 Agreement with Thai Government
- 2008 Thai Act re Bureau – review of changes from 1995 Act (i.e., deletion of reference to “schools”)
- Preparation of submission to MDES on role and responsibilities of Governing Board as set out in Acts
- Research into 2001-2004 discussions on responsibilities of EC and GB
- MDES re governance of Bureau
- Governance of Bureau – background information for THP

2022

- Governance – discussion with Thailand on APPU Acts



All the tasks by grouping and timing (24) – Institutional knowledge and experience (1)

2018

- Role description for EC Chair
- Non-Plenary decision-making – review and completion

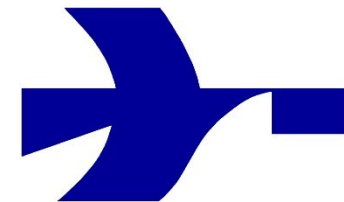
2019

- Development of process for ensuring decisions taken by correspondence take all matters regarding voting in RoP into account (e.g., abstentions, null and void votes, no vote received, majorities required, etc)
- Review of building contracts and procurement contracts regarding renovation project

2020

2021

- Opening up the UPU session – assistance with Bureau input including Continuity Notes
- Advice on observers invited to EC / GB and WG meetings
- Advice on process and protocols for members seeking election to UPU bodies and positions
- Advice to Bureau on decisions by consensus
- UPU Congress proposals from APPU members – source, review, and document for Bureau to circulate to members

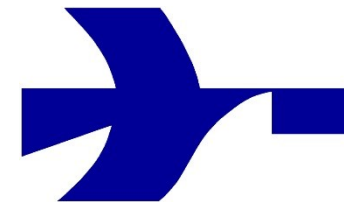


All the tasks by grouping and timing (25) – Institutional knowledge and experience (2)

2021 cont'd

- Review of question from one member regarding ratification of APPU Acts – research, explanation for Bureau of process and difference between ratification and accession
- Ratification – review of Foreign Affairs question and advice to Bureau for response
- UPU 2021 - review of reports and decisions for update on decisions relating to APPU
- Ratification of APPU Acts – advice to Bureau for process to manage ratifications / accessions
- Ratification – detailed analysis for Bureau of current position regarding legal acceptance of APPU Acts by members
- Ratification – review of documentation for one members – identification of issues – review of accuracy of APPU Constitution
- Ratification – review of documentation for further two members, comment on implications of member signing but not ratifying / accepting / approving
- Ratification – comment on one member acceding to 2000 Additional Protocol (this not being possible)
- Pacific Islands' seats on CA / POC - sourcing and study of all UPU Congress information on discussions and decisions

2022



All the tasks by grouping and timing (26) – HLSD (1)

2018

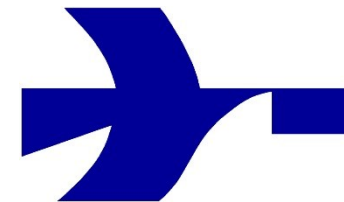
2019

2020

- Development of strategic elements for HLSD
- Development of financial measures for HLSD
- Analysis of participants at College in 2019
- HLSD – prepare, present, report

2021

- HLSD – review of funding sources
- HLSD – examination of liability for losses, compounding debt, capital requirements
- Salary review / HLSD – examination of tax and grossing-up values
- HLSD – review of financial projections to 2026

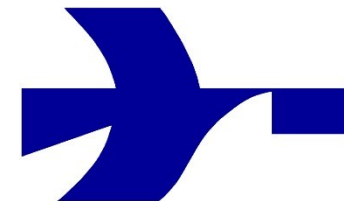


All the tasks by grouping and timing (27) – HLSD (2)

2021 cont'd

- HLSD – financial modelling of business model options
- HLSD – review of UPU 2021 Congress Doc 15 (UPU development cooperation policy 2020-2025)
- HLSD – comment on “Director of Training” concept
- HLSD – headline search of changes in training focus
- HLSD – advice to Bureau on 1985 change to Constitution that enables the Union to provide funds to the College
- HLSD – review of 1998-2000 Steering Committee documentation to try and identify reasons for changing funding provisions for Training Section
- HLSD – approach to APP re closer working in the training area

2022



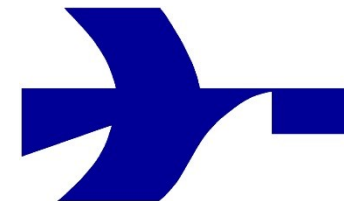
All the tasks by grouping and timing (28) – Advice to Bureau – general (1)

2018

- Refining of medical allowance submission
- Review of Staff Regulations on retirement age and shipping of personal effects
- Bureau staffing – replacement of Khun Kirati – discussion
- Member Survey – List of Addresses
- Review of Bureau salaries

2022

- HR – Isolation Leave concept
- HR – staff replacement options
- HR – review of CPI application
- HR – Bureau travel rules
- HR – comment on proposed increase to medical insurance cover for Bureau staff
- HR – Bureau Home Leave rules review
- HR – review of Education Grant



All the tasks by grouping and timing (29) – SG Position Description (1)

2020

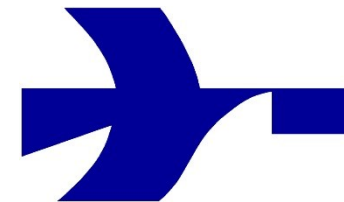
- SG Position Description (PD) – research and sourcing of examples from similar organisations (UPU, RUs)
- SG – drafting of background
- Drafting of SG PD

2021

- Circulation of draft SG PD
- Response to questions and comments on SG PD
- Response to questions and comments on SG PD
- Completion of reporting on consultation re SG PD
- SG PD – continuation of editing
- SG PD – finalisation of documentation
- Drafting of Doc 13.2.1 for approval by EC of SG PD

2022

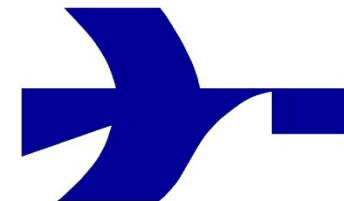
- HR – review of SG PD – adding in Salaries and Benefits information



All the tasks by grouping and timing (30) – SG Review of term (1)

2020

- Review of SG selection process – EC v Congress
- Research into appointment process for SG from 2001
- Drafting statement of case for review of EC decision
- Research into change of lead decision-maker (from Congress to EC) on appointment of SG – nothing found until 2022
- Review of UPU decision on 2020 Congress timing
- Organisation of consultation on appointment of SG
- Management of comms with members during consultation on appointment of SG
- Consultation on appointment of SG – management
- Responses to members re SG appointment consultation
- Documentation and reporting for consultation on SG appointment



All the tasks by grouping and timing (31) – APP (1)

2018

- Entity review APP
- Management of legal review of APPU-APP relationship

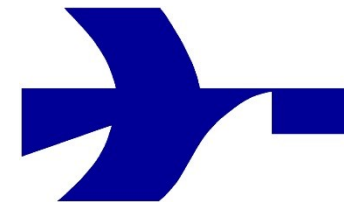
2019

2020

2021

- Discussion with APP re relevance of the College to APP

2022



All the tasks by grouping and timing (32) – Performance management (1)

2018

2019

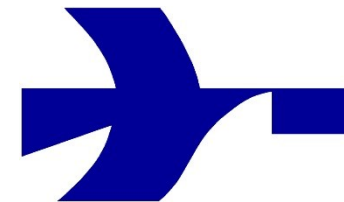
2020

2021

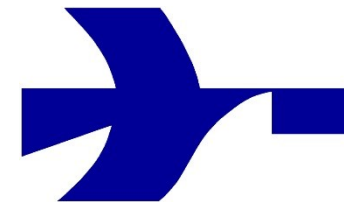
- Objective-setting / performance management – review of material for introduction to Bureau
- Drafting of EC document on objective setting and performance assessment

2022

“What we did” – expressed as “what we achieved” (1)



- **Interesting to have a big list of things that have been done! – but what did it achieve?**
- **Here, we take the 308 tasks etc and look for outcomes that the Reform WG (often represented through the Consultant) can claim as having some involvement**



“What we did” – expressed as “what we achieved” (2)

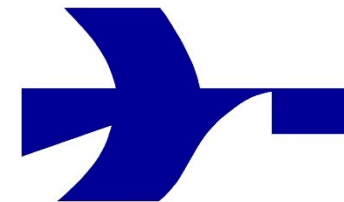
2018

- Entity review APP – clarified / defined the legal relationship between APPU and APP
- Introduced greater analysis of financials in the Administrative Section (trends, currency movements, future planning)

2019

- Formal establishment of Reserve Funds for Administrative Section and Training Section (including policy for management and replenishment, minimum financial levels) – had been a requirement since 1981 (good example of rules providing freedom)
- Developed financial analysis and business case for renovation project
- Development of process for ensuring decisions taken by correspondence take all matters regarding voting in RoP into account (e.g., abstentions, null and void votes, no vote received, majorities required, etc) – this work was the basis for six consultations since 2019 that resulted in decisions = faster decision-making
- Facilitated greater involvement of Bureau in financial matters – several documents prepared for Finance Committee (2019-2021)
- Supported Bureau in improving the quality of EC documentation, and making it available earlier
- Supported Bureau in improving the management of meetings – providing Continuity Notes for Chairs etc
- Developed business case for relocation of RTCAP from Singapore to Bangkok – relocation approved

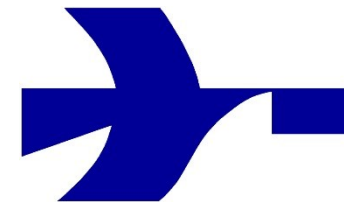
“What we did” – expressed as “what we achieved” (3)



2020

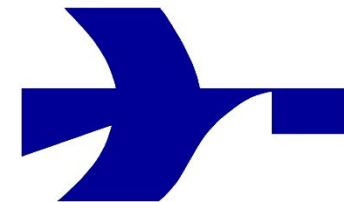
- Designed and implemented foreign exchange management (FEM) (only to then learn that basically the same system had been documented and proposed by WG in 2012) – FEM has brought knowledge and certainty to financial management
- Covid – development of financial modelling for potential cash shortfall in 2020 that took account of any reduction in participant numbers and / or postponement / cancellation of scheduled courses)
- Reduced contribution unit – researched, prepared position for EC to make decision (via Finance Committee)
- Developed guidelines for spending surplus funds (rules providing freedom) – greater autonomy for Bureau management

“What we did” – expressed as “what we achieved” (4)



2021

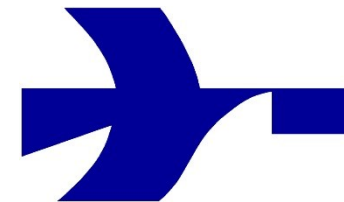
- Opened discussions with APP on the relevance of the College (to APP)
- Developed three submissions for use of ASRF – all approved – small expenditures that bring dignity to the business
- Archiving – commenced process of identifying / finding key documents and creating electronic archiving system – this has opened many channels of knowledge, and started to provide answers to longstanding questions – discovering our history!
- Governing documentation – assembled, for first time, all nine versions of APPU Acts – created one set of editable versions – eight versions show changes made from previous version by respective Congresses
- SG Position Description (PD) – format and content updated to incorporate many of the “value and relevance” observations from the work undertaken since 2017



“What we did” – expressed as “what we achieved” (5)

2022

- Undertook review of value and future direction of RTCAP – developed proposal for two-year trial of enhanced Consultancy Section (approved, in principle, by EC) – part of the role is the formal establishment of work that focuses on reducing duplication of effort, opportunities for increased synergy between organs of the Union, aligning the interests of APP with the training resource of APPC
- Commenced annotation work on APPU Acts
- APPU Congress
- prepared material for consultation on approved Observers (do not recall when this was last done)
- researched and drafted amendments to Congress RoP (as part of governing documentation assignment) – this resulted in preparation of:
 - Congress 2022 Doc 24.1 – Main document (plus proposals)
 - Congress 2022 Doc 24.2 - Credentials (plus proposals)
 - Congress 2022 Doc 24.3 – Observers (plus proposals)
 - Congress 2022 Doc 24.4 – Quorum / conditions of approval of proposals (plus proposals)

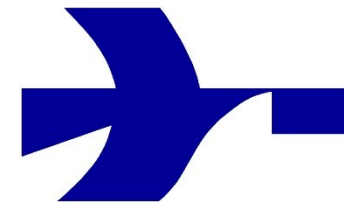


“What we did” – expressed as “what we achieved” (6)

2022 cont'd

- completed range of activities including research, consultation, drafting that resulted in:
 - Congress 2022 Doc 24.5 – Reduction in contribution unit (plus proposal)
 - Congress 2022 Doc 24.6 – Review of financial contributions system (plus proposal)
 - Congress 2022 Doc 24.7 – Waiving of historic debt (plus proposal)
 - Congress 2022 Doc 24.8 – Online participation in Congress (plus proposal)
 - Congress 2022 Doc 24.8 Add 1 – Open voting for online participants in Congress
 - Congress 2022 Doc 24.9 – Review of APPU governing documentation (plus proposals)
- researched and / or reviewed and / or drafted
 - Congress 2022 Doc 6 – Approval of the Congress RoP
 - Congress 2022 Doc 7 – Focus and composition of Committees and WGs
 - Congress 2022 Doc 8 – Finances of the Union
 - Congress 2022 Doc 8.1 - FEM
 - Congress 2022 Doc 8.2 - ASRF
 - Congress 2022 Doc 8.3 – Review of Bureau staff cost allocations
 - Congress 2022 Doc 9 – Summary report of APPU EC
 - Congress 2022 Doc 10 – Report of APPU activities
 - Congress 2022 Doc 23 – Establishment of the new structure 2022-2026

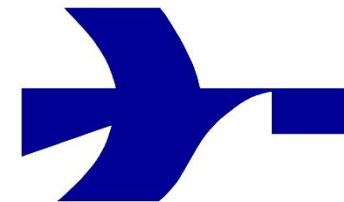
“What we did” – expressed as “what we achieved” (7)



2022 cont'd

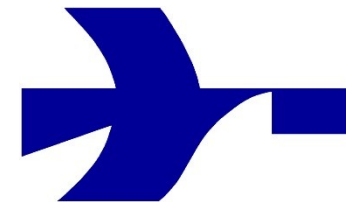
- design of Congress Doc and proposals numbering system
- drafting of member communication re credentials and proxies
- development of agenda and support material for Congress Planning Meeting
- review of using resolutions instead of amending Acts
- drafting of Continuity Notes for Planning Meeting Chair
- development of guidance for proxies for online-only participants
- review of draft Credentials for 20 members
- preparation of “Decision and Method” document for Congress Chair to help with session management
- drafting of comms re online participation

“What we did” – expressed as “what we achieved” (7)



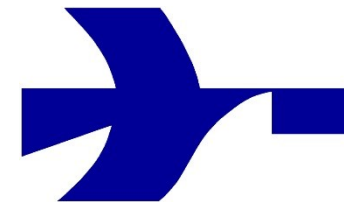
2022 cont'd

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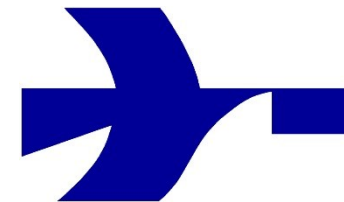
What we did well

- Reacted quickly and thoroughly to changing needs
- Took a practical approach, not a theoretical approach – worked with the people – did not advise what to do – showed what to do and did it alongside the Bureau
 - Approach enabled needs to be recognised
- Mr Lin opened the doors – didn't quite know what we were looking for, but knew there was something to be found – we were honest in how we approached and proceeded
- We did a lot of work, and did not charge for unproductive time



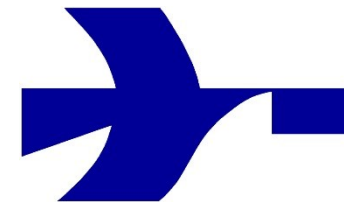
What we did not do well (1)

- Didn't manage the assigned workload
- Struggled with HLSD – key progress made in
 - Foreign exchange management
 - Definition and management of TSRF
 - Proposal 06 for financial contributions review
 - Governing documentation - where issues in governance and financial authority exist
- Struggled to understand the Union and its direction



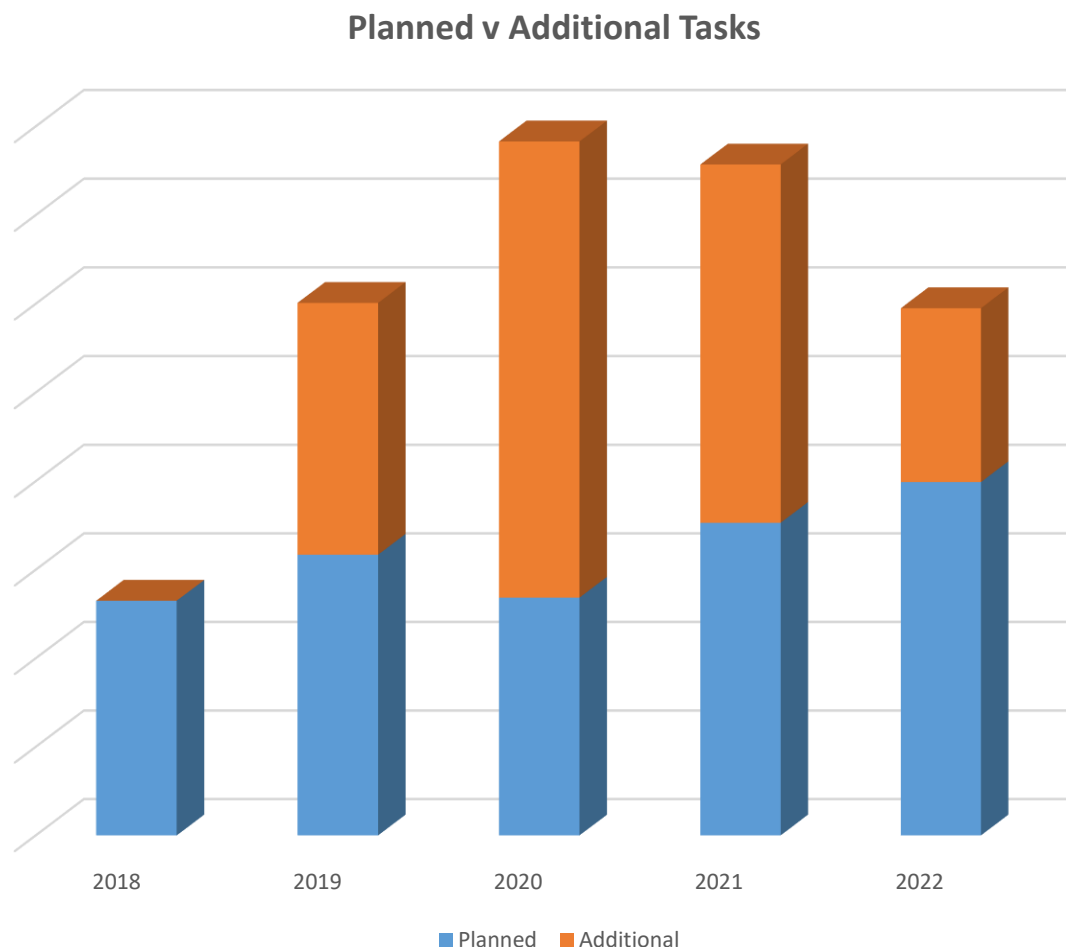
What we did not do well (2)

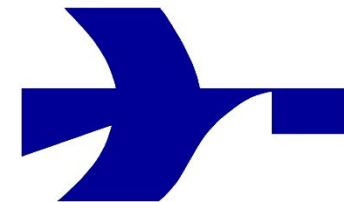
- Struggled to find a starting point
- Did not use resources as well as we could have
 - Overloaded key resource
 - Did not think laterally enough
 - Covid partly a reason
 - Endemic aspect of the organisation
 - Or maybe it was personal



What we learnt (1)

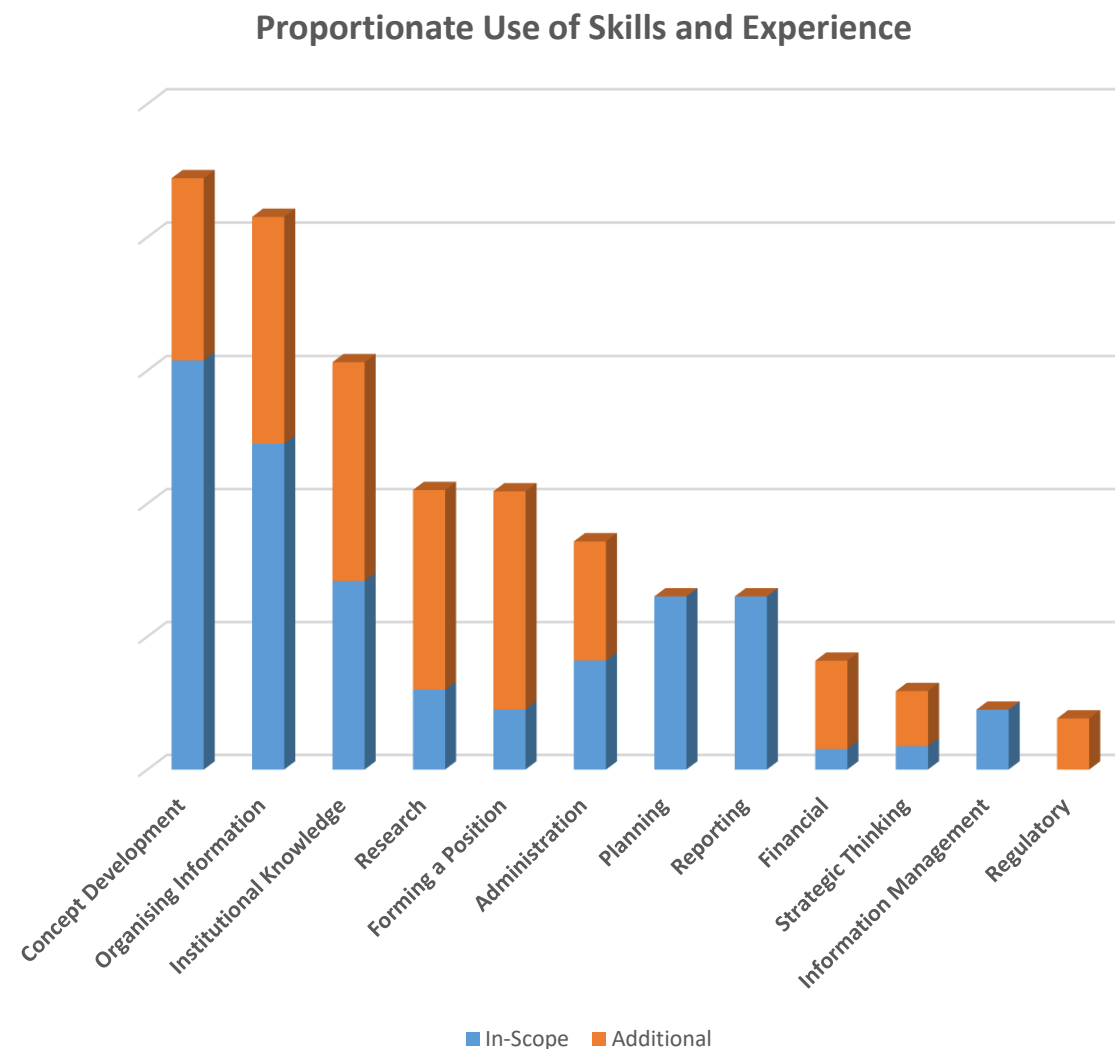
- We learnt that nearly half the effort was on “additional” activities
- 2020 and 2021 were “Covid years” – it created a few workstreams that were not planned
- Additional activity also came from issues we had not anticipated – things we discovered, particularly in governing documentation

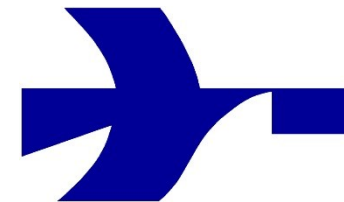




What we learnt (2)

- We learnt that additional activity involved a lot of problem-solving tools (personal knowledge, research (e.g., knowing where to look), forming a position, organising information).
- Whereas, for reform activity, one would expect more strategic thinking than was recorded.
- The data might suggest the Bureau is lacking in skills such as concept development, organising information, forming a position. This is more a matter of experience. It may also be a signal to skills the Bureau may wish to develop if there is sufficient call for these.

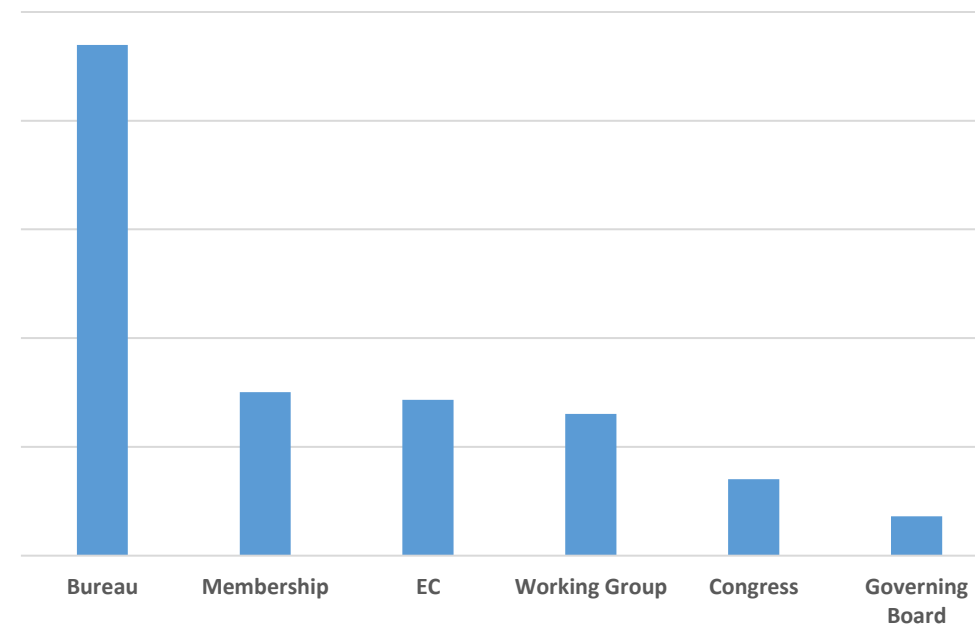


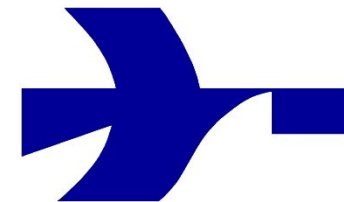


What we learnt (3)

- We learnt that the Bureau was far and away the main beneficiary of activity conducted under the Reform WG mandate. This should be understood as the activity contributing to the value and relevance of the Bureau. There are many instances of this being the case. But it does not mean the goal has been achieved. Rather, it means that the activity is work that the non-training side of the Bureau should be able to do – the future task is to confirm the additional activity expected of the Bureau in the non-training side and how it can be cost-effectively achieved. That process has started.

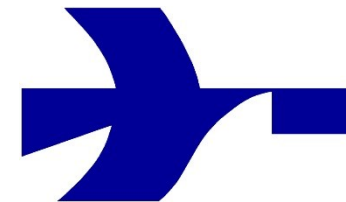
Who Benefited Most





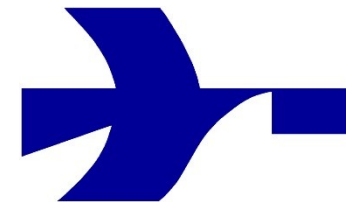
What guidance we would give to the Reform WG 2022-2026 (1)

- Allow capacity for unknown issues – make unknown issues part of the mandate where it can be justified
- Balance between theoretical v practical
- Five pillars of reform
 - Financial – proposal 06
 - Legal – proposal 02
 - Organisational – work needs to be done (e.g., governance / management)
 - Directional – focus / plan / purpose – work needs to be done
 - Capacity and capability – work needs to be done



What guidance we would give to the Reform WG 2022-2026 (2)

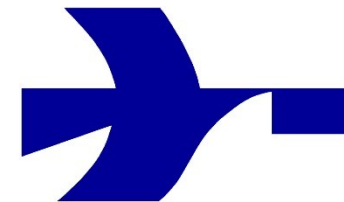
- Consider whether the Union has become dislocated from its origins?
- Consider whether there is enough resource to do what the Union needs to do – and that it might be a matter of how we go about our business
- Don't start with solutions - understand “what” and “why” – invest in questions and developing quality information



What guidance we would give to the Reform WG 2022-2026 (3)

- Roll up your sleeves
- Get your hands dirty
- Burn the midnight oil
- Be human

Any other business



Closing the meeting

