



CABLE & WIRELESS

Cable & Wireless USA, Inc.

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Dear Sir or Madam

I am writing to express my sincere gratitude for the service rendered by Mr. Thomas Houck during his time of service in my organization. Tom provided outstanding service in the documentation organization within C&W Engineering. Tom was a member of the C&W Engineering team from Sept. 15, 1998 to July 30, 2001. During this time he undertook management responsibilities as well as individual contributor roles. His enthusiasm and performance of assigned tasks exceeded all expectations. He has been a true pleasure to work with

I would highly recommend Thomas as a strong addition to any team, he has been a great asset to my team. If not for our current budget constraints I would have continued his service in my team for the unforeseeable future. Unfortunately due to these constraints I have been forced to terminate his service with us, I wish him well.

I hope this letter helps you in your decision.

Sincerely

David McCoy
VP US Build.