

वरिष्ठ अधिकारी (अधीन-1)
 Senior Manager (Admin-1)
 Inward No. 219
 09 OCT 2017
 J.A.
 महानगर टेलिफोन निगम लिमिटेड
 Mahanagar Telephone Nigam Limited
 मंत्रालय-28, Mumbai-28.

Gm RF
 Gm SW
 Gm CC
 for M.A.A.
 22
MOST URGENT

MAHANAGAR TELEPHONE NIGAM LIMITED
CMD SECRETARIAT

No. MTNL/CO/CS-CMD/Revival/2017
 Dated: 21.09.2017

Sub:- Formation of Group comprising of Director (HR & EB), Director (Tech.), ED, Delhi, ED, Mumbai, PGM (WS), Delhi, PGM (WS) Mumbai and GM (Finance) CO - Revival of MTNL.

Department of Telecom has constituted an Internal Committee to examine the Revival Plan of MTNL. In this committee CMD, MTNL is one of the members. The first meeting of this committee is scheduled to be held in first week of October, 2017. The agenda for the first meeting is as follows:

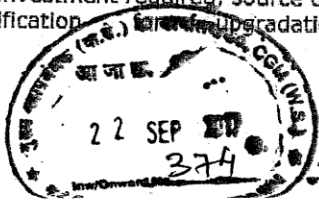
- (a) to give its recommendations on the proposal relating to reduction in retirement age from 60 years to 58 years for MTNL employees;
- (b) to give its recommendations on the proposal relating to introduction of VRS in MTNL;
- (c) to give its recommendations on the proposal relating to extension of validity of 2G license;
- (d) to give its recommendations on the proposal of liberalization of 900 MHz band of MTNL.

2. To deliberate the critical issues associated with Revival of MTNL, a Group comprising of following is formed:

- 1. Shri Sunil Kumar, Director (HR & EB)
- 2. Shri Sanjeev Kumar, Director (Tech.)
- 3. Shri S. P. Rai, ED, Delhi
- 4. Shri Pravin Punj, ED, Mumbai,
- 5. Shri Harwesh Bhatiya, PGM (WS), Delhi
- 6. Shri V. Srisankar, PGM (WS), Mumbai
- 7. Shri Sultan Ahmed, GM (Fin.) CO
- 8. Shri Ashok Kumar, OSD to CMD - Convener

ED-29

3. I would expect the Group to study, analyze and prepare detailed report on various business plans as has been detailed in study reports of consultants (IIM, Bangalore and M/s. Deloitte) and indicating investment required, source of funding, viability of project, requirement and justification / expansion of



network / network elements, responsibility matrix for execution of project(s) and benefits to the customers etc. along with the projected revenue, expenditure and profitability. Apart from the Business Plans which had been suggested in consultant's reports, any new business plans can also be suggested with physical and financial viability.

4. Similarly, for HR which is a key segment for a company, a detailed report may be prepared giving thrust to maximize employee performance. Performance indicators, say 10-12 for each role as Key Performance Indicator (KPI), may be devised to assess the performance on monthly/quarterly basis of each employee in terms of the targets allotted to him/her. The use of IT based applications shall be devised for performance management at individual and group level to bring more efficiency in MTNL. These KPIs shall be integrated in the Annual Performance Appraisal Report (APAR) system.

5. All the Unit Heads (EDs and PGMs (WS)) should prepare a Revival Plan of their respective Unit laying down physical parameters to be achieved over a period of 2-3 years with financial implications, projected increase in revenue, cost cutting to bring their unit profitable track to achieve operational and financial viability. The anticipated expenditure, financing mechanism should also be recommended keeping in view the present financial state of MTNL. For assessing the financial viability of the projected investment, the financial cost should be taken as @ 12% per annum. This Business Plan for revival along with the projected revenue, expected investment and profitability, should be submitted to undersigned with the clear cut recommendations of the Director, who is controlling the concerned Unit.

6. The proposed Group is free to co-opt any suitable officer(s) and also free to suggest more innovative ideas for revival of MTNL within the legal and regulatory framework.

7. The Group may submit its report within 15 days positively.

Pravin,
(P.K. PURWAR)
CMD

Copy to:

- 1) Shri Sunil Kumar, Director (HR & EB)
- 2) Shri Sanjeev Kumar, Director (Tech.)
- 3) Shri S.P. Rai, ED, Delhi
- 4) Shri Pravin Punj, ED, Mumbai,
- 5) Shri Harwesh Bhatiya, PGM (WS), Delhi
- 6) Shri V. Srisanker, PGM (WS), Mumbai
- 7) Shri Sultan Ahmed, GM (Fin.) CO
- 8) Shri Ashok Kumar, OSD to CMD