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

Dak Bhawan, Sansad Marg,
New Delhi - 110 001
Date: 06.07.2026

Subject: Creation of a separate "Marketing & Sales Vertical" in the Department of Posts-reg.

The Department of Posts, with its vast network and diversified portfolio of services comprising Mail, Parcel, Citizen Centric Services (CCS), Post Office Savings Bank (POSB) schemes and Postal/Rural Postal Life Insurance (PLI/RPLI), possesses considerable potential for expansion of customer outreach and revenue augmentation through a structured and focused business promotion framework. At present, such activities are being undertaken in a decentralized manner without dedicated institutional support, defined functional hierarchy or specialized human resource deployment.

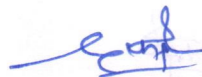
2. With a view to institutionalizing structured and professional business promotion, customer engagement and outreach activities across various service domains of the Department of Posts, a proposal for creation of a dedicated and cadre-neutral Sales Vertical in the Department has been under consideration. Accordingly, with the approval of the Competent Authority, a separate Marketing & Sales Vertical in the Department of Posts is hereby established with the following structure and modalities:

2.1 Objective:

The establishment of a dedicated **Marketing & Sales Vertical** is a strategic move aimed at transforming the Department of Posts into a more proactive, professional, and customer-focused service provider. The initiative is driven by the following core objectives:

i. Strengthen the Department's Outreach for Core Services:

The Department of Posts offers a wide spectrum of services—Mail, Parcel, Philately, Citizen Centric Services (CCS) Products and services, Post Office Savings Bank (POSB) schemes, and Postal & Rural Life Insurance (PLI/RPLI). The Marketing & Sales Vertical will be tasked with developing strategic planning of sales promotion activities and executing customized marketing strategies to improve the penetration and adoption of these services among various customer segments, including individuals, institutions, and corporates.



- ii. **Institutionalize a Cadre-Neutral, Professional Stream of Sales Personnel:** To address the need for specialized skills in business development, branding, and outreach, a cadre-neutral vertical will be created. This will allow the selection of officers based on aptitude, experience, and interest in sales functions—irrespective of their original service background, from among eligible officials/officers drawn from the existing pool of employees belonging to the eligible cadre in the Department.
- iii. **Improve Revenue Performance through Target-Driven, Incentivized Marketing:** The Marketing & Sales Vertical will operate under measurable targets aligned with Circle/Divisional revenue goals. Officials will be incentivized for revenue earned over a fixed threshold through a well-defined commission structure. This result-oriented approach is expected to foster innovation, accountability, and healthy competition among sales personnel.
- iv. **Enhance Customer Engagement through Advertising, Social Media Outreach, and Field Campaigns:** Modern marketing/sales tools such as digital media, customer surveys, feedback mechanisms, and field outreach activities will be leveraged to create deeper and more meaningful engagement with the public. The vertical will also be responsible for executing advertising campaigns, managing social media presence, running thematic field events, and collecting actionable customer insights to fine-tune product offerings and service delivery.

2.2. Structure of the Marketing & Sales Vertical:

To ensure seamless execution, coordination, and monitoring of marketing and sales activities across the Department, a three-tiered structure of the Marketing & Sales Vertical will be established at the Divisional, Regional, and Circle levels. The structure will consist of the following roles:

(I) Assistant Manager (Marketing & Sales):

- a. **Source:** Postal Assistants /Sorting Assistant/ Lower Selection Grade (LSG) Officials
- b. **Posting Level:** Divisional Level
- c. **Reporting To:** Manager/Senior Manager (Marketing & Sales) and Divisional Head
- d. **Role & Responsibilities:**
 - i. Serve as the operational arm of the Marketing & Sales Vertical at the grassroots.
 - ii. Conduct field visits, customer meetings, product demonstrations, and retail/corporate tie-ups.
 - iii. Facilitate onboarding of institutional and retail clients for, Citizen Centric Services (CCS), Mails and Parcel products. However, in respect of POSB and Insurance and other products, the role shall primarily focus on onboarding of high value institutions/firms/companies for opening of accounts/policies for their employees and High Net Worth individuals, while retail clients shall continue to be serviced through the existing field officers.
 - iv. Execute social media and local advertising campaigns as directed by higher authorities.
 - v. Assist in the collection of market data and customer feedback from the field.
 - vi. Achievement of revenue targets as set by divisional head.



(II) Manager/Senior Manager (Marketing & Sales)

- a. **Source:** Inspector Posts / Assistant Superintendent of Posts (ASP)
- b. **Posting Level:** Divisional/Regional or Circle Level (as per availability and business potential of that particular unit)
- c. **Reporting To:** Chief Manager / AGM (Marketing & Sales) and Divisional Head
- d. **Role & Responsibilities:**
 - i. Supervise and guide Assistant Managers (Marketing & Sales) across multiple Divisions.
 - ii. Facilitate, with the assistance of Assistant Managers (Marketing & Sales), onboarding of institutional and retail clients for CCS, Mails and Parcel products and High value institutional/High Net worth Individuals of PoSB, Insurance and Financial Products.
 - iii. Consolidate Divisional reports and generate performance analytics for review.
 - iv. Conduct training, workshops, and review meetings for Assistant Managers (Marketing & Sales).
 - v. Liaise with local media, PR agencies, and marketing vendors.
 - vi. Monitor achievement of targets and coordinate incentive eligibility data.
 - vii. Achievement of revenue targets as set by divisional/ regional head.

(III) Chief Manager/Assistant General Manager (Marketing & Sales)

- a. **Source:** Postal Service Group B / JTS/STS, Group A
- b. **Posting Level:** Circle Level/Regional Level(as per availability and business potential of that particular unit)
- c. **Reporting To:** DPS/PMG/CPMG
- d. **Role & Responsibilities:**
 - i. Function as the Nodal Officer for the Marketing & Sales Vertical within the Region/Circle.
 - ii. Formulate Circle-specific marketing/sales strategies aligned with national objectives.
 - iii. Supervise Managers/Senior Managers.
 - iv. Coordinate large-scale campaigns, revenue forecasting, and business planning.
 - v. Submit periodic performance reports and insights to CPMG and the Directorate.
 - vi. Act as the overall lead for strategic planning of sales promotion activities in larger Circles.
 - vii. Guide subordinates in implementing revenue and outreach goals.
 - viii. Collaboration with external agencies, consultants, and business partners.
 - ix. Analyze long-term trends and make recommendations for service/product modifications.
 - x. Ensure inter-Divisional coordination and adherence to policy benchmarks.
 - xi. Achievement of revenue targets as set by Regional/Circle head.

(IV) Directorate-Level Marketing Division

To ensure standardization, monitoring, and centralized guidance, a Marketing Division at the Directorate level is already functional. This apex unit will:

- i. **Formulate overarching marketing/sales policies** including annual campaign themes, product positioning strategy, and brand promotion goals.



- ii. **Design campaign materials, publicity templates,** digital media assets, and communication guidelines for use at Circle and Division levels will be strategized at the Directorate level Marketing Division for implementation at Circle level. Marketing campaign on mass media and digital media will be strategized and executed at Directorate level. At Circle level and below, the focus will be on execution of on-ground activities/campaigns, participation in and organizing events/camps in alignment with the strategy of the Dte.
- iii. **Develop training content and** modules in collaboration with reputed marketing institutes and Postal Training Centres (PTCs) and organize trainings of the officials/officers in the vertical.
- iv. **Prescribe performance evaluation metrics,** reporting formats, and success indicators for assessing the effectiveness of the Marketing & Sales Vertical. The Marketing Division, in consultation with CEPT may develop a module/software for linking the unique ID of Sales Personnel with APT 2.0, CBS, PLI and other relevant applications at the time of procurement of business, so as to facilitate business tracking, performance monitoring and generation of MIS reports.
- v. **Monitor and review** the execution of campaigns through regular MIS inputs, field data, and Circle feedback.
- vi. Undertake, in consultation with the Chief Marketing Officer (CMO), strategic Government-to-Government (G2G) outreach and engagement with Ministries, Departments, Public Sector Undertakings and other institutions at the national level for promotion of Departmental products and services and facilitation of institutional business opportunities.
- vii. Assessment of the requirement of suitable IT infrastructure/tools, including laptops, tablets and other digital devices, may be undertaken in consultation with the Technology Division, keeping in view the existing marketing/sales arrangements and the functional requirements of the Marketing & Sales Vertical.

(V) Numbers of Sales Personnel and logistic support:

The Chief Postmaster General will be the competent authority to determine the number of Assistant Managers (Marketing & Sales), and Managers/Senior (Marketing & Sales), Chief Manager/AGM (Marketing & Sales) to be engaged in the Circle, based on operational requirements, business potential, geographical area, population coverage and marketing needs in each division of the Circle. In case of certain subdivisions, if business potential is there, CPMG may provide the Sale/ marketing personnel in consultation with regional heads. The CPMG/PMG (concerned DPS, in the absence of PMG) will ensure provision of necessary logistical support to the Marketing/Sales Personnel, including office space, requisite manpower, and IT infrastructure such as computers/laptops/tablets/any other device, in accordance with the policy guidelines of the Government/Department in this respect.

2.3. Selection Process and Criteria

Personnel for the Marketing & Sales Vertical shall be identified for the designated functional roles from the existing pool of employees belonging to the eligible cadres in the Department of Posts.



Necessary deployment of designated posts will be taken care by the competent authority for that category of posts.

(I) Selection Mechanism for Marketing & Sales Vertical

To ensure merit-based, professional, and cadre-neutral deployment of personnel in the newly established Marketing & Sales Vertical, all positions will be filled through an interview-based selection process.

Interview Board Composition (for All Positions)

- a. **Chairperson:** At least SAG level officer (e.g., PMG/CPMG or equivalent)
- b. **Member:** One JAG level officer (e.g., DPS or equivalent)
- c. **Member:** One external professional — preferably an Associate Professor or Professor from a reputed MBA institute with specialization in marketing or business development.

2.4. Approval, Appointment, and Posting in Vertical

The final recommendations of the Interview Board will be submitted to the Chief Postmaster General (CPMG) of the respective Circle, who will act as the Competent Approving Authority.

- i. The CPMG will review the Board's recommendations and may seek clarifications, if needed.
- ii. Upon approval, the selected official/officer will be allotted a Division/Region/office by the CPMG.
- iii. The selected Assistant Manager (Marketing & Sales) may be allotted in any of the Divisions by the competent authority, other than their parent Division. However, at the time of application, eligible applicants may be asked to submit 5 places of their preferred choice. Officials obtained higher marks during the interview needs to be given preferred place of posting as per their preference of choice.
- iv. Officials selected for the Sales Vertical will retain their lien and seniority in their original cadre, and may be reverted any time before expiry of their tenure to their parent office/Division in case of unsatisfactory performance and administrative exigency.

2.5. Evaluation Parameters for Selection

The assessment of candidates will be based on structured interviews, with maximum marks distributed across several key competency areas. The parameters are tailored to the functional expectations of each role:

(I) Assistant Manager (Postal Assistant / LSG Officials)

This is a field-level role involving direct customer interaction, product promotion, and on-ground marketing of postal services. Accordingly, the evaluation parameters will include:

Parameter	Marks	Justification
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Communication & Interpersonal Skills	25	To assess clarity, persuasion, and public dealing aptitude.
Product Awareness (Mail, Parcel, POSB, PLI/RPLI, CCS etc.)	20	Ability to explain and promote core postal products.
Customer Handling Aptitude	15	Situational judgment and customer-centric approach.
Field Motivation	15	Willingness and enthusiasm for field activities and outreach.
APARs / Performance Record	10	Reflection of past work ethics and departmental conduct.
Educational Qualification (MBA/ Diploma in Marketing and related fields)	10	Preference to candidates with academic grounding in business.
Digital & Computer Skills	05	Competency in using devices, apps, and computer skills (MS Word, Excel and PPT etc.)

Total Marks: 100

(II) Manager/Senior Manager (Inspector of Posts/ASP)

This level, apart from the roles assigned to the Assistant Manager, involves assisting in designing marketing strategies, supervising field execution, and preparing reports. The evaluation will focus on both technical and leadership abilities:

Parameter	Marks	Justification
Product Knowledge (PLI, POSB, CCS products etc.)	25	Depth of understanding to formulate campaign plans.
Communication & Leadership Skills	20	Supervisory capability and articulation.
Proposal Writing & Presentation Skills	15	Drafting of marketing proposals and presentation to higher officers.
Prior Marketing Experience	10	Practical exposure to marketing work will be preferred.
Academic Background (MBA /Diploma in Marketing and related fields)	10	Relevance of education to the role.
Performance Record (APARs, achievements)	10	Reliability and professionalism.
Digital Literacy / social media / Survey Awareness	10	Familiarity with new-age tools for marketing and promotion.

Total Marks: 100

(III) Chief Manager/Assistant General Manager (PS Group B/ JTS/STS)

This tier is expected to supervise the overall marketing team and must possess the competencies required of Managers/Senior Manager, along with additional capabilities for policy

implementation, strategic oversight, coordination of field teams, and driving revenue augmentation. Accordingly, the eligibility parameters emphasize strategic thinking and leadership skills.

Parameter	Marks	Justification
Strategic Planning and Analytical Ability	20	Capability to plan, forecast, and prioritize marketing initiatives.
Leadership and Coordination Skills	15	To lead the marketing vertical across Divisions and Regions.
Experience in Business Development / Revenue Initiatives	15	Evidence of driving or managing business-related work in the past.
Data Handling and MIS Skills	10	Proficiency in managing data dashboards and performance metrics.
Past Marketing Roles / Project Involvement	10	Prior exposure to marketing-oriented roles or departmental pilots.
Relevant Qualification (MBA/ Post Graduate Diploma in Management (PGDM))	10	Academic background suited to strategic and managerial functions.
Digital and Advertising Know-how	10	Awareness of digital platforms, media planning, branding.
Performance Record (last 3-5 years)	10	Consistent and satisfactory performance in cadre.

Total Marks: 100

2.6. Tenure, Reversion, Seniority, Administrative and Disciplinary Control

To ensure continuity, accountability, and professional focus while maintaining cadre integrity, the following tenure and administrative provisions will govern the functioning of officials selected for the Marketing & Sales Vertical:

(I) Fixed Tenure

All officials selected in the Marketing & Sales Vertical will be posted for a fixed tenure of three years. The tenure may be extended by a further period of two years in deserving cases, subject to:

- Performance review by the immediate supervisory officer
- Administrative requirement as determined by the Circle or Directorate.
- Applicable norms under the Transfer Policy for the respective cadres
- CPMG will be the competent authority for the extension of tenure.



Thereafter, a cooling-off period of one year shall be observed before reappointment at the same level. However, if the officer is appointed at a different level, no cooling-off period shall be required, and such appointment shall be treated as a fresh tenure.

(II) Reversion and Performance-based Review

Officials may be reverted to their original post in their parent cadre before the completion of their tenure on the grounds of:

- a. Unsatisfactory performance as documented through periodic reviews.
- b. Administrative exigencies, such as manpower shortage or reassignment requirements in the parent unit.
- c. Non-compliance with assigned marketing responsibilities or targets.
- d. Such reversions will not impact the official's original service conditions and seniority in the parent cadre.

(III) Seniority

- a. The designation in the Marketing & Sales Vertical is functional in nature and will not result in any cadre restructuring or permanent change of post.
- b. The selection to the Marketing & Sales Vertical will not alter the lien or cadre identity of the official.
- c. All selected officials will continue to maintain their seniority in their respective parent cadre and gradation list.

(IV) Administrative/Disciplinary Control

- a. The Assistant Manager will be under the administrative control of the Division where he is posted. However, his seniority in the Gradation list and Disciplinary Authority will be continued to in his parent Division/Office.
- b. Manager/Senior Manager will function under the general administrative/disciplinary control of Divisional/Regional / Circle offices, as applicable.
- c. Chief Managers/AGMs will function under the general administrative/disciplinary oversight of Regional/Circle offices, as applicable.

2.7. Training and Capacity Building

To ensure that officials in the newly established Marketing & Sales Vertical are equipped with relevant knowledge, skills, and competencies, a structured induction training and capacity building plan will be institutionalized.

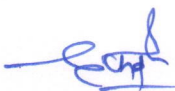
(I) Induction Training (Post-Selection)



- i. All selected officials across levels—Assistant Managers (Marketing & Sales), Managers/Senior Managers (Marketing & Sales), Chief Manager/AGM—will undergo mandatory induction training.
- ii. The induction will focus on familiarizing officials with:
 - a. Departmental marketing strategies
 - b. Product portfolio (Mail, CCS, Parcel, Philately, POSB, PLI/RPLI etc.)
 - c. Use of marketing tools and field campaign protocols

(II) Training Institutes

- i. The selected officials will be trained at Postal Training Centres / RAKNPA through a special developed online / offline training module. Training division shall issue instructions to all PTCs and RAKNPA Ghaziabad to develop specialized training modules. As and when warranted a field/subject specific expert from a B school may be invited to deliver special lectures in such training schedule of PTC/RAKNPA.
- ii. The Marketing Division, in consultation with Training Division at the Directorate level, will develop a uniform training syllabus and module structure to be followed by all Circles, covering:
 - a. **Product Knowledge** – Detailed features, customer benefits, and comparative advantages of all core products and services.
 - b. **Marketing and Negotiation Techniques** – Strategies for customer engagement, lead conversion, objection handling, and consultative selling.
 - c. **Digital Marketing and Tools** – Use of social media, email campaigns, Google tools, customer feedback systems, and loyalty programs.
 - d. **Data Analytics and Field Reporting** – Basics of MIS, tracking KPIs, reporting formats, use of Excel and dashboards.
 - e. **Social Media Campaigning and Advertising Tools** – Content creation, boosting posts, regional targeting, multimedia promotion, brand storytelling.
3. In order to ensure uniformity in branding, communication strategy and outreach efforts across the Department, mass media, digital media and social media campaigns, including content development and communication strategy, will be centrally strategized and driven by the Directorate-level Marketing Division. The Circle and below units of the Marketing & Sales Vertical will primarily focus on execution of on-ground activations/campaigns, participation in and organization of events/camps, customer outreach activities and field-level implementation of promotional initiatives in alignment with the strategy and guidelines issued by the Directorate from time to time.
4. Detailed guidelines relating to performance-linked incentive mechanism, including threshold norms, eligibility conditions and disbursement modalities, will be notified separately on finalization of the recommendations of the High-Power Committee constituted for the purpose.
5. Postal Circles are requested to take necessary action for operationalization of the Marketing & Sales Vertical in their respective Circles in accordance with the provisions contained in this



Office Memorandum. Selection/deployment of personnel, constitution of Interview Boards and other administrative arrangements may be undertaken keeping in view local functional requirements and availability of eligible manpower.

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



(Dushyant Mudgal)
DDG (Establishment & Planning)

Copy to:

1. PS to Minister of Communications.
2. PS to Minister of State for Communications.
3. PSO/Sr.PPS to Secretary (Posts) / Director General Postal Services.
4. Sr.PPS/ PPS to Member (O)/ Member (Estates)/Member (Philately, Media and Communication)/Member (P)/ Member (CS)/Member (HRD)/ Member (FS).
5. Joint Secretary & Financial Adviser.
6. All Chief Postmasters General
7. CGMs, Parcel & CCS Dte. / PLI Dte.
8. Sr. Deputy Director General (Vigilance) & CVO / Sr. Deputy Director General (PAF)/Sr. Deputy Director General (Work Study)
9. Secretary, Postal Services Board/ All Deputy Directors General (through e-office notice board).
10. Director, RAKNPA / Directors of All PTCs.
11. Marketing Division & Training Division: for information and necessary action.
12. All recognized Federations / Unions / Associations (through India Post web site).
13. GM, CEPT- for uploading the order on the India Post web site.
14. ADG (Admn.) - for uploading the order on e-office Notice Board
15. AD (OL) - for providing Hindi translation.
16. Guard File.