

No. Y-28/5/2025-PE-II

Government of India
Ministry of Communications
Department of Posts
(Establishment Division)

Dak Bhawan, Sansad Marg
New Delhi-110001

Dated: 23.10. 2026

OFFICE MEMORANDUM

Subject: Revision of Duties and Responsibilities of Secretary (Posts) and Director General (Postal Services) and rationalisation of reporting architecture – reg.

The Department of Posts has a wide-ranging mandate encompassing postal services, mail and parcel operations, financial inclusion, postal banking, insurance, citizen-centric services and delivery of Government programmes. The expansion of e-commerce and parcel services, digital products, financial inclusion initiatives, Direct Benefit Transfer (DBT), APT 2.0 and digitisation of processes have further diversified the Department's operational responsibilities.

2. In view of these developments, there is a need to ensure clearer functional demarcation between policy formulation and operational execution, along with rationalisation of the existing governance and reporting arrangements. The proposed arrangement is intended to minimise overlapping supervision, establish clear reporting channels and accountability, reduce unnecessary hierarchical layers and facilitate timely decision-making at the appropriate level.

3. Accordingly, in supersession of this Department's Office Memorandum of even number dated 27.03.2026 regarding the duties and responsibilities of Secretary (Posts), Chairperson, Postal Services Board, and Director General (Postal Services), the revised functional demarcation and reporting arrangements, as detailed in the Annexure to this Office Memorandum, are hereby notified. The principal elements of the revised arrangement are as follows:

a) Secretary (Posts) shall primarily deal with policy, sovereign, legislative, regulatory, strategic, financial-governance, parliamentary, cadre-related and inter-Ministerial matters. DG



(Postal Services) shall primarily deal with operational, executive, business, service-delivery and implementation matters, subject to statutory provisions, delegated powers and specific assignments made by the Competent Authority.

b) Where a proposal involves both policy/strategic and operational/implementation aspects, the policy/strategic component shall be submitted to Secretary (Posts), while the implementation/execution component shall be dealt with by DG (Postal Services), within the approved policy framework and delegated powers.

4. The proposed functional demarcation is also consistent with the framework of the Post Office Act, 2023, which distinguishes between the functions of the Central Government under Sections 3(1), 4(1), 5(1), 6, 9 and 12, and the operational functions and powers of the Director General under Sections 3(2), 4(2), 11 and 13, subject to applicable statutory provisions and prescribed approvals. The revised governance and reporting arrangements seek to align the Department's internal administrative structure with this distinction between policy, sovereign and regulatory functions and operational, executive and implementation responsibilities.

5. Decision-making principle

5.1 To ensure clarity in the allocation of responsibilities and avoid ambiguity in decision-making, the following broad principle shall guide the handling of matters:

"Policy, sovereign, legislative, regulatory, financial-governance, network-management, parliamentary and cadre-related matters shall ordinarily be dealt with under Secretary (Posts), whereas operational, executive, business, service-delivery and implementation matters shall ordinarily be dealt with under DG (Postal Services)."

5.2 In cases involving both policy and operational components, the policy/strategic component shall be submitted to Secretary (Posts), while the implementation/execution component shall be dealt with by DG (Postal Services), within the approved policy framework and delegated powers.

5.3 This arrangement is intended to ensure that routine operational matters are dealt with at the appropriate executive level without unnecessary reference through the Secretariat hierarchy, thereby reducing administrative congestion and facilitating timely decisions.

6. Administrative advantages

The revised functional demarcation and reporting arrangements are intended to ensure clear accountability, facilitate timely decision-making,

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minimise overlapping functions, improve operational efficiency and service delivery, strengthen policy oversight, enhance customer service, promote focused attention to business development and technology implementation, and reduce unnecessary hierarchical layers, thereby improving overall administrative efficiency, while ensuring compliance with applicable statutory provisions, Government policies and directions of the Competent Authority.

7. All concerned Divisions, Directorates, Members of the Postal Services Board and officers shall adhere to the revised functional allocation and reporting arrangements specified in the Annexure, subject to applicable statutory provisions and specific orders of the Competent Authority.

8. This Office Memorandum shall come into force with immediate effect.

9. This issue with the approval of the Hon'ble Minister of Communications & DoNER.

Annexure: Revised functional demarcation and reporting architecture.



(Dushyant Mudgal)

Deputy Director General (Establishment)

Copy to:

1. PS to Hon'ble Minister of Communications
2. PS to Hon'ble Minister of State for Communications
3. Sr. PPS to Secretary (Posts)/PPS to DG (Postal Services)
4. Sr. PPS to all Members, Postal Services Board
5. Sr. DDG (Vigilance), CGM PLI, CGM (Parcel & CCS), Sr. DDG (PAF)
6. Director, RAKNPA
7. All Chief Postmasters General and Postmasters General
8. All DDsG/GMs in Postal, PLI and Parcel & CCS Directorates
9. Additional Director General, Army Postal Service, C/o 56 APO
10. All Directors/AGMs in Postal, PLI and Parcel & CCS Directorates
11. DG P&T Accounts, Civil Lines, New Delhi; all Directors of Accounts (Postal)
12. GM, CEPT – with a request to upload the OM on the India Post website
13. All Sections of Postal Directorate
14. All recognised Unions/Federations/Associations
15. Guard File

ANNEXURE

Revised functional demarcation and reporting architecture

1. Role of Secretary (Posts)

Secretary (Posts) shall function as the Administrative Head, Policy Head, Principal Accounting Authority, legislative and regulatory authority, and principal authority for inter-Ministerial coordination. The core domains under Secretary (Posts) shall include policy formulation; legislation and statutory matters; vigilance; cadre management and personnel policy; establishment; budget and financial governance; parliamentary matters; international sovereign coordination; administrative governance; strategic planning; technology policy/strategic oversight; and inter-Ministerial coordination.

2. Role of Director General (Postal Services)

DG (Postal Services) shall function as the Operational Head and shall be responsible for operational management, business performance, customer service delivery and implementation of strategic initiatives approved by the Government. Core operational domains shall include mail operations; parcel operations; financial services operations; insurance services operations; business development; customer services; supply-chain management; rural postal services; and postal operations.

3. Broad Functional Division

Functional area	Secretary (Posts)	DG (Postal Services)
Policy	Policy formulation, approval and strategic direction	Implementation of approved policy
Legislation	Legislative proposals and amendments	Execution of statutory powers and operational implementation of statutory provisions
Regulations	Sovereign/regulatory oversight	Operational regulations within delegated powers
Parliament	Parliamentary accountability, assurances and important matters	Inputs, data and implementation support



Budget	Budgetary policy, allocation and financial governance	Utilisation, expenditure management and operational performance
Finance	Financial propriety and overall financial governance	Operational financial management within approved framework
Personnel	Cadre management, establishment and service policy	Human resource development-related functions
Vigilance & Investigation	Vigilance administration, investigation and disciplinary oversight	
Mail	Policy and strategic direction	Day-to-day mail operations
Parcel/Logistics	Policy and strategic framework	Operational management and service delivery
Financial Services	Policy/regulatory and sovereign matters; Project Steering Committee	Operational delivery of financial services
Insurance	Policy/regulatory matters	Operational management and service delivery
Technology	Policy, implementation and strategic oversight; Operational management Project Steering Committee	
Customer Service	Policy framework and accountability	Customer experience, grievance redressal and service quality
Business Development	Strategic policy direction	Business growth, partnerships and revenue generation
Estates	Policy, scheme and monetisation framework	Execution and operational management
International Relations	Sovereign/international governmental matters	Operational execution in mail and parcel areas
Training	Policy/cadre-related training framework	Operational/regular training and capacity implementation
Media/Communication	Government/official communication matters	Business promotion, marketing and operational communication
Philately	Sovereign/official philatelic functions	Other matters



Operations	Standardisation policy	and Operating procedures
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4. Reporting architecture of Members of the Postal Services Board & Divisions

The reporting channels of Members of the Postal Services Board shall be aligned according to the nature of functions as follows:

Sl. No.	Designation	Division/subject assigned	Reporting authority / arrangement
1	Member (Personnel)	Establishment Division	All matters to Secretary (Posts).
		Personnel Division	To Secretary (Posts), except statutory powers assigned to DG (PS).
		Departmental Examination	Policy-level decisions to Secretary (Posts); examination process through DG (PS).
		Vigilance Petitions (VP)	All matters to Secretary (Posts).
2	Member (FS)	PBI Division	To Secretary (Posts), who is Chairperson of IPPB.
		FS Division	To DG (PS), except policy, regulatory and sovereign matters; Project Steering



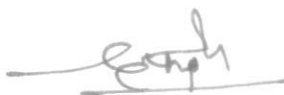
			Committee matters may be submitted to Secretary (Posts).
		PLI Directorate	To DG (PS), except policy, regulatory and sovereign matters, Project Steering Committee matters may be submitted to Secretary (Posts).
		PCO & PMLA	All matters to Secretary (Posts).
3	Member (CS)	Inspections	Inspection matters to Secretary (Posts).
		Customer satisfaction, Quality Assurance, visits, RTI, PG/service-quality monitoring and Material Management	All matters to DG (PS).
4	Member (Operations)	Parcel Directorate, Mail Operations, Postal Operations Division, Transportation Division, International Mails, CCS & RB Division and Statistics	To DG (PS), except policy, regulatory and sovereign matters, which go to Secretary (Posts).
		Digital Address Code (DAC)	All matters to Secretary (Posts).
5	Member (Philately/Media/Communications)	Philately, marketing, media, social media, publicity, collection of postal statistics and conduct of enumerations	Philately matters, Social media including Annual Report and e-Book of Information,



			to Secretary (Posts); other matters to DG (PS).
6	Member (HRD)	Induction/structured training; external and foreign training	All matters to Secretary (Posts).
		Training and HRD, Mission Karmayogi, regular/operational training and STP	All matters to DG (PS).
		Welfare and sports	Policy matters to Secretary (Posts); other matters to DG (PS).
7	Member (Estates)	Scheme projects and monetisation	All matters to Secretary (Posts).
		Non-scheme estate projects	All matters to DG (PS).
8	DDG (IR)	International Relations	Through DDG (IR) to Secretary (Posts).
9	DDG (Tech)/PMU	Technology/PMU	All matters to Secretary (Posts).
10	HOC CEPT	CEPT	Through DDG (Tech) to Secretary (Posts).
11	Secretary, PSB	Administration, Cash & Accounts/Pay Bill, Coordination, General Administration and Corporate Planning	Relevant matters to Secretary (Posts).

5. Other Wings/Directorates/Divisions

(a) Integrated Finance Wing (IFW): The IFW shall continue under the Financial Adviser/Additional Secretary-level arrangement, with administrative coordination under Secretary (Posts), in accordance with Government of India financial governance principles.



(b) Vigilance Division (including Investigation): Given its sensitive and quasi-independent nature, the Vigilance Division, including investigation functions, shall report directly to Secretary (Posts) through Sr. DDG (Vigilance), to ensure neutrality, institutional integrity and independent vigilance administration.

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