

No. Y-38/2/2026-PE-II-DoP
Government of India
Ministry of Communications
Department of Posts, India
(Establishment Division)

Dak Bhawan, Sansad Marg,
New Delhi-110001
Dated : 20th July, 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.

The Department of Posts is presently undergoing a significant transformation with the objective of evolving into a customer-centric, technology-driven, operationally efficient, and financially sustainable organization. In today's competitive business environment, administrative structures must remain dynamic, agile, and responsive to effectively support service delivery, business expansion, operational excellence, and sustainable revenue growth.

It has been observed that the organizational structures adopted by Circles, Regions, and Divisions for handling various subject matters differ considerably. In several instances, the organizational arrangements followed in field offices are not aligned with the horizontal and vertical organizational framework of the Directorate.

Such variations in organizational structures across administrative offices result in duplication of work, delays in decision-making, inadequate coordination, and inconsistent handling of subject matters, thereby adversely affecting organizational efficiency, accountability, and service delivery.

With a view to addressing these challenges, the Competent Authority has decided to implement a uniform organizational structure across the administrative offices of Circles, Regions, and Divisions. The proposed framework is intended to ensure alignment with the organizational structure of the Directorate, promote consistency in administrative practices, strengthen coordination across all levels,



streamline business processes, eliminate duplication of functions, and enhance operational efficiency. It will also facilitate uniform implementation of policies and programmes, improve accountability, and ensure greater coherence in the functioning of the Department across the country.

The implementation of a common organizational structure across Circles, Regions and Divisions shall be guided by the following principles:

1. End-to-End Vertical Accountability:

A clear and well-defined ownership framework shall be established for each business vertical at the Circle, Region and Division levels. Each vertical shall have designated officers responsible for the complete spectrum of operational as well as commercial activities for that vertical, ensuring end-to-end accountability for service delivery, business performance and achievement of organizational objectives.

2. Separation of Vertical and Horizontal Ownership:

Vertical and horizontal functions shall, as far as practicable, be assigned to separate officers to ensure focused attention on business outcomes and effective governance. In lean offices with limited manpower, efforts shall nevertheless be made to avoid combining vertical and horizontal responsibilities under the same role, except where operational exigencies so require.

3. Standardized Nomenclature and Role Consistency:

Uniform designations, functional titles and role definitions shall be adopted across Circle, Region and Division offices to ensure consistency in organizational structure. Such nomenclature and role definitions shall be aligned with those prescribed by the Directorate, thereby promoting clarity, uniformity and ease of coordination across all administrative levels.

(A) Head of the Region:

At present, the **Postmaster General (PMG)** functions as the Head of the Region and is supported by the **Director Postal Services (DPS)** for the discharge of functions at the regional level. With a view to promoting organizational delayering, expediting decision-making and enhancing administrative efficiency, and in alignment with the Government of India's vision of "**Minimum Government,**



Maximum Governance,” it has been decided that each Region shall have only **one designated Head of Region**.

The post of **Head of Region** may be held at either the **Junior Administrative Grade (JAG)** or the **Senior Administrative Grade (SAG)** level, depending upon the administrative requirements, workload, and functional needs of the Region concerned.

This rationalization of the regional administrative structure is expected to eliminate avoidable layers of processing, facilitate faster and more effective decision-making, improve administrative efficiency, and strengthen accountability through clearly defined leadership and ownership of outcomes.

Detailed instructions regarding the creation and operationalization of the post of Head of Region, including its roles and responsibilities, disciplinary and statutory powers, reporting relationships, financial and administrative authorities, and other related operational aspects, shall be issued separately.

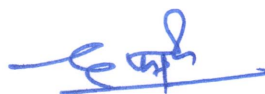
(B) Head – Logistics:

A post of **Head – Logistics** shall be established in every Circle. The post shall be held by an officer in the **Senior Administrative Grade (SAG)** or the **Junior Administrative Grade (JAG)**, depending upon the business potential, operational requirements, and workload of the Circle, with the objective of providing dedicated leadership for logistics operations at the Circle level.

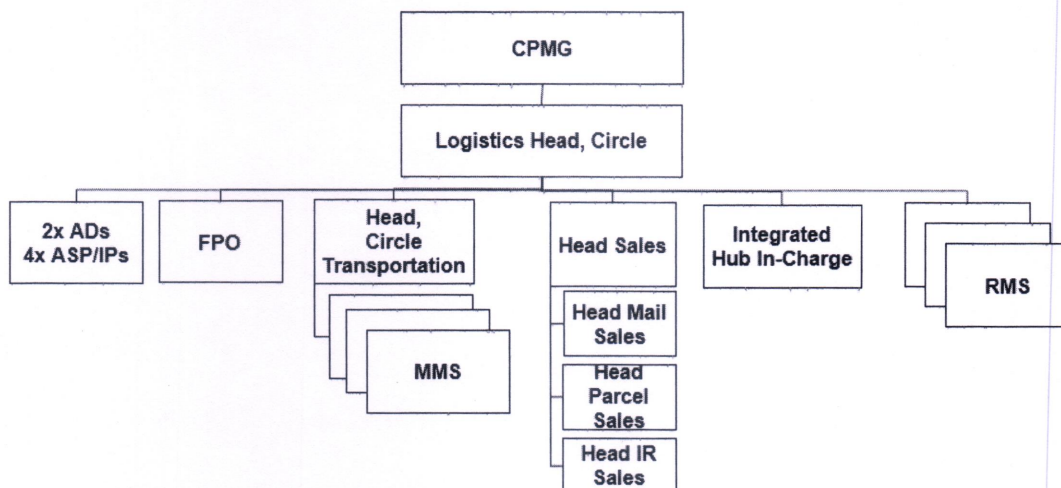
The **Head – Logistics** shall be supported by the **Head – Sales, Head – Circle Transportation**, and other officers and staff responsible for logistics operations within the Circle. The **Head – Logistics** shall be responsible for the overall planning, management and monitoring of **mail processing, logistics operations, and sales activities** relating to **Mail, Parcel and International Mail** business across the Circle, with a view to ensuring operational efficiency, service quality and business growth.

All **Railway Mail Service (RMS) Divisions, Mail Motor Service (MMS) Units**, and other logistics-related establishments within the Circle shall function under the **administrative control** of the **Head – Logistics**.

Detailed instructions regarding the establishment of the post of Head – Logistics, including its roles and responsibilities, reporting relationships, administrative, financial and statutory powers, and other operational aspects, shall be issued separately.



A representative organizational structure for head logistics is given below:



(C) Head – Sales

A post of **Head – Sales** shall be established in every Circle. The post shall be held by an officer in the **Junior Administrative Grade (JAG)** or **Senior Time Scale (STS)/Junior Time Scale (JTS)/General Central Service, Group 'B'**, depending upon the business potential, operational requirements and workload of the Circle, with the objective of providing dedicated leadership for **marketing, sales and business development** activities relating to logistics.

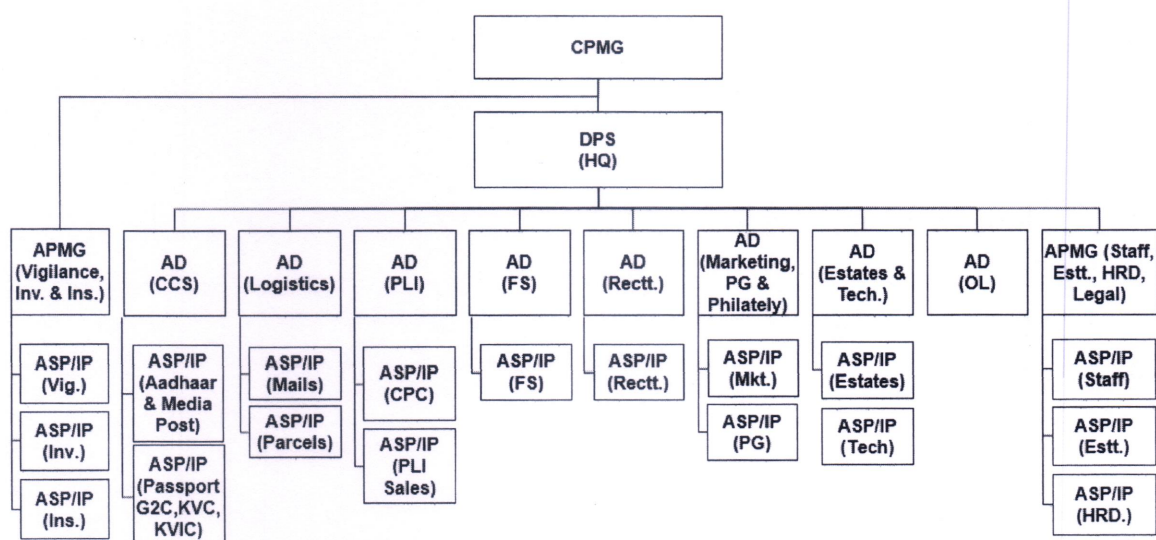
The **Head – Sales** shall be responsible for formulating and implementing marketing and sales strategies, driving business development initiatives, managing key customer relationships, and overseeing sales operations across the Circle for **Mail, Parcel and International Mail** business. The officer shall also be responsible for identifying new business opportunities, achieving revenue targets, and strengthening the Circle's logistics business portfolio. The **Head – Sales** shall function under the overall supervision of and **report to the Head – Logistics**.

Detailed instructions regarding the establishment of the post of **Head – Sales**, including its **roles and responsibilities, reporting relationships, administrative and financial powers, performance management framework, and other operational aspects**, shall be issued separately.

(D) Group Officers at Circle Level (APMGs/ADs):

Group Officers posted in the Circle Office shall be assigned portfolios in alignment with the prescribed **horizontal and vertical functional hierarchy** of the Postal Directorate. The allocation of functions shall be carried out in a manner that ensures uniformity in the organizational structure across all Circles, promotes functional specialization, strengthens coordination with the Directorate, and enhances administrative efficiency, accountability and effectiveness.

A representative organizational structure for a large Circle is given below:



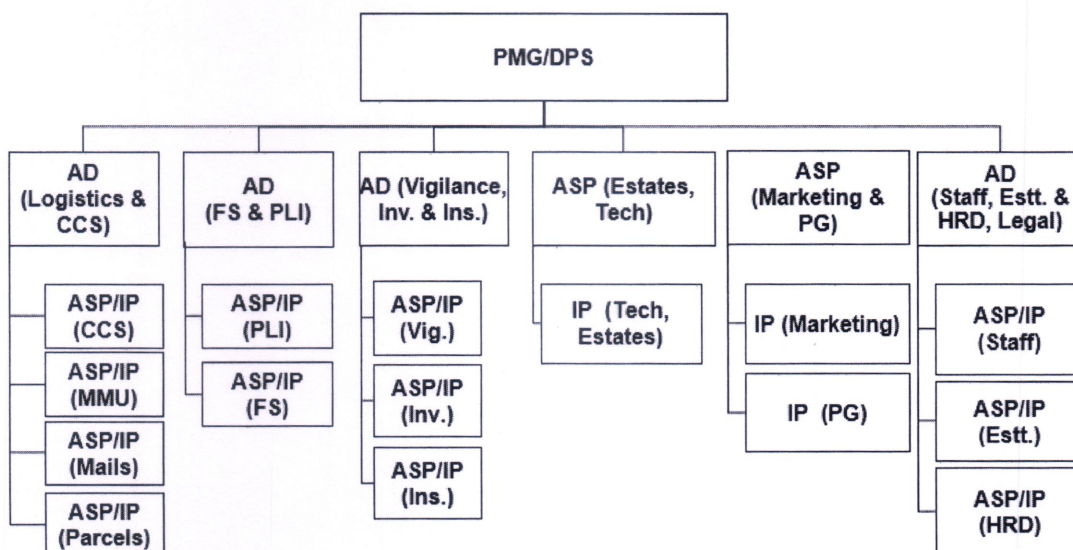
The above organizational structure is intended to serve as the standard model for **large Circles**. In Circles where the number of sanctioned posts of **Assistant Postmasters General (APMGs)/Assistant Directors (ADs)** is comparatively lower, **two or more branches may be combined**, wherever considered necessary, to optimize the utilization of available manpower. However, such rationalization shall be undertaken **without disturbing the prescribed horizontal and vertical organizational structure, reporting relationships, or functional hierarchy**, so as to maintain consistency in governance, accountability, and coordination across all Circles

(E) Group Officers at Regional Level (APMGs/ADs):

Group Officers posted in the Regional Office shall be assigned portfolios in alignment with the prescribed **horizontal and vertical functional hierarchy** of the Postal Directorate. The allocation of functions shall be undertaken in a manner that ensures uniformity in the organizational structure across all Regions, promotes functional specialization, strengthens coordination with the Circle Office and the Postal Directorate, and enhances administrative efficiency, accountability and effectiveness.

The distribution of portfolios shall clearly distinguish between **vertical and horizontal functions**, with defined roles and responsibilities for each Group Officer, thereby ensuring effective governance, streamlined decision-making, and end-to-end accountability within the Region. Where operational requirements so warrant, portfolios may be rationalized, provided that the prescribed functional hierarchy, reporting relationships, and organizational structure remain intact.

A representative organizational structure for a Regional Office is given below:



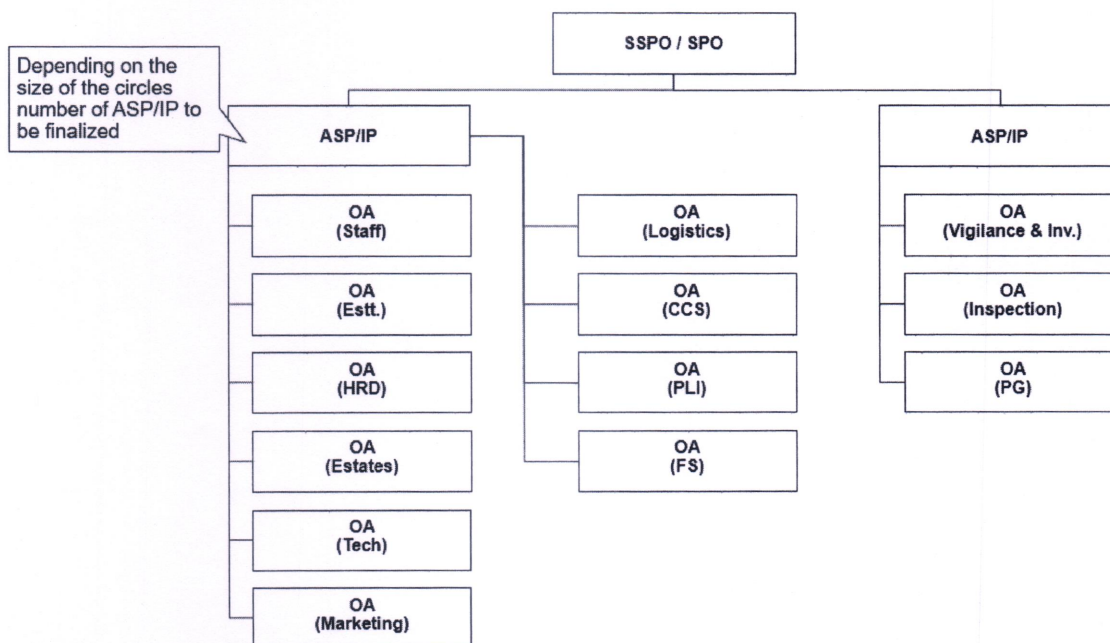
The above organizational structure is intended for Regional Offices. In Regions where the number of sanctioned posts of Assistant Postmasters General (APMGs)/Assistant Directors (ADs)/ASPs/IPs is comparatively lower, two or more branches may be combined, wherever necessary, without disturbing the prescribed horizontal and vertical organizational structure or functional hierarchy.

(F) IPs/ASPs at Divisional Level

Inspectors of Posts (IPs) and Assistant Superintendents of Posts (ASPs) posted in Divisional Offices shall be assigned portfolios in alignment with the prescribed horizontal and vertical functional hierarchy of the Postal Directorate. The allocation of functions shall be undertaken in a manner that ensures uniformity in the organizational structure across all Divisions, promotes functional specialization, strengthens coordination with the Regional Office, Circle Office and the Postal Directorate, and enhances administrative efficiency, accountability and effectiveness.

Divisions having significant logistics business potential, as may be determined by the Circle based on operational requirements and business parameters, shall be provided with an additional IP/ASP to exclusively oversee logistics operations, sales, and business development relating to Mail, Parcel and International Mail services.

A representative organizational structure for a Divisional Office is given below:



All Circles shall examine the organizational structures prescribed for the Circle, Regional and Divisional Offices and take necessary action to implement the same within their respective jurisdictions. Wherever rationalization or redistribution of portfolios is required, the same shall be carried out in conformity

with the prescribed horizontal and vertical functional hierarchy, reporting relationships and functional responsibilities, while ensuring optimum utilization of available manpower and maintaining administrative uniformity across the Department.

(G) RMS Organization Structure:

Railway Mail Service (RMS) Divisions constitute the backbone of the Department's **mail processing, transmission and parcel logistics network**. An efficient organizational structure of RMS Divisions is essential for ensuring timely processing and transportation of mail and parcels, improving operational efficiency, reducing transit time, and minimizing public grievances. Accordingly, the organizational structure of RMS Divisions shall be strengthened and aligned with the revised functional framework as outlined below:

Organizational Structure:

Each RMS Division may be provided with **three Inspectors of Posts (IPs)/Assistant Superintendents of Posts (ASPs)**, subject to the size, workload and operational requirements of the Division. The officers shall be assigned the following functional responsibilities:

(i) IP/ASP – Operations:

The officer shall be responsible for supervising and monitoring all **mail processing and operational activities** of the RMS Division, including processing efficiency, mail transmission, quality standards, operational performance and compliance with prescribed procedures.

(ii) IP/ASP – Administration:

The officer shall be responsible for all **administrative, establishment, personnel, vigilance, disciplinary and general administration** matters of the RMS Division, including human resource management and office administration.

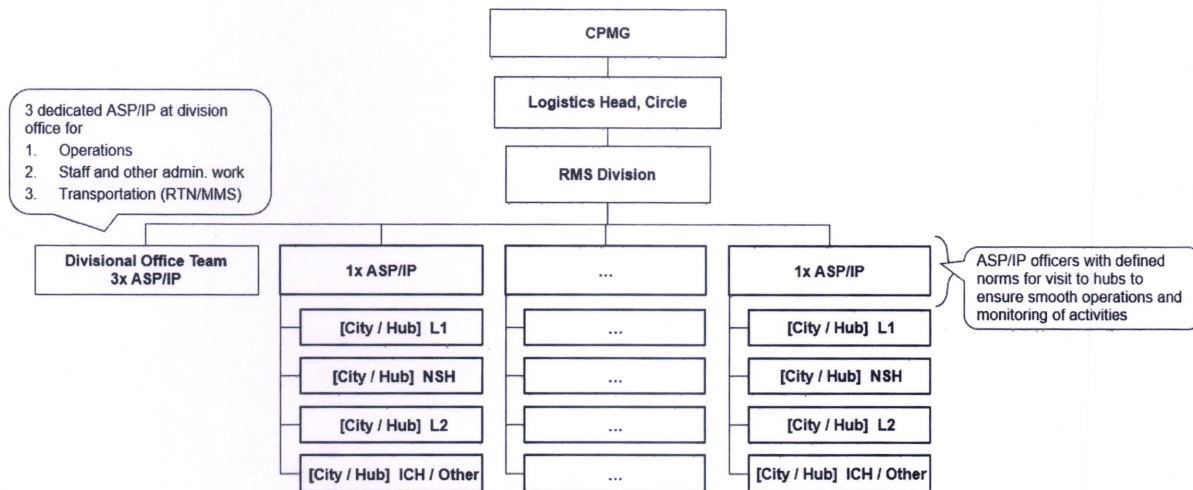
(iii) IP/ASP – Transportation:

The officer shall be responsible for overseeing and monitoring the functioning of **Mail Motor Service (MMS) Units, Road Transport Network (RTN) connecting intra-circle processing hubs and from hub to post offices of the catchment area, and other transportation arrangements** under the jurisdiction of



the RMS Division, with a view to ensuring efficient, timely and cost-effective transportation of mail and parcels.

In addition to the above functional assignments, **one or two IP/ASP may, wherever considered necessary, be designated to coordinate inspections, field visits, monitoring of compliance, and follow-up action** relating to the RMS Division. The frequency of visits needs to be more and effective. This responsibility may be assigned as an independent portfolio or in combination with another portfolio, depending upon the sanctioned strength and workload of the Division.



The above organizational structure is **illustrative** and intended to serve as a standard functional framework. The **number of sanctioned posts of IPs/ASPs** in an RMS Division may vary depending upon the **size, workload, mail and parcel traffic, business potential, and operational requirements** of the Division. Circles shall ensure that the allocation of portfolios is made in conformity with the prescribed functional hierarchy while making optimum use of available manpower

A **sample Excel template** indicating the **existing ("As-Is")** and **proposed ("To-Be")** roles and responsibilities under the revised organizational structure is enclosed for guidance and reference. All Circles shall populate the prescribed template with the details of the **Circle Office, Regional Offices and Divisional Offices** under their jurisdiction, clearly indicating the mapping of existing assignments to the revised functional structure.

[Handwritten signature]

A **compliance report**, along with the duly completed Excel template, confirming the implementation of the prescribed organizational structure, shall be furnished to the Directorate **by 31.07.2026**. The implementation shall be completed within the prescribed timeline to ensure uniform adoption of the revised organizational structure across all Circles.

This issues with approval of Secretary (Posts)



(Dushyant Mudgal)
DDG (Establishment)

Copy to:

1. Sr. PPS to Secretary (Posts)/Director General (PS)
2. Sr. PPS to Members (Postal Services Board)/PPS to all Members of Postal Services Board
3. Director, RAKNPA/JS&FA
4. Sr. DDG (Vigilance)/Sr. DDG (PAF)/CGM(Parcel)/CGM(PLI)
5. Secretary, Postal Services Board/DDG(Personnel)/All Deputy Directors General (through Office Notice Board)
6. Director (Staff)/Directors of all PTCs
7. ADG (SPG/SPN)
8. SO Guard File