#### JOB DESCRIPTION: COMPANY SECRETARY

Company Secretary will be primarily responsible for the company's secretarial matters and is accountable to the Board of Directors collectively. The reporting line is through the Chairman Board of Directors. However, for executive and administrative duties, the Company secretary reports to CEO. The incumbent also interacts with the Security & Exchange Commission of Pakistan (SECP) and the shareholders, to provide relevant reports and information on governance as per relevant Laws/Rules/Regulations. The job responsibilities of a Company Secretary include amongst others the following:

- 1. Arrange meetings of Board of Directors.
- 2. Prepare Working Papers & circulating Agenda Items to BoD.
- 3. Recording & signing of minutes of Meetings, resolutions. Act as first portal of information for contracts and resolutions decided upon by the Board and understand and relate to the differing perspectives of independent directors and executive directors.
- 4. Ensure adherence to SECP filing requirements with respect to governance and maintain key corporate documents and records like statutory registers & books.
- 5. Assist Chairman BOD to manage and overcome complex Board processes; provide meaningful support to directors.

# **QUALIFICATIONS:**

Member of a recognized body of Professional Accountants or member of recognized body of Corporate or Chartered Secretaries or person holding a Master degree in Business Administration or Commerce or being Law Graduate from a university recognized by HEC having 5 years relevant experience.

Knowledge, skill & experience of legal & corporate governance. Core & functional Competences includes decision making, problem solving, presentation, analytical thinking and drafting.

#### JOB DESCRIPTION: CHIEF FINANCIAL OFFICER (CFO)

The Chief Financial Officer shall be responsible for ensuring that appropriate advice is given to the Board on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control. The job responsibilities of a CFO include amongst others the following:

- 1) Assisting in the formulation of the policy to be adopted by the Company in financial and manpower terms; and making recommendations concerning financial policy;
- 2) Ensuring that proper accounts and records of the Company's Assets, Liabilities, Operations and Transactions are maintained and that statutory objectives in this regard are discharged;
- 3) Keeping under review the structure of the Company's financial information and accountancy systems and ensuring that they are developed and maintained as viable and efficient systems meeting the needs of the Company;
- 4) Review and development of methods to be adopted in the implementation of revenue collection and management of same;
- 5) Control of income and expenditure and generally, in the financial administration of the Company, ensuring that all revenues due to the Company are collected, and payments due by the Company including salaries and wages are duly made, ensuring responsible stewardship and safe custody of cash and other assets of the Company;
- 6) Ensuring the preparation, presentation and interpretation of periodic management accounts and cost statements. Advising management in the controls of costs and achievement of budget plans by the provision of regular or adhoc information;
- 7) Drawing attention to any point of weakness in the Company's operations as indicated by accounting information;
- 8) Operating an effective procedure for the evaluation of capital expenditure proposals and assisting in submitting these to the relevant authorities.
- 9) Preparing capital and operating budgets;
- Ensuring that Management, in general, and his/her own area of responsibility in particular, operate in accordance with the approved budgets;
- Defining the responsibilities of all senior staff under his/her control and ensuring that they are adequately discharged; ensure that training and skills development of financial staff is carried out;
- Assisting in the development of computerization strategies and furthering the development of computer based Financial Accounting and Financial Information Systems.

All other duties assigned by the management.

#### **QUALIFICATION:**

Person holding Master degree in Finance from university recognized by HEC with atleast 10 years of relevant experience.

# JOB DESCRIPTION: MANAGER FINANCE & ACCOUNTS (MF&A)

MF&A must see that all Company monies or other assets entrusted to him are kept in a safe place. It is the duty of all officers having financial responsibilities in connection with his/her official duties, to observe the following requirements in so far as they may be applicable to his/her particular duties:

- 1) To fully acquaint himself with the Financial Regulations and accounting instructions, and to take care that all are duly observed;
- 2) Promptly to bring to account under the proper headings of the Budget and accounts all monies collected;
- To ensure that proper provision is made for the safe-keeping of Company money, official receipts, requisitions, cheque books, and all other accountable documents, and assets under his/her charge;
- 4) To exercise supervision over officers under his/her authority entrusted with the receipt and expenditure of Company money and to take precautions, by the maintenance of efficient and regular checks, against the occurrence of misappropriation or negligence;
- To ensure that no payment is made without proper authority being obtained and where applicable, quoted on the payment voucher;
- 6) To check monthly, cash in his/her charge and to verify the amounts with the balances shown in his/her records;
- 7) To supervise in his/her accounts under the proper heading and sub-heading all disbursements of Company money in accordance with the current budget;
- 8) To submit Financial Statements as and when required by the Management;
- 9) To produce when required all cash, stamps, assets, securities, books of account, vouchers, or other documents in his/her charge for inspection by the Chief Financial Officer, the Chief Internal Auditor or his/her officers, or any other duly authorized personnel;
- 10) To reply promptly and fully to all financial and other queries raised by management, giving the particulars or information required; and
- 11) To acquaint him with such laws, regulations, the Board & Management decisions and circulars as relate to his/her financial duties.
- 12) To review monthly Sales Tax & Income Tax Returns.
- 13) Any other task assigned by the CFO

# **QUALIFICATION:**

Master Degree in Finance from a university recognized by HEC or ACCA or CA with 8 years (Preference will be given to candidates having 5 years' experience with Public Sector Organization) of relevant experience.

#### JOB DESCRIPTION: ASSOCIATE FINANCE

Associate finance shall report to Manager Finance & Accounts. The job responsibilities of Associate Finance shall include the following:

- 1) Review and update signature authorizations periodically.
- 2) Ensure that the proper approval & sanction authority is in place for all payments.
- 3) Verify receipt of goods and services to contract/ purchase order and invoice.
- 4) Review vendor invoices for accuracy by comparing unit rate with purchase orders.
- 5) Verify invoices with requisitions for goods / services and process payment documents after ensuring budget is available in respective heads.
- 6) Post invoices to the relevant heads after checking casting totals of each invoice.
- 7) Prepare Cheque & Payment Voucher in line with the supporting documents.
- 8) Record expenditure in Journal & relevant General ledgers
- 9) Maintain payment vouchers record in chronological order.
- 10) Prepare, gather and update payroll and personnel data for monthly payroll processing.
- 11) Review attendance records for accuracy and compliance to policy.
- 12) Assist in payroll preparation, salary tax calculations & submission to FBR.
- 13) Prepare salary slips of all staff members and dispatch it to corresponding regional offices.
- Prepare and dispatch the deductions & recoveries letter of government employees along with covering letters & cheques to concerned divisions and departments.
- Deposit the instrument received in the company bank account and follow-up for the realization & maintain revenue register along with the record.
- Email the scanned copy of instruments, bank statement of the date of realization of instrument along with covering letter of the payment to concerned departments heads & officials.
- 17) Prepare workings for annual budget proposal & re-appropriations in line with management goals.
- Assist and provide any data, information & record required by Manager Finance / Deputy Manager Finance for preparation of Financial Statements & any other management reports.
- 19) Prepares and executes appropriate bank transfers to meet expense and investment requirements and maintain and execute subsidiary records and system entries.
- 20) Any other task assigned by the Manager F&A

# **QUALIFICATION:**

Master Degree in Finance from a university recognized by HEC or ACCA or CA with 5 years of relevant experience.

#### JOB DESCRIPTION: CHIEF INTERNAL AUDITOR (CIA)

CIA shall be accountable to Audit Committee of the Board. He Shall draw the internal audit strategy and annual plan for giving the annual audit opinion. Internal Audit Reports shall be provided for the review of external Auditors. The internal Audit function shall have Audit charter, duly approved by the audit committee and shall work in accordance with the standards for professional practice of internal auditors issued by the Institute of Internal Auditors. The job responsibilities of the CIA include amongst others the following:

- 1) Develop the operational framework and procedures for an effective Internal Auditing system.
- 2) Ensure compliance with statutory obligations, requirement of various laws applicable.
- 3) Analyse and evaluate adequacy, effectiveness, efficiency and reliability of internal controls and propose recommendations for improvement.
- 4) Prepare necessary reviews, recommendations and conclusions of auditing activities for the Board, in line with the International Standards on Auditing.
- 5) Prepare audit reports highlighting issues/problems along with solution, and distributing the same to the relevant people.
- 6) Forecasting, recommending preventative strategies to avoid any upcoming audit issues/bottlenecks
- 7) Coordinate with external auditing bodies.
- 8) Any other task assigned by the Management.

#### **QUALIFICATION:**

Member of recognized body of Professional Accountants or certified Internal Auditor or certified Fraud Examiner or certified Internal Control Auditor or person holding Master Degree in Finance from University recognized by HEC with 10 years relevant experience.

#### JOB DESCRIPTION: MANAGER HUMAN RESOURCE/ADMIN

HR Manager/Admin is expected to be responsible for ensuring that the organization attracts, develops, and retains a talented and engaged workforce while complying with legal requirements and promoting a positive work culture. It involves overseeing all aspects of the human resource functions within an organization. Primary responsibilities include:

- 1) Recruitment and hiring: Developing and implementing effective recruitment strategies to attract top talent, conducting job interviews, and making hiring decisions.
- 2) Employee relations: Establishing and maintaining positive relationships between employees and management, handling employee grievances, and ensuring compliance with labor laws and regulations.
- 3) Performance management: Developing and implementing performance appraisal systems, setting performance targets, and providing guidance and support to managers in evaluating and improving employee performance.
- 4) Compensation and benefits: Developing and managing compensation and benefits programs, ensuring they are competitive and compliant with legal requirements, and assisting in the administration of employee benefits programs.
- 5) Training and development: Identifying training needs, developing training programs, and organizing workshops or seminars to enhance employee skills and knowledge.
- 6) Policies and procedures: Developing and implementing HR policies and procedures to ensure consistency and compliance with legal requirements and company standards.
- 7) Employee engagement and retention: Implementing initiatives to foster employee engagement, satisfaction, and retention, such as employee recognition programs, mentorship programs, or career development opportunities.
- 8) HR administration: Overseeing administrative tasks such as managing employee records, coordinating employee onboarding and offboarding processes, and ensuring accurate and timely payroll processing.
- 9) Compliance: Ensuring compliance with labour laws, regulations, and internal policies related to employment practices, safety, and discrimination.
- 10) Leadership and management: Leading and managing the HR team, providing guidance and support, and fostering a positive and productive work environment.

# **QUALIFICATION**

Master degree in Human Resource Management from a university recognized by HEC, having at least 8 years of relevant experience.

### JOB DESCRIPTION: MANAGER LEGAL

The job holder is responsible for the effective and efficient management of the Legal department, provision of legal advisory services and ensuring effective management of legal and contractual risks.

- 1. Oversee, review and/or prepare any/all general and specific contracts when directed.
- 2. Oversee litigation of the Company.
- 3. Advice on issues related to licensing and Regulator.
- 4. Should also be able to provide quality legal assistance in overall corporate matters including contracts.
- 5. Providing quality legal opinion to all departments across Organization including commercial, procurement, Finance, etc. when desired.
- 6. Analysing legal prepositions under different scenarios and coming up with practical solutions.
- 7. To put efforts to minimize the company's overall legal exposure and adopting a proactive approach in doing so.
- 8. Vet, draft all franchise-related documents/contracts.
- 9. Reviewing documents related to the acquisition of land drafting addendums and providing advice thereof.
- 10. Preparing legal notices and their replies.
- 11. Coordinate effectively with external lawyers with respect to legal cases.

#### **QUALIFICATIONS:**

A minimum of a Bachelor's degree in Law (LLB), with core competencies like Strong negotiation, analytical, & interpersonal skills, Effective communication skills, Proactive in resolving issue. Minimum 08 years (Preference will be given to candidates having 5 years' experience with Public Sector Organization) of relevant experience

#### JOB DESCRIPTION: GIS OPERATOR (GEOGRAPHIC INFORMATION SYSTEM):

The job responsibilities of a GIS include the following:

- 1) Data Management: Collaborate with teams to collect, organize, and maintain spatial data such as maps, satellite imagery, and GPS information.
- 2) Data Analysis: Utilize GIS software and tools to analyse spatial data in order to identify patterns, relationships, and trends.
- 3) Mapping and Visualization: Create maps, charts, and graphs to visualize data and present findings to stakeholders.
- 4) Database Development: Maintain GIS databases to store and manage spatial data effectively.
- 5) Data Interpretation: Interpret and present findings from GIS analysis to support decision-making processes.
- 6) Quality Control: Ensure the accuracy, integrity, and compliance of GIS data and applications.
- 7) Technical Support: Provide technical assistance and support to users of GIS systems and applications.
- 8) Documentation: Document standard operating procedures, workflows, and best practices for GIS processes.
- 9) Collaboration: Collaborate with cross-functional teams, including engineers, planners, and management, to support their spatial data needs.

#### **QUALIFICATION**

Professional degree in GIS or related field or a degree with a GISP certification with 2 years of relevant experience. Proficient in Python and Java programming languages for GIS mapping. Familiarity with GIS software, including QGIS, ArcGIS, Google Earth Engine, and Google Earth Pro etc.

#### JOB DESCRIPTION: ASSOCIATE ADMIN

- 1) Report administrative concerns to management on a timely basis, maintaining comprehensive & accurate logs, records, and reports, submitting reports to management for review.
- 2) Oversee any company event or activity arrangements, making sure all preparations are done on time with reasonable budgeting.
- 3) Develop, implement & document Administration procedures, compiling a comprehensive manual of activity-wise SOPs and ensuring procedures are carried out accordingly.
- 4) Collaborate with HR to plan and initiate activities to enhance working conditions and environment, devising disciplinary procedures, conducting investigations, and taking formal action against misconduct.
- 5) Coordinate with HR for monthly payroll, ensuring manual attendance input and shift scheduling on HRIS is done on a timely basis.
- 6) Implement Fleet Management system, executing vehicle management & arrangements for official visits, meetings, guests & visitors, ensuring on-time deputation and safety protocols are observed.
- 7) Oversee regular maintenance and repairs of office furniture, infrastructure & vehicles, liaising with appropriate staff & 3rd parties to arrange quality repairs of reported malfunctions promptly.
- 8) Ensure general hygiene and upkeep of office premises.
- 9) Supervise office attendants, receptionists, riders, and other janitorial and administration support staff, leading the Administration team, and ensuring that all assigned functions & duties are properly performed, executed, and delivered within time frames.
- 10) Execute day-to-day activities in a systematic manner, ensuring appropriate & efficient division of tasks & duties.
- 11) Coordinate with all departments across the organization ensuring communication, efficiency & cohesion.
- 12) Any other task assigned by Management.

# **QUALIFICATIONS:**

Master Degree in Human Resource / General Administration having 5year relevant experience.

#### JOB DESCRIPTION OF SENIOR MANAGER ESTATE AND NEW INITIATIVES

Manager Estate and Marketing would have the following responsibilities:

- 1) Developing and implementing marketing strategies: Planning and executing marketing campaigns and strategies to promote and real estate properties to potential clients. This may involve overseeing the creation and distribution of marketing materials, managing advertising campaigns, conducting market research, and analyzing market trends.
- 2) Managing property listings and sales: Identifying potential properties for leasing/licensing, coordinating with real estate agents or brokers to list properties, and negotiating deals with buyers or lessees. This may also include conducting property inspections, managing rental agreements, overseeing property maintenance, and resolving any issues that arise during the transaction process.
- 3) Conducting market research: Collecting and analyzing data on market trends, competitor activities, and customer preferences to identify opportunities and inform marketing and sales strategies. This may involve analyzing data, monitoring industry trends, studying customer behaviour and preferences, and conducting market surveys or focus groups.
- 4) Building and maintaining relationships: Establishing and maintaining relationships with real estate property developers, and other industry professionals to generate promote properties, and collaborate on marketing initiatives. This may also involve networking at industry events, attending trade shows, and participating in industry associations.
- 5) Managing marketing budget: Developing and managing the marketing budget, ensuring that resources are allocated effectively and efficiently to maximize return on investment. This may involve tracking expenses, negotiating contracts in consultation with Contract Manager, with suppliers or vendors, and evaluating the success of marketing initiatives.
- 6) Tracking and analyzing marketing performance: Monitoring and analyzing the results of marketing campaigns and activities to measure their effectiveness and make strategic recommendations for improvement. This may include analyzing and reporting on marketing ROI.
- 7) Staying updated on industry trends: Keeping abreast of industry trends, new developments, and emerging technologies in the real estate and marketing sectors. This may involve attending conferences, workshops, and industry seminars, as well as reading relevant publications and participating in online forums

# **QUALIFICATIONS:**

A Master degree in Marketing or Business Administration. Preference Shall be given to candidates having certification such as Professional Chartered Marketer (CIM). The candidate is expected to have excellent verbal, communication and business management skills, having 15 years of demonstrated ability, of having performed on similar position.

#### JOB DESCRIPTION: MANAGER ESTATE

Manager Estate would have the following responsibilities:

- Manager Estate would assist and report to Senior Manager estate and New Initiatives for development and implementinging marketing strategies, he would assist in pplanning and executing marketing campaigns and strategies to promote and real estate properties to potential clients.
- 2) Managing property: This includes conducting property inspections, managing rental agreements, overseeing property maintenance, and resolving any issues that arise during the transaction process.
- 3) Conducting market research: Collecting and analysing data on market trends, competitor activities, and customer preferences to identify opportunities and inform marketing and sales strategies. This may involve analysing data, monitoring industry trends, studying customer behaviour and preferences, and conducting market surveys or focus groups.
- 4) Building and maintaining relationships: Establishing and maintaining relationships with real estate property developers, and other industry professionals to generate promote properties, and collaborate on marketing initiatives. This may also involve networking at industry events, attending trade shows, and participating in industry associations.
- 5) Staying updated on industry trends: Keeping abreast of industry trends, new developments, and emerging technologies in the real estate and marketing sectors. This may involve attending conferences, workshops, and industry seminars, as well as reading relevant publications and participating in online forums.
- 6) 6. Any other task assigned by the Management.

### **QUALIFICATIONS:**

A Master degree in Marketing or Business Administration/ Project Management. The candidate is expected to have excellent verbal, communication and business management skills, having 08 years of demonstrated ability of having performed on similar position. (Preference will be given to candidates having 5 years' experience with Public Sector Organization)

## **JOB DESCRIPTION: ASSOCIATE IT**

Associate IT would have following responsibilities:

- 1) Technical Support and Troubleshooting: Provide technical support for computer systems and troubleshoot issues for end-users.
- 2) Network and Database Management: Manage network infrastructure, and maintain databases(MySQL in cPanel).
- 3) Software and Hardware Management: Install and configure software and hardware as needed.
- 4) Content Creation and Social Media: Create engaging content for social media aligned with company goals. Handle social media management, scheduling posts and responding to comments.
- 5) Web Content Management: Proficient in uploading and updating documents on the Redamco website. Able to modify and manage content on any webpage of the website.
- 6) Document Scanning and Printing: Proficient in scanning and printing documents as needed, ensuring efficient document management.
- 7) Microsoft Office Proficiency: Ability to create presentations with slides in PowerPoint. Proficient in creating and formatting tables in Excel. Skill in drafting and formatting documents using MS Word
- 8) Network Routing and Configuration: Proficient in configuring both static and dynamic routing protocols. Knowledge of IGP (Interior Gateway Protocols) including OSPF, EIGRP, and RIP. Familiarity with EGP (Exterior Gateway Protocol) like BGP.
- 9) Network Switching and Configuration: Skilled in wired networking, including connecting computer systems to switches and setting up Virtual LANs (VLANs) for efficient network management.
- 10) Email Management and cPanel: Proficient in managing emails through Outlook and webmail platforms. Capable of creating new email accounts within the redamco.com domain. Able to change email passwords for security purposes. Skilful in controlling and managing tasks through the cPanel for various IT functions.
- 11) Collaboration: Collaborate with cross-functional teams, including engineers, planners, and management, to support their IT needs.

# **QUALIFICATIONS:**

We are seeking a dynamic and versatile individual for the role of Associate IT. The ideal candidate should possess degree, such as a BSc in Computer Science (equivalent to 14th year education) or an Associate Degree (AD), or be in their last semester of studies (8th semester). Teaching experience in areas such as CCNA, vSphere, or related subjects is highly valued, indicating a strong foundation in these areas. Additionally, candidates should have a basic understanding of IT to manage essential IT tasks. While having learned the CCNA course is essential, CCNA certification is optional but considered a valuable asset. Furthermore, candidates with certifications such as VMware, Fortinet, Aviatrix, and Digiskills, along with a demonstrated ability to manage emails, web content, and network configurations, are viewed favorably. We are looking for individuals who are proactive, adaptable, and eager to contribute to our IT initiatives.

**JOB DESCRIPTION: RECEPTIONIST (Female)** 

### RECEPTIONIST would have following responsibilities:

- 1) Serves visitors by greeting, welcoming, and directing them appropriately.
- 2) Notifies company personnel of visitor arrival.
- 3) Maintains telecommunications system.
- 4) Informs visitors by answering or referring inquiries.
- 5) Directs visitors by maintaining employee and department directories.
- 6) Maintains security by following procedures, monitoring logbook, and issuing visitor badges.
- 7) Operates telecommunication system by following manufacturer's instructions for house phone and console operation.
- 8) Keeps a safe and clean reception area by complying with procedures, rules, and regulations.
- 9) Supports continuity among work teams by documenting and communicating actions, irregularities, and continuing needs.
- 10) Contributes to team effort by accomplishing related results as needed

# **QUALIFICATION:**

University/college degree is an asset with Familiarity with phone systems. The candidate is expected to have excellent telephone skills, verbal communication and listen skills with overall 3 years of relevant experience

**JOB DESCRIPTION: OFFICE BOY** 

The job responsibilities of an Office Boy include the following:

- 1) Making tea and coffee for office staff and managers.
- 2) Serving lunch and refreshments to office staff and visitors.
- 3) Accepting orders from office staff and managers and ensuring timely delivery.
- 4) Cleaning and maintaining the office pantry, kitchen, and other common areas.
- 5) Running errands, such as purchasing office supplies, delivering documents, and picking up packages.
- 6) Assisting with basic administrative tasks, such as photocopying, scanning, and filing.
- 7) Maintaining cleanliness and tidiness of the office premises.
- 8) Assisting with setting up and cleaning up meeting rooms and conference rooms.

# **QUALIFICATIONS:**

An office boy should have a Metric education at least or equivalent with excellent customer service skills, and a willingness to learn and take on new tasks are required. A good understanding of office procedures, organizational skills with Previous experience 3 years in a similar role is preferred.

JOB DESCRIPTION: DRIVER

- 1) Safely operate company vehicles, following all traffic rules and regulations to ensure the safety.
- 2) Perform routine vehicle inspections and basic maintenance tasks, such as checking oil levels and tire pressure, to ensure vehicles are in good working condition. Also, responsible for cleaning the vehicle regularly to maintain cleanliness and appearance.
- 3) Plan and follow the most efficient routes to reach destinations on time, using navigation tools and knowledge of local areas.
- 4) Maintain accurate records of trips, fuel usage, and vehicle maintenance.
- 5) Possess a valid LTV (Light Transport Vehicle) driving license.
- 6) Punctuality is a crucial requirement; drivers are expected to be reliable and arrive on time for their duty.

# **QUALIFICATIONS:**

The driver for this position should have a minimum of a Metric education (or equivalent), a clean driving record with a valid Light Transport Vehicle (LTV) license, a strong knowledge of traffic laws, excellent navigation skills, and must be punctual and physically fit. Effective communication is also required for interaction.

JOB DESCRIPTION: DDC (Document Dispatch Controller):

The job responsibilities of an DDC include the following:

- 1) Responsible for the efficient sorting, cataloguing, and dispatch of documents, ensuring their timely delivery to the intended recipients.
- 2) Schedule and monitor document dispatch requests, coordinating with couriers and ensuring all dispatches adhere to established timelines.
- 3) Verify the accuracy and completeness of documents prior to dispatch, maintaining high standards of data integrity.
- 4) Maintain meticulous records of all dispatched documents, tracking delivery status and resolving any issues or discrepancies.
- 5) Interact with courier services, ensuring a smooth working relationship and addressing any delivery-related challenges.
- 6) Continuously look for ways to optimize the dispatch process, improve workflows, and reduce dispatch errors.
- 7) Effectively communicate with internal departments to address document dispatch needs and provide updates on delivery status.
- 8) Ensure compliance with company policies, data protection regulations, and confidentiality requirements when handling sensitive documents.

# **QUALIFICATIONS:**

The ideal candidate for the Document Dispatch Controller (DDC) position should possess a Bachelor's degree or equivalent Higher National Diploma (HND) in a relevant field. This educational background ensures a strong foundation for the meticulous document management and dispatch responsibilities required in this role. The candidate should also demonstrate attention to detail, organizational skills, and the ability to coordinate and communicate effectively with internal departments and external courier services to ensure the accurate and timely delivery of documents.