

COLONEL ASHUTOSH JOSHI

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EXECUTIVE SUMMARY

- ✓ **Army Veteran & Engineer of 25+ yrs leadership experience in Project Management of Greenfield & Brownfield Projects; Operations; Assets Integrity & Maintenance; Engineering Process Excellence; Supply Chain of Large Vehicle Fleets; EHS & Compliances; Administration & Security, HR Ops, Facility Mgt of Estate, Industrial Parks & Plants.**
- ✓ **Chief Operations Officer with entrepreneurship mindset led a large team (800+ multi-disciplinary skilled workforce) across a multi-regional environment. Innovative & people centric leader who is result oriented; managed P&L centre and CAPEX; Annual targets; Formulating strategy & directives to drive KPIs and Growth.**
- ✓ **Held portfolios in India, Bhutan & USA. Awarded Chief of Army Staff Commendation Cards thrice & King of Bhutan medal. Taken premature release from Indian Army in Sep 21 with last assignment as Chief Maintainability Engineer.**
- ✓ **General Manager - Projects & Operations. EPC Firm - P&L and Annual Targets; Formulating Strategy - Growth, Profitability & Future Capabilities; Operational Logistics of Plants & Supply Chain of Networks, Multi Discipline Vendors Management; Quality & Risk Frameworks of Plant with focus on Customer Centricity & Client Relationship (State Ministry & Govt Department); Business Continuity with Continuous Process Improvements.**

PROFESSIONAL SUMMARY

General Manager – Projects (KalpaTaru Power Transmission Ltd)

Jun 2022 - Present , Noida

Project Management of EPC Projects Execution & Operations of Water Distribution Network.

Project Portfolio Locations. Bihar, Odisha and Madhya Pradesh

- **P & L - Project Ownership.** Revenue Targets, Budgetary Control & Management Approvals.
 - **Budgeting.** Preparation, planning & monitoring of Budget, Zero Budget and Annual CAPEX & OPEX for all project sites.
 - **Performance Monitoring.** Review Monthly MIS for Revenue Targets, Operating Expenses, Performance Monitoring, Contractual & Compliances Framework. Conduct monthly review meetings, Gap Analysis & Corrective Actions.
- **Leadership & Team Building.** Invest in People's Capability as Individual and Team. Develop a healthy work environment, conduct employee engagement & connect events at site, motivate & guide talent at all levels for mutual and inclusive growth. Develop and nurture leadership pipeline for taking up higher responsibilities. Devise Growth & Succession plan for Critical posts.
- **Long Term Sustenance Strategy.** Deep dive into processes, Gap Analysis & formulate timebound action plan. Devise policies & guidelines for People Excellence, Growth & Future Capabilities. Leveraging JV for growth & capacity enhancement.
 - **Growth & Augment Reach.** Develop strategies and policies with a view to increase market share and profitability.
 - **Technology Driven - Digitization & Innovativeness in Approach.** Integration of network for Value Unlocking & enhancement, Real time Monitoring of parameters and KPIs & KRIs in production & distribution.
 - **Positioning Ahead of Curve.** Competition, Technology Adoption, Market analysis, Changing trends and New Opportunities.
- **Plant Operations Roadmap.**
 - **Process Excellence.** Deliverables as per Contract and Customer Focus. Effective implementation & monitoring mechanism KPIs and KRIs to ensure the achievement of production & distribution KPIs with Internal Control and navigating KRIs.
 - **Cost Optimisation.** Innovative plans to achieve higher value realization. Multitasking in Plant Operations.
 - **Asset Integrity & Maintenance.** Dynamic Resource Optimisation - Plant & Machinery, Human Capital, Inventory etc.
 - **Performance Monitoring & Guidance.** Production & Distribution Matrix and KPIs of machines. Real time data analytics and performance monitoring through SCADA systems integrated in network.
 - **EHS Frameworks.** Implementation of Compliances & Government regulatory Framework.
 - **Emergency Response Team. Hazard Mitigation Teams** - Assign responsibilities. Periodic **Rehearsals & Cross functional training** with local government bodies for coordination and effectiveness. **Floods, Earthquake and Fire Drills.**
- **Operational Risk Frameworks.** Devise Risk Frameworks – Execution, Operational, NRW, Financial & HOTO.
- **Relationship Management: Stakeholders & Channel Partners.** Respect & Address their Sensitivities & Concerns. Formulate policies & implement guidelines. Devise roadmap for mutual growth.
 - **Customer Centricity.** Core of operations. Feedback & Grievance Redressal of complaints/suggestions with Timelines.
 - **Vendors, Suppliers & Sub-Contractors.** Formulate & implement policies for smooth functioning & satisfaction.
 - **Client Relationship - Govt Department.** Close liaison and effective relationship with State Ministry & Govt Department officials. Develop trust-based ecosystem & fraternity at local level (Plant Site) to address local issues.
 - **Internal Stakeholders.** Close coordination - EPC: Project Execution & Commission, Closure etc for leveraging synergies.
- **Business Continuity & Continuous Process Improvement of Process & Outcomes.** Long Term Sustenance Targets. Setting long term strategic plans & priorities, review & monitor implementation of targets against plans.

Pan India 3500+ Staff employed in 45+ EPC Water Project Sites with footprint in 7 states & 4 International projects.

Executing Administrative Process & HR Ops, Internal Audits & GRC Framework - Execution Risk perspective.

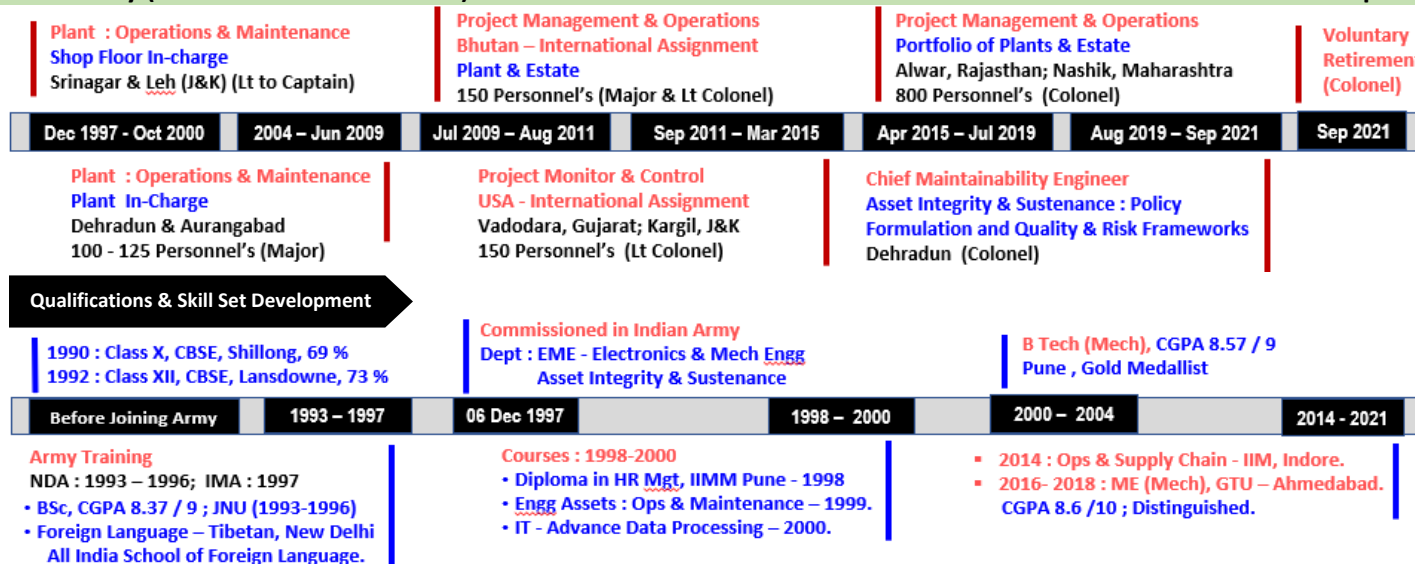
- **Budgetary Planning & Control.** Operating INR 75 Cr along different verticals like Accommodation, Messes & Guest Houses, Security & Risk Mitigation, Travel, IT, Office Expenditure, Vehicles & Transport, Insurance, Staff Welfare etc. Preparation & Monitoring of Budget, Zero Budget and Annual CAPEX for all project sites. KRIs/KPIs of each team.
- **Infra & Facilities Mgt.** Staff: Accommodation, Guest Houses & Messes. Workmen Colony & Camps. Hygiene & Sanitation, Accounting & Maintenance of Standards as per SOPs & guidelines.
- **GRC Framework: Security & Risk Mitigation - Controls of Assets & People.** Governed security of all assets – men, material and Info for staff and labour, materials - warehouses, installation of SRE – CCTVs etc.
 - **Security Risk Audits.** Appraisal of existing system – Gap Analysis & risk assessment. Developed & implemented an **annual security roadmap at 45+ sites.** Laying down guidelines as per requirements & priority as per ISO 9001 protocols.
 - **Disasters Mgt Plan.** Devised Response Preparedness team and hazard mitigation teams. Close liaison and Joint Training with State Departments officials – Administration, Police, Medical Services, Fire Safety etc.
 - **Security Information Management System** implemented to combine existing incident database with live stream from remote locations, integrating **Video Analytics & Big Data solutions.**
 - ✓ **Predictive Analytics** mapped to health safety & access control reduced incidents by 15%.
 - ✓ **18% savings YoY**, increased security efficacy and resource optimisation.
 - **Digitization - Attendance Monitoring & Absenteeism.** FRMs Biometrics with Central attendance Registry.
 - **Internal Audit.** Amongst staff and training of employees in all aspects of security and occupational health & safety.
- **Travel Desk – Domestic & International.** Control & Budgeting, Individual/ Groups, Coordination of multi-location visits.
 - ✓ International Projects – Manpower Planning. Central Visa & Work permits processing Cell.
 - ✓ Results: 30% reduction in claim processing time, 24% increase in detection of incorrect claims.
- **Operational Logistics – Mobilisation & Transport Management.**
 - **Pan India Water sites - Vehicles 1000 Nos.** Vehicles & Drivers compliances, Maintenance & repairs.
 - **Digitization - Vehicle GPS based, Fuel, Weigh & Speed Management Sys.** Vehicles, Store Yards & Weigh Bridges.
- **Multi Discipline Contract Management.** Financial management from Forecasting, follow up on expenditure. Diverse set of vendors - short listing, negotiations, SLAs, enforcements, outsourcing contracts, compliances etc.
- **HR Operations & GRC Framework.**
 - **Compensation & Benefits - Attendance Monitoring & Absenteeism.** FRMs Biometrics with Central attendance Registry.
 - **IR & Statuary Compliances.** Labour Laws & Licenses, PF and BoCW, Fire Safety, Land & Forest Clearances.
 - **CSR Activities.** Monitoring and timeline bound implementation.
- **People's Engagement.**
 - **Medical Check Ups & Health Camps.** Staff & Workmen.
 - **Engagement Initiatives.** Annual Events, Organizing Town Halls, Get Togethers, Sports Events etc.
 - **Grievance Redressal.** Ensuring prompt resolution of employee grievances to maintain cordial mgt-employee relations.
 - **Vendors & Sub-Contractors Meets.** Engagements, Monitoring and grievances redressal.

Project Management II Quality & Compliance Assurance Frameworks II Strategies for Asset Lifecycle Mgt & Maintenance.

- ✓ **Unmanned Aerial Systems - Drones & Counter Drones Systems; BMP II Armament Upgrades (Sighting System & FCS).**
- ✓ **Small Arms (Assault Rifles, LMG, CMG); EO II Electro Optical Instruments (Surveillance Devices & Thermal Cameras).**
- **Project Ownership.** Complete ownership of projects, resource requirements such as talent, infrastructure, equipment and system, keeping long term sustenance in mind in regulatory environment.
- **Business Ecosystem & Market Survey.** Scope, constraints, opportunities of growth. Search for International OEMs, readiness to collaborate, assess competition amongst Indian Partners & OEMs.
- **Stakeholder's Engagement.** Close tie ups & harmony with international OEMs, Partners and Suppliers. PSU & Govt Bodies.
- **Quality & Compliance Assurance.** Communication, Negotiations on IPR & ToT, Arms Act/regulatory bodies. evaluate with new policies, procedures and global requirements. Quality Strategy - Mil Stds, JSS & Penta 5.
- **Business Development & Risks Mapping.** Cost Competitiveness, Collaboration Model - Joint Venture, Preparation of Term Sheet and Negotiations, Preparing Evaluation Matrix, Response to RFIs / EOI and RFPs.
- **Risk Frameworks & Matrix.** Tools for Internal controls and compliances and regulations for long term sustenance.
- **Reports.** Reviewing program results and preparing reports for leadership for informed decision making.
- ✓ **Achievement.** Successfully executed & Closed Two Contracts worth INR 50 Cr– EO Surveillance Devices in J&K.

Indian Army (Growth Path & Timelines)

Dec 1997 - Sep 2021



Chief Maintainability Engineer (IRDE, DRDO)

Jul 2019 - Sep 2021, Dehradun, Uttarakhand

Assess Evaluation Trials II Quality & Compliance Mgt II Asset Life Cycle - Long Term Sustenance Strategies

- **Evaluation Trials.** Coordinated & executed trials - **International & Indian OEMs** for all assets being newly inducted in the Indian Army. **Formulation of Operator Manuals, Maintenance Manuals, Scaling Documents etc.**
- **Risk Assurance Tools.** Data repository, Designing framework for **Warranty Mgt, Joint Defect Investigation, Repairs & overhauls** over complete life cycle for operator & maintainer. **Contract Mgt - OEMs.** Negotiations with Defence Firms to finalize maintenance contracts - **AMC for Land Systems.**
- **Quality Control & Assurances.** Interactions with Defence Quality Control Agencies to maintain quality standards, preparation of **Maintenance Scales, approval of MRLS**, Forecasting and planning for maintenance parameters for the complete life cycle sustenance as part of contract. Quality Inspection Standards – **Mil Stds, JSS & Penta 5. EHS & Occupational Health.**
- **Asset Integrity & Life Cycle Mgt - Long Term Sustainability.** Fielded and validated new generation hardware and associated software along with maintainer vulnerability assessment for equipment's worth **INR 2,000 Crores** and developed logistic sustenance model for streamlining pan India operations involving **1,50,000 operators and maintainers.**
- **Assets Integrity & Maintenance Framework.** Integrity & Quality of data, Internal Control of Processes and Compliances – **Data Repository, KPIs, Spares distribution – range & depth, checklist-based predictive & condition-based monitoring.**

Chief Ops Officer (Plant & Industrial Estate)

Apr 2015 - Jul 2019, Alwar, Rajasthan & Nashik, Maharashtra

Leadership Role for 800+ technical multi-disciplinary workforce driving Operational & Project Management.

Plant, Industrial Estate Infrastructure & Supply Chain. Mentored multiple teams operating in Hub and Spoke Model.

- **P&L Centre.** Single Point Centre for multiple plants spread in 4 geographical diverse locations. Budgetary allocation and monitoring to various plants. **Planned allocation INR 15 Cr/yr excluding Human Capital Budgeting.**
- **Operations.** Strategized and executed round-the-clock operational availability & reliability of critical engineering assets, **INR 500+ Crores in 5 locations spread over 3 Indian states.** Resource optimization to achieve customer satisfaction across 67 entities covering 15,000+ people. **15% reduction in Operational expenditure of Engg Assets & 23% increase in Up-time.**
- **Project Management - Greenfield Project: Establishment of Engg Asset Refurbishment Plant.** Post closure of ABWs – **GoCo Model.** Headed the team to design and establish a Overhaul Workshop in Western India worth **INR 100 Crores.** Establish systems, processes, and technologies, SOPs & Manuals, Review Mechanism for improving efficiency.
- **Project Management - Weather Forecasts Systems, Ex Vaishala, Finland.** Pan India operational mgt of Weather forecasts equipment's. Ensured 100 percent serviceability of systems **spread over 97 different locations** in India through Remote diagnostics, Inventory control, resource mobilisation. **25% reduction in operational expenditure & 30 % increase in Up-time.**
- **Operational Maintenance - Defence Assets.** Self-Propelled Arty-K9 Vajra. Long range Artillery Wpn Sys (Smerch and Pinnaka Systems), Medium range Arty Guns (130 mm Medium Gun & 155 mm Bofors Guns). UAV (Searcher Mk I and II) & Electro-Optical Systems (BFSR, LORROS Mk IV, Thermal Imagers and Night Vision Devices, WLR Swathi).
- **Defence Works.** Defence Works in Talbehat, **INR 110 crores. Best Contract Execution Award.**
- **Warehousing & Inventory Mgt.** Spearheaded planning, provisioning / procurement of **15,000 SKUs** for different verticals along the range & depth worth **INR 150 Crores.** **Approx 250 major and 1500 minor military equipment's** spread over southern India. **TATA Motors defence vehicles Warehouse established in Alwar Workshop at NCNC basis. Inventory Mgt.** Analysis, Demand & stocking as per **ABC (Pareto), FNS (Consumption Pattern), VED (Critical Components).**
- **HR & IR Mgt.** Entire HR life cycle (Recruitment to Retirement) processes to include staffing to verticals, Salary & Allowances, Performance Appraisals, Accommodation, Travel arrangements, Annual event planning & Coordination, grievances & its redressal, Medical claims, Messes & Canteens & Clothing for 800+ people (Combatants & Defence Civilians).
- **Talent Acquisition.** Headed the team for selection of engineering graduates (fresh B Tech Graduates) for enrolment in Indian Army for the state of **Rajasthan & Uttar Pradesh as per TGC and UES scheme.** Interviewed around 2500+ engineering graduate applicants in their final year for SSB Interviews. **Recommended 7 % age of total applicants.**

- **Maintenance & Upgrade – Tech Infrastructure.** Executed management of infrastructure including perspective planning as per Defence Works procedure for optimal prioritization of **new assets to the tune of INR 4.5 Cr per year.**
- **Fleet Management.** **Total vehicles 2000** in numbers. Upkeep & Maintenance - Drivers & Operators, Fuel mgt etc.
- **Multi Discipline Contract Mgt.** Financial management from forecasting, budgeting and follow up on expenditure. Diverse types of Contracts – Training, Housekeeping, Negotiations, SLAs, training providers, Outsourcing Contracts etc.
- **Estate Infrastructure & Facilities Mgt.** Perspective planning as per Defence Works procedure of new assets to tune of **INR 8.5 Cr/ yr.** Modernization projects of interior economy including Park & habitat. **Accommodation. Messes, Facilities, Medical Facilities, Canteen & Shopping Complexes & Electric and Water Supply** through Military Engineering services.
- **Project Management: Asset Sustenance - M777 ULH Gun System, USA.** Carried out the evaluation trials. Designed and conceptualize the sustenance strategies, scaling etc for life cycle sustenance (**US Foreign Military Sales, Contract: \$ 700 Million**).

Country - Plant Head: Projects and Assets Operations & Maintenance

Jul 2009 - Aug 2011, Bhutan

Represented Indian Army in Bhutan to provide impetus in assimilation of technology and increase its technical threshold with Operations, Asset Management & Engg support to complete Royal Bhutanese Army & Royal Body Guards. Mentor the mid-level Bhutanese leaders and spearhead their learning and development.

- **Project Management - Lead Mentor.** Lead Planner & Custodian, while managing complex stakeholder landscape at multiple levels in a diplomatic mission with **Rs 960 Cr budget for 23,000 personnel.**
- **Operations & Maintenance - Bhutan's Defence Equipment's.** Headed the team providing maintenance and repair support to complete defence equipment to include Arms, Automotives - Utility & Load Carriers, Earth Moving Plants and Machy of Indian Contingent deployed in Bhutan, 15 Battalions of Royal Bhutanese Army & Contingent of Royal Bodyguards, INR 50 Cr.
- **Operational Logistics - Bhutan Road Axis Maintenance.** Road clearance in all three main axes of Bhutan. Based on Hub and Spoke model, to seven different entities spread over Bhutan using small team concept deployed **over 15 locations.** Budgeting and allocations related to engg support needs of the Indian contingent, Royal Bhutanese Army & Royal Body Guards.
- **Advisor to Country Head.** Technical advisor to Country Head, Bhutan of Indian Army on all matters related to operation management of Bhutanese engg resources readiness and functionality.
- **Community & Cultural Ties.** Secretary of Bhutan-India Friendship Association (BIFA), nurturing Indo-Bhutan socio cultural ties.

Plant Head: Operations & Maintenance

2005 - Aug 2011, Dehradun & Aurangabad

150+ technical multi-disciplinary workforce driving Operational Logistics, O & M, Administration & Facilities, HR Mgt.

- **Operations.** Critical engineering assets, **50+ Crores.** Evaluated & ensured resource optimization to achieve technical excellence & customer satisfaction **across 17 entities covering 4,000+ people.**
- **Assets: Operations & Maintenance.** Onsite (Preventive & Corrective Maintenance); Workshop Level (Predictive, Corrective Maintenance & Refurbishment based on Asset Life Cycle Management)
- **Small Arms - 3000+** Pistols, Assault Rifles, Carbines, LMGs. **Automobiles - 1500+, Utility & Load Carriers.** R/E Motorcycles, Maruti Gypsy, Nissan 1 Tons, TATA 2.5 Ton, Ashok Leyland 7.5 Tons, TATRA - 20 Tons, 20 Ton Trailers. **Earth Moving Plants - 50+.** JCBs, TATA JD, Dozers (Crawl & Wheel), Skid Steer Loader, Excavators, Hydra Cranes etc. **Generators - 250+.** 500 VA upto 125 KVA (Honda, Kirloskar, Cummins etc). **Material Handling & Recovery Cranes - 45+.** Caterpillar, Ashok Leyland 7.5 Ton Cranes towers.

EDUCATIONAL QUALIFICATIONS & PROFESSIONAL DEVELOPMENT

#	Degree / Qualifications / Courses	Institute	Period	Grade
1	BSc	JNU, Delhi	1994-1996	CGPA 8.37 / 9, Distinguished
2	Diploma in Foreign language (Tibetan)	JNU, Delhi	1994-1996	Qualified
3	Diploma in HR Management	IIMM, Pune	1998-1999	Passed - 'A'
4	Course: Operational Mgt of Plant & Industrial Parks	Vadodara	1999	Distinguished, Gold Medal
5	B Tech (Mechanical)	JNTU, Delhi	2000-2004	CGPA 8.57 / 9, Distinguished
6	Course: Operations & Supply Chain Management	IIM, Indore	2014	Senior Leadership Role
7	ME (Mechanical)	GTU, Ahmedabad	2016 - 2018	CGPA 8.6 / 10, Distinguished
8	Business Mgt - Certified Course Defence Offrs	IIM, Indore	2021	Qualified

ACHIEVEMENTS

- Chief of Army Staff, Commendation Card – 1998. (Gallantry, Counter Insurgency Operations in J & K)
- Brownfield Project: Establishment of Plant & Shopfloor: Leh, J&K – 1999.
- General Officer Commanding in Chief, Commendation Card - 2006. (Operations & Process Excellence)
- General Officer Commanding in Chief, Commendation Card - 2009. (Project Management)
- Appreciation Medal by King of Bhutan - 2010. (Project Management, Operations & Maintenance – Engineering Infra & Resources)
- Fort Sill, USA Foreign Assignment: Lead Auditor - Asset Evaluation & Sustenance Strategy Defence Procurements – M777 ULH Gun System. (US Foreign Military Sales, Contract Cost: \$ 700 Million) - 2012. (Project Management)
- Appreciation Letter by GoC. (Surveillance Grid of Industrial Park in Kargil & Drass, J&K) - 2014
- Greenfield Project – Establishment of Plant & Industrial Estate, GoCo Model - 2019.
- Project Management: Executed Two Contracts – Electro Optical Surveillance Devices for Border Management in J&K– 2021.

PERSONAL DOSSIER

Date of Birth | 22 January 1975 Skill Set| MS (Office, Excel, Power Point & Project) | Web & Print Content Development | Power BI