



FRANCIS OKINE

A Peer Review Form

ABOUT THIS FORM

*Francis asked me if I would contribute a review in support of his application for the URS Project Management Certification, and added in his assuringly modest way that my review would not be shared with him, so I could write whatever I like about him. And so, taking prompts from the questions, I wrote freely whatever I **liked** about him, which was easy and pleasurable to do, because Francis was a naturally and exceptionally good manager and colleague to all members of his team he had built in Wimbledon.*

This is my original review of Francis as our Engineering Manager without the form's probing questions and prompts, but with the initial instruction to each peer giving the review to provide a context.

Joseph Gardner

**URS Corporation
Project Management Certification Program
Peer Review Form**

The candidate listed on the attached form has applied for certification under the URS Project Management Certification Program. You are being requested to provide candid feedback on this person's project management skills. When completing this form, please consider all aspects of the candidate's abilities in the subject skill areas. Provide feedback on the candidate's strengths and ability to represent URS in the role of Project Management. Please select the answer that most clearly describes the performance of this individual. You are encouraged to provide additional comments that will provide the PM Certification Board with a clear understanding of this individual's ability as a Project Manager. We also encourage you to identify any management skills that may require additional training or development.

Your feedback is strictly confidential. All responses will be compiled and only shared with the candidate in a summary format (with no names attached).

Candidate Name: Francis Okine

Feedback Provided By: Joseph Gardner

Projects you have worked on with this candidate:

Name of Project: W. Kensington Step-Free Access Date of Project: April-October 2009

Name of Project: LUL Train Crew Accommodation Date of Project: September 2007

Name of Project: Embankment Station Date of Project: June 2006-2007

Date Evaluation Completed: 20th July 2010

COMMUNICATION AND DIPLOMACY

Internal Communications

Francis's project briefings to team members are concise, clear and logical. He readily accepts feedback and skillfully maintains an appropriately professional rationale in further detailed and technical discussions. Feedback from Francis is delivered with discerning consideration and respect for the individual's knowledge, level of expertise and character. Francis displays a distinctive aptitude for diplomacy in his treatment of all team members.

External Communications

Francis is unreserved in his approach to direct communication with clients. He will address issues typically in a manner that leaves the client satisfactorily informed and reassured as appropriate to whatever the circumstance. He establishes himself as an essential point of contact for the client on project matters as they arise. Francis's appearance is necessarily formal when meeting clients and he remains courteous in conversation even when unhesitatingly interjecting on difficult situations, while maintaining composure and positive progress, such as in negotiations, chairing project design meetings or resolving technical issues.

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RESPONSIVENESS

Francis responds at the first available instance to team members and clients. His preference is to communicate as directly as possible, such as face-to-face or telephone, so as to actively ensure clarity and mutual understanding with the recipient. If he is not immediately available, he makes an arrangement to respond as soon as practically possible or provides an alternative contact person relevant to the project query or request.

DELEGATION

Francis delegates assignments to team members he believes possess the skills and competence to achieve the project requirements, also providing them with scope for learning or creativity, where available, and so encourages enthusiasm. He monitors progress by encouragement that is without interference, but instead is supportive, readily providing assistance when and where appropriate.

LEADERSHIP AND PROBLEM SOLVING

Francis is naturally approachable and open to addressing technical problems and difficult situations. He is quick to assist with reviewing the problem thoroughly and finding the most appropriate solutions. By working with the team members in this way, Francis engages and enables them in any new problem-solving process so they feel better equipped to resolve similar issues unassisted. In problem situations, Francis exhibits a calm composure and considerable patience.

Additional comment on candidate's abilities as a Project Management

Francis's project leadership is decisive without being overtly critical in a way that commands authority. He manages all team members fairly and respectfully and drives project teams by considered persistence. He is very focused and seeks a positive outcome to all project scenarios.