

No. Y-41/19/2026-PE-II-DOP
Government of India
Ministry of Communications
Department of Posts, India
(Establishment Division)

Dak Bhawan, Sansad Marg,
New Delhi-110001
Dated: 09.09.2026

To,

All Head of Postal Circles

Subject: Implementation of common organization structure in administrative units in line with Departments hierarchy of Horizontal and Vertical – Regarding.

Please refer to this office letter of even number dated 20.07.2026, vide which the details of the Common Organizational Structure were circulated.

2. In order to proceed further with the implementation of the Common Organizational Structure, the roles and responsibilities of "Head of Region", "Head- Logistics", "Head- Sales", and "Head- Transportation" have been formulated and are enclosed herewith as Annexure-I for information, guidance and further necessary action.

3. Further, the Circle-wise details of the existing and proposed establishment of posts up to JAG level have been formulated in consultation with the Circles. The Circle-wise details regarding identification of the posts of "Head of Region", "Head - Logistics", "Head - Sales", "Director (Foreign Post)" and "Head - Transportation" up to SAG/JAG level and redeployment order if needed will be issued separately. For other level like STS/JTS etc, Circle shall identify based upon functional requirements, workload, revenue potential and operational complexity of the respective Circle

4. The undersigned is directed to request that the Common Organizational Structure may be implemented in the Circle in accordance with the enclosed details and the prescribed roles and responsibilities. A compliance report confirming implementation of the Common Organizational Structure may be furnished to this office within 15 days from the date of issue of this communication.



5. This issues with the approval of the Secretary (Posts).



(Dushyant Mudgal)
DDG (Establishment)

Copy to:

1. Sr. PPS to Secretary (Posts)/Director General
2. Sr. PPS to all Members of Postal Services Board
3. Director, RAKNPA
4. Sr. DDG (Vigilance)/Sr. DDG (PAF)/CGM(PLI)/CGM(CS&RB)
5. GM PLI and GMs Parcel Directorate
6. JS&FA
7. Secretary, Postal Services Board/ Deputy Directors General
(through Office Notice Board)
8. GM, CEPT – With a request to upload the order on website
9. Addnl. Director General, Army Postal Service, c/o 56 APO
10. DG P&T Accounts, Civil Lines, New Delhi-54
11. Directors of all PTCs
12. SO Guard File

Annexure-I**Part -A - Head of the Region**

1. At present, the posts of Postmaster General (PMG) and Director, Postal Services (DPS) are functioning at the regional level. In accordance with the Government of India's vision of "Minimum Government, Maximum Governance", it has been decided that each Region shall have one designated Head of Region. The post of Head of Region may be placed at the level of Junior Administrative Grade (JAG) or Senior Administrative Grade (SAG), as will be determined based on the revenue generating potential, administrative requirements, geography, workload and functional responsibilities of the Region.
2. The proposed layering of the administrative hierarchy is intended to eliminate avoidable levels of processing, facilitate faster decision-making, improve administrative efficiency and ensure clear and single-point accountability at the regional level. It is also intended to free up posts for re-deployment to the new and emerging areas.
3. The Head of Region shall exercise the prescribed financial, administrative and statutory powers in respect of the entire Region, irrespective of whether the designated post is at the JAG or SAG level. Accordingly, the relevant Schedules of Financial, Administrative and Disciplinary Powers shall be suitably amended to align the powers and responsibilities with the designated Head of Region, thereby ensuring commensurate authority and accountability.

Part-B – Head- Logistics, Circle

1. The PMG/DPS shall function as Head Logistics and designated as PMG (Logistics) or Director (Logistics) as the case may be. Head- Logistics shall provide integrated leadership for the Circle's logistics business and operations, encompassing mail, parcels, international mail, transportation, processing, hub operations and target achievement related to the Domestic Mail, Parcel & International Mail, with effective coordination among booking, processing, transportation and delivery units.
2. The post of Head – Logistics, Circle shall be at the SAG/JAG level, as determined by the functional requirements, workload and operational complexity of the respective Circle. The Head – Logistics shall exercise overall functional and administrative oversight over the related units which would be reporting to the Head Logistics, ensuring effective coordination, operational efficiency and seamless end-to-end management of logistics operations.



The Head-Logistics shall report to the Head of the Circle and reviewing authority of Head Logistics will be Member (Operation).

Roles and Responsibilities

- (i) Provide dedicated leadership for the Circle's Mail, Parcel and International Mail business including Logistics Post establishing clear functional priorities, operational responsibilities, performance standards and accountability across the logistics value chain.
- (ii) Lead and oversee the Circle's middle-mile logistics operations (Inter / Intra Circle Mail Arrangement), including mail and parcel processing, sorting, hub operations and transportation, ensuring effective coordination among RMS Divisions, Foreign Post Office, MMS units, integrated and other processing hubs and other logistics establishments.
- (iii) Oversee the implementation of design, optimization and performance of the Circle's mail, parcel and international mail and logistics network, in accordance with prescribed standards, including PNOP and MNOP and related output and outcomes in all processing hubs, transportation routes, assets/equipment & infrastructure management, manpower etc. Recommend network rationalization, restructuring or augmentation based on traffic volumes, service requirements, operational efficiency, capacity utilization and financial viability.
- (iv) Ensure end-to-end accountability for the performance of the Circle's logistics network, including timely processing, movement and transmission of mail and parcels, effective utilization of logistics infrastructure and transportation resources, and achievement of prescribed service standards.
- (v) Oversee the Circle's bulk and institutional sales functions relating to logistics services i.e Mail, Parcel and International Mails, ensuring alignment of customer commitments with processing and transportation capacities. Prioritize strategic accounts with a view to supporting business acquisition, customer retention, revenue realization and adherence to committed service levels.
- (vi) Monitor the operational, commercial and financial performance of the logistics organization through structured and periodic reviews through MIS / available tools with the department from time to time. Ensure compliance with prescribed standards relating to service quality, safety, security and business continuity, and drive corrective measures, technology adoption, process improvement and capability development across the Circle.



(vii) The Head – Logistics shall function as the controlling authority for all RMS Divisions, Foreign Post Office, MMS units, integrated and other processing hubs and other logistics establishments in the Circle. All matters relating to transfer/posting, establishment, staff, service and disciplinary matters pertaining to these shall be dealt with and coordinated at the office of the Head – Logistics, in accordance with the prescribed rules, regulations and delegated powers.

(viii) Establish an integrated performance monitoring and review mechanism for RMS, MMS, hubs, processing facilities and other logistics establishments as applicable, with appropriate performance indicators, periodic reviews and time-bound corrective action.

(ix) Monitor and coordinate with the Head – Sales, Head – Transportation and other concerned functional heads to ensure that business commitments, transportation capacity, processing capability and operational resources remain aligned, thereby ensuring seamless delivery of logistics services.

(x) Undertake such other functions and exercise such powers as may be assigned/delegated by the CPMG or prescribed under the relevant rules, regulations and schedules of powers.

Part C - Head – Sales, Circle

1. The DPS/APMG/AD/ASP/IP shall function as Head-Sales, Circle and designated as Director (Sales)/APMG (Sales)/AD (Sales)/ASP (Sales)/IP (Sales) as the case may be. The Head – Sales shall provide leadership for the sales and business-development activities of the Circle relating to Mail, Parcel and International Mail products and services. The role shall be responsible for customer acquisition, business development, revenue and volume growth, key-account management and customer retention, while ensuring that commercial commitments made to customers are aligned with the operational capabilities, capacity and prescribed service standards of the Circle.

Note: - Revenue targets for mails, parcel and international mails shall continue to be assigned across Region/Divisions. Further a sales force for Mail, Parcel and International Mail should function in close coordination with the Head Sales. Head of Circle should take necessary action to ensure this close coordination as per requirement of circle.



2. The post of Head – Sales may be placed at the level of JAG/STS/JTS/Group 'B'/ASPO/IPO, as determined by the functional requirements, workload and business potential of the respective Circle. The Head – Sales shall report to the Head – Logistics, Circle and shall work in close coordination with the Head of the Circle, Head of Region, Head – Transportation and other concerned functional and operational units.

Roles and Responsibilities

- i. Develop and implement the Circle's sales and business-development strategy for bulk and institutional customers across Mail, Parcel and International Mail products and services, translating Circle-level revenue and volume objectives into segment-wise, product-wise and account-wise targets.
- ii. Identify, develop and acquire high-potential bulk and institutional customers, including Government Departments, Public Sector Undertakings, e-commerce companies, banks, financial institutions, corporates, publishers, educational institutions, exporters and other large-volume mailers, with particular emphasis on sustainable and profitable business.
- iii. Assess customer requirements and develop customized end-to-end logistics solutions covering bulk booking, pickup, processing, transportation, delivery, returns, tracking, reporting and billing, in coordination with the concerned operational units, ensuring that commitments made to customers are operationally feasible.
- iv. Manage the complete lifecycle of key institutional accounts, including lead generation and conversion, preparation of proposals, participation in tenders/RFPs, customer onboarding, contract coordination, service-level monitoring, periodic customer reviews, complaint resolution, renewals, cross-selling and follow-up for timely realization of receivables.
- v. Monitor account-wise and segment-wise revenue, volumes, sales pipeline, lead conversion, customer acquisition, customer retention, profitability and service performance. Undertake periodic reviews and initiate appropriate corrective measures to achieve prescribed business targets.
- vi. Coordinate closely with the Head – Logistics, Head – Transportation, RMS Divisions, MMS units, Foreign Post Office, MMS units, integrated hubs, processing hubs and other logistics establishments, and delivery units to ensure that customer commitments relating to pick-up, processing, transportation, delivery, turnaround time and service levels are consistently and effectively fulfilled.
- vii. Establish and maintain a structured key-account management mechanism, including designated account ownership, regular



- customer interaction, service-performance reviews and systematic resolution of customer issues, with a view to strengthening customer relationships and generating repeat and incremental business.
- viii. Identify opportunities for cross-selling, up-selling and introduction of new products and services, and provide market intelligence and customer feedback to the concerned authorities for improvement and development of Mail, Parcel and International Mail offerings.
 - ix. Monitor the timely realization of revenue and receivables from institutional and bulk customers and coordinate with the concerned operational and finance units for resolution of billing, reconciliation and payment-related issues.
 - x. The Head of Circle may assign Sales/Marketing-related activities to any Head of Region or Head of Division, as considered necessary, based on the functional requirements, workload and business potential of the Circle. Such assignments shall be carried out in coordination with the Head – Sales to ensure consistency in sales strategy, customer management and reporting.
 - xi. Undertake such other functions and responsibilities relating to sales, business development and customer management as may be assigned by the Head of the Circle or Head – Logistics, in accordance with the prescribed policies, rules and delegated powers.

Part D. Head –Transportation, Circle

1. The DPS/APMG/AD/ASP/IP shall function as Head-Transportation, Circle and designated as Director (Transportation)/APMG (Transportation)/AD (Transportation)/ASP (Transportation)/IP (Transportation) as the case may be. The Head – Transportation shall be responsible for the planning, coordination, management and optimization of the Circle's intra-Circle transportation network for the movement of Mail and Parcels, while ensuring effective integration with inter-Circle transportation routes and the overall logistics network. The role shall ensure the reliable, timely, secure, safe and cost-efficient movement of Mail and Parcels between booking offices, processing facilities, hubs, RMS/MMS units and delivery establishments.
2. The Head – Transportation shall report to the Head – Logistics, Circle and shall function as the nodal authority for transportation planning, coordination, performance monitoring and optimization within the Circle.



Roles and Responsibilities

- (i) Design, plan and maintain the Circle's intra-Circle transportation network, including routes, schedules, frequency of services, vehicle deployment, capacity requirements and hub connectivity, based on traffic flows, processing windows, delivery standards, operational requirements and anticipated business growth.
- (ii) Coordinate with adjoining Circles, RMS Divisions, Foreign Post Office, MMS units, integrated and other processing hubs and other logistics establishments and delivery offices to synchronize intra-Circle and inter-Circle transportation movements and ensure seamless connectivity, minimizing missed connections, accumulation, avoidable detention and delays in transmission.
- (iii) Ensure the timely, secure, reliable and uninterrupted movement of Mail and Parcels by monitoring departures, arrivals, transit times, route adherence, vehicle availability, load factors and capacity utilization, and taking prompt corrective action in cases of delays, vehicle breakdowns, route disruptions or other operational contingencies.
- (iv) Optimize route productivity, vehicle deployment, load factors and transportation costs. Assess the requirement for departmental and outsourced transportation capacity and ensure its deployment in accordance with operational requirements. Monitor transportation contractors for compliance with approved terms and conditions, statutory requirements, safety and security norms and prescribed service standards.
- (v) Establish and maintain transportation performance dashboards and route-wise operational data, covering parameters such as on-time departure and arrival, transit time, vehicle utilization, capacity utilization, route adherence, detention and cost per unit of traffic. Analyze recurring delays and operational irregularities and initiate appropriate corrective and preventive measures.
- (vi) Ensure compliance with prescribed requirements relating to vehicles, drivers, safety, security, documentation and statutory obligations, and establish appropriate contingency arrangements for vehicle breakdowns, route disruptions, traffic restrictions, natural calamities and other operational emergencies.
- (vii) Undertake periodic review, rationalization and optimization of transportation arrangements based on traffic volumes, service requirements, processing capacity, network performance, route productivity and cost-effectiveness, and recommend changes in

routes, schedules, vehicle deployment, frequency and outsourcing arrangements to the PMG/DPS/APMG/AD – Logistics.

(viii) Coordinate with the DPS/APMG/AD – Sales and other concerned functional units to ensure that transportation capacity and service commitments are aligned with the business volumes and customer commitments of the Circle, particularly for bulk, institutional and time-sensitive Mail and Parcel traffic.

(ix) Maintain effective coordination with RMS Divisions, Foreign Post Office, MMS units, integrated and other processing hubs and other logistics establishments and delivery offices to identify transportation bottlenecks and ensure that transportation schedules are synchronized with processing and delivery windows, thereby facilitating end-to-end movement and achievement of prescribed service standards.

(x) Monitor the performance of departmental and outsourced transportation arrangements through defined service-level and performance indicators, undertake periodic reviews of service providers and recommend corrective action, including restructuring or replacement of arrangements where performance is consistently below prescribed standards.

(xi) Undertake such other functions and responsibilities relating to transportation planning, management and network optimization as may be assigned by the CPMG or the Head – Logistics, in accordance with the prescribed rules, policies and delegated powers.

