

**To Whom It May Concern:**  
**Letter of Reference for Jim Wallace, IV**

Dear Sir/Madam:

I had the pleasure of working closely with Jim during my role at Vice President and Chief Technology Officer of TRG, a global investor and operator in business process outsourcing companies. As part of the acquisitions and operations teams, and with overall responsibility for company infrastructure and technology strategy, I met Jim first during our due diligence process for the acquisition of Telespectrum, Inc. After TRG successfully acquired the company, I interacted with Jim during the course of quarterly board of directors meetings, as I was a director of the company, as well as working through various restructuring projects in the operations and IT domains of Telespectrum. Our relationship expanded when I hired Jim to also serve as the CIO of TRG's second largest portfolio company, iSky, Inc. Jim faithfully executed his expanded responsibilities and was a knowledgeable technical and business leader who was simultaneously able to provide hands on leadership of the IT operations function to enable business operations to continue running with high availability, while providing strategic direction to our restructuring plans.

Among Jim's key accomplishments was the renegotiation of Telespectrum and iSky's network and telecommunications contracts, saving the corporate several million dollars annually in operational expense, as well as providing a foundation for a broad scale shift from circuit switched to IP telephony. He led his team through process of offshore labor migration, simultaneously increasing the quality of the overall IT team, streamlining operational processes, improving service levels while again reducing operational costs.

There were numerous situations where Jim and his team worked around the clock to resolve technical issues that arose, and allowed business operations to continue with minimal impact. He was able to adeptly balance the tradeoffs between improved resource utilization (capital and operational expense) with the need to improve IT service delivery for our internal and external customers.

As done in the exceptionally demanding environment of global call center industry, with very demanding clients, low client switching cost, and as part of overall company restructuring activities, Jim's leadership maintained a high quality IT organization across two large companies with combined revenues over \$100 million.

I can unequivocally recommend Jim for a CIO role.

Please do not hesitate to contact me if you have any questions at [tanvir.hussain@ca.com](mailto:tanvir.hussain@ca.com), or 617 553 0547.

Kind Regards,



Tanvir A. Hussain  
Former CTO, The Resource Group  
Vice President, CA Inc.