Balfour Beatty

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To whom it may concern

RE: Character reference for Richard Byrom

It is with great pleasure that I recommend Richard Byrom. Richard worked with me at Balfour Beatty in his capacity as Technical Architect and in my capacity as Head of Strategy and Architecture over the period November 2010 - January 2012

Richard worked with myself, the Enterprise Architecture team and Operating Company IT directors to undertake an Enterprise Technology Review, the objectives of which were as follows: -

- Consider Operating Company IT Strategy implications / cross over
- Communicate our proposed Enterprise Technology Framework and obtain feedback
- Understand the Vision, Scope, Drivers, Functional Capabilities and Technology Products within the following domains
  - Information Security
  - Identity & Access Management
  - Business Integration
  - Business Intelligence
  - Information Management
  - Enterprise Content Management
  - Collaboration
- Map existing Operating Technology solutions to the Enterprise Technology Framework
- Understand impact of future Operating Company IT or Business projects/programmes
- Start to agree a common meta-model to describe IT infrastructure (IT Taxonomy)
- Begin to record "Patterns" for common business problems
- Share gathered data for Operating Company use / maintenance

As part of our requirement to share the outputs of the Enterprise Technology Review, Richard implemented a proof of concept EA tool which eventually provided the basis of the reports we built to help us make strategy decisions relating to our technology.

In addition to his role within the Strategy and Architecture team Richard sat on the CRM Design Council in a technical advisory capacity.

Richard worked with our Suppliers, Divisional and Operating Company Heads as well as a multi disciplinary team of consultants and integrated well with them. He was able to deliver high quality deliverables on time and through the reports and tools he implemented helped us to gain a better understanding of the IT landscape to inform decisions relating to our IT strategy.

Richard is intelligent, systematic and diligent as well as being very personable and charismatic, he will be a valuable resource to any organisation.

Yours Sincerely

Michael Austin
Head of Strategy and Architecture