Balfour Beatty

Balfour Beatty plc Group IT

Block 1 Angel Square 1 Torrens Street London EC1V 1NY

Tel 020 7216 6800 Fax 020 7216 6901/6902

www.balfourbeatty.com 27th January 2012

To whom it may concern

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 Front Office Process Lead and Knowledge Sharing & Collaboration Transition Manager over the period April 2010 to January 2012

In my capacity as Front Office Process Lead Richard worked with myself, Oracle and Salesforce to put together a Business Case for the implementation of a Group Wide CRM on Demand system. Following implementations by several Operating Companies of the Oracle CRM on Demand system he subsequently sat on the CRM Design Council in a technical advisory capacity

In my role as Knowledge Sharing and Collaboration (KS&C) Transition Manager Richard worked with me to help transition our live KS&C Wave 2 platform into support mode. The KS&C Platform was built in Oracle Web Center and delivered a Web 2.0 collaboration portal to one of our operating companies, namely Balfour Beatty Workplace. Richard designed, built and implemented Portal Administrator functionality using Oracle Directory Services Manager and the Apache Lightweight Directory Access Protocol (LDAP) Browser. He also designed the Portal administrator training in Oracle User Productivity Kit (UPK) and delivered the training to the Portal Administrators

In all, 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 effectively solved a number of problems being encountered in transitioning our KS&C platform into support mode.

Richard's flexibility, wide range of skills and responsiveness to needs have been a great asset to those projects he has worked with me on. I have no hesitation in recommending Richard to any future employer.

Yours Sincerely

Tim Waldram

Balfour Beatty KS&C Transition Manager