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**MINISTRY OF DEFENCE**  
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To whom it may concern,

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**Mr Graham (Gerry) Booth**

I am delighted to be given the opportunity to provide Mr. Gerry Booth with a reference. He has been a significant contributor to the rotary wing aviation business of the Ministry of Defence for some years. Gerry has led two significant efforts that I have been involved in, both resulting in successful outcomes.

Firstly, Gerry led a process evaluation of the Army's rotary wing maintenance business to assess the most appropriate solution for future aircraft while I headed one of the major support departments. I found Gerry to be extremely effective in being able to draw out the critical factors during the interview process and was very pleased with the final report, its conclusions and recommendations. This effort concluded with a successful presentation by Gerry to a partly hostile audience.

The second time I worked with Gerry was last year when the Army's attack-helicopter program needed a breakthrough regarding the way forward on a support solution. Gerry was recruited to draft a requirements document that we could sign for ongoing action, a task that had been unachievable for some time! Within a few days, and after only a couple of phone conversations with significant individuals, Gerry produced an excellent report including recommendations that indeed achieved the desired result and a consensus. Following on from this effort, Gerry led a proof-of-concept development exercise on behalf of Spirent Systems, and demonstrated what could be achieved broadly within the available budget. This demonstration provided excellent exposure for Spirent Systems within the UK Ministry of Defence and gave confidence that this company would be able to provide the capability enhancements the MoD will be seeking in the future to support the UK Apache helicopter fleet.

In the time I have known Gerry I have found him to be easy to work, pro-active and flexible. He has a very upbeat manner, a strong sense of humour and would appear to be a high achiever. I am happy to recommend Gerry to a prospective future employer as an effective business change leader.

Yours faithfully,

JONATHAN J BYWATER  
Lieutenant Colonel