

TNS Partners, Inc.

Consultants in Executive Search

EXECUTIVE SEARCH SPECIFICATION

FOR THE POSITION OF

VICE PRESIDENT, ENGINEERING



CAPROCK COMMUNICATIONS

Houston, Texas

CLIENT: Mr. Bryan L. Olivier
Chief Operating Officer

PREPARED BY: Mr. Craig C. Neidhart
Partner
and...
Mr. Brian Trueblood
Vice President

DATE: July 13, 2007

- CONFIDENTIAL -

The information contained in this search specification is confidential and must be treated with the utmost of discretion. Candidate and organizational considerations demand the highest level of confidentiality ensuring the interests and priorities of all involved are addressed most professionally.

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THE CLIENT

CapRock Communications is positioned as a leading satellite based telecommunications service provider specializing in managed solutions for data, internet, voice and video in the most remote areas of the world. Established in 1981 to serve the offshore oil and gas community, CapRock started as a service company providing two-way radio, rural radiotelephony and microwave technology to drilling rigs and production platforms. Over the past 20+ years, the advanced technology has evolved to satellite based communications. CapRock became the dominant Satellite Telecommunications service provider to the energy industry in the Gulf of Mexico and has expanded its services around the globe to meet the exacting demands of its customer base.

Our Client's customers drill for oil in the middle of the oceans; build roads and dams in jungles; and move ships with crews, passengers and cargo around the globe. In these scenarios and other applications, a reliable, high bandwidth communication system is critical to its customer's operations. Known for "reliability to the extreme," CapRock's expertise is to support and maintain operations in places where no other telecommunications infrastructure exist: dense jungles, barren deserts, tropical rainforests and open waters.

With an infrastructure built on a satellite platform, the bulk of CapRock's services traverse through hub earth stations both owned and maintained by the company. Through strategically placed earth stations, CapRock lands 10 transponders of satellite bandwidth and supports more than 500 circuits worldwide.

CapRock's technical staff operates these hub earth stations on a 24 x 7 basis from its three Network Operating Centers (NOC) located in Houston (US), Aberdeen (UK) and Jakarta (Indonesia). From these NOC's, all systems are monitored globally and on a continuous basis. Technicians are available for dispatch to support installations, maintenance and moves wherever the networks are installed.

CapRock Communications has been profitable in each of its twenty-five (25) years of operation. Our Client is privately held and a well financed organization with annual revenues in excess of \$100 million. In addition to the strategic guidance and direction provided for by the Board of Directors, CapRock is led by a Chief Financial Officer, Chief Operating Officer and a well seasoned and highly experienced senior leadership team. Collectively, the senior team has over 200 years of experience providing quality services to customers who demand reliability and expertise in providing communications to remote locations. In addition, a high percentage of the management team has earned advanced degrees from prestigious institutions such as Harvard, Sloan (MIT), Columbia, Rice and Wisconsin.

Effective November, 2006, the company appointed Mr. Bryan Olivier, the Chief Operating Officer of CapRock. He has direct responsibility, on a global basis, for Engineering and Technology; Operations; Project Management; IT; and Supply Chain Management. The Vice President, Engineering will report to Bryan Olivier and will be responsible for the company's ability

to envision, engineer and deliver communications solutions for their global customers. The role requires both a strong engineering management background coupled with the executive capacity to lead within a global communications company. He/She will be expected to function as part the senior management team in order to provide seamless leadership and vision to drive growth and profitability within the business.

The company employs a “matrix management” process. The organization must remain flexible and focused on the number one priority at all times – developing the best possible communications solutions for their customer! It will be imperative that the successful candidate manage across functional and geographic organizations to create a framework for success. While our Client seeks a strong visionary and determined leader for the role, he/she must be able to work well within the matrix framework and be able to manage through the intricacies and sensitivities required.

THE OPPORTUNITY

The VP, Global Engineering & Technology will be an active member of the management team, providing input on strategy, planning and execution across the organization, as well as directing the corresponding functions and staff within the company. He/she will have responsibility for a staff of 50-60 people through multiple direct reports.

The successful candidate must be able to build and grow an organization that is competitive and profitable while measuring up to expectations. Critical to the continued success of CapRock is the VP Engineering’s ability to drive product development within vendor organizations to meet the ever changing needs of a global customer base. Reporting to the Chief Operating Officer, the selected candidate will assume the following responsibilities:

- Develop solutions and execute against strategies involving various technologies. This includes deciding what type of networks to build; how to make them available to customers; what vendors to partner with; how to best position the company as a “service provider” able to engage whatever types of technology best suit the customer’s needs; and developing and constantly refining the technology and product road map.
- Key technologies include VoIP, satellite and microwave communications, network management systems and procedures, voice and data networking and topologies, terrestrial ILEC/CLEC and Internet infrastructures and other wireless technologies.
- Lead current initiatives encompassing building and improving current processes and procedures on a global basis. Execute recommendations and develop/adopt “world class” practices for global deployment and implementation.

- Drive performance to exceed the customer's expectations and satisfaction by providing "hands on" guidance as necessary to expedite and accelerate problem resolution.
- Participate in developing and executing the Strategic Plans for other parts of the organization including Sales, Marketing and Human Resources.
- Assist in due diligence and assimilation processes with regards to acquisitions and start up initiatives; selection, assimilation and continuous upgrade of quality technology and engineering professionals on a global basis who are focused on understanding the market and our customer's needs; who are technologically deep and savvy; and who are focused on delivering outstanding service.
- Designing the appropriate organization structures and training to effectively support sales, build infrastructure, develop new products, deploy technology, provide service and execute "world class" processes to our customers on a global basis.
- Work with HR to develop career "pathing" models for the ongoing reward of top performers and the development and long term retention of high performers through career ladders, base compensation, variable compensation, training, etc.
- Ensure appropriate and ongoing technical training and support exists for not only the engineering groups but also for the sales and marketing groups; "World Class" communication and interpersonal skills to provide for effective presentation and impact with global customers, employees and partners worldwide.
- Build a positive and productive relationship with the entire senior management team, and throughout the organization, to enhance our culture and to make all employees and customers effective advocates for the organization and its capabilities.

SUCCESSFUL CANDIDATE OVERVIEW

Our Client understands the value of building a highly capable, cross-functional management team capable of leading the organization successfully today, while visioning the business model of the future. CapRock Communications consistently seeks executive leaders with demonstrated ability to perform, as well as clearly visible potential to provide contingency and succession planning flexibility to the organization. As CapRock Communications continues to expand its reach and capabilities outside of the oil & gas industries into more and more diverse industries, exceptional executive leadership of the Engineering function becomes more critical than ever.

Specific experiences should include:

- Fifteen plus (15+) years of relevant engineering and engineering leadership experience gained with progressive telecommunications businesses. Specific areas of interest encompass:
 - satellite systems
 - network equipment
 - antenna technology
 - satellite architecture
 - RF communications
 - wireless infrastructure
- Ideally, experience would have been gained supporting a global telecommunications equipment developer and manufacturer with a consistent track record of developing and fielding new technologies and capabilities. Previous accountability, at minimum, for directing product development is imperative.
- Experienced coaching, developing and mentoring engineers, scientists and developers. Capable of enhancing the overall effectiveness of the leadership team, equipping them to more insightfully manage diverse workforces.
- A demonstrated track record of progressively successful accomplishments leading and directing technology, engineering and operating groups in an environment which parallels the opportunity listed above.
- Significant budgeting and financial knowledge and strong ability to develop, present and sell business cases for appropriate decisions/investments.
- “World Class” communication and interpersonal skills to provide for effective management of global customers, employees and partners worldwide. Capable of making presentations to staff, vendors and executive management.
- Successful development and execution of technology strategies on both an internal and an external basis. Experience developing, implementing and continuously improving processes and procedures to assure effective operations.
- Success managing new product development and the efficient movement of new products into production.
- Core knowledge of telecommunications and necessary grasp of technology relative to the following:
 - LAN/WAN infrastructure and architecture
 - ATM, TCP/IP, Frame Relay and SONET
 - Voice Communications using Voice Over IP (VoIP)
 - Local
 - Long Distance

- MPLS based Virtual Private Network (VPN), Roaming and Network-on-Demand
 - Satellite Transmission Schemes such as DAMA, TDMA, SCPC and Bandwidth-on-Demand Wireless Technology
 - Wifi
 - WiMax
 - Two-way radio
 - Microwave
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- Experience in a leadership capacity in working with a Research and Development group is desirable as well as interface and direct exposure to the internal Product Management and Marketing teams within the organization.
 - Expertise in all aspects of telecommunications and command of technology employed (networks, IP Telephony/Voice Over IP, IP convergence, satellite and radio technology) in order to create strategies and assess markets and alternate solutions relative to the viability of opportunities and overall profitability levels.
 - Working knowledge of our customer base in order to build appropriate networks and contacts as well as to be “in the loop” relative to industry needs, projects and trends. Familiarity with customer base also infers credibility in terms of knowledge of industry processes, problems and solutions.
 - Demonstrated skills in leadership, strategic thinking and planning, change management, P&L management and an ability to rally others and to provide “laser focus” on execution and support requirements.
 - Extensive experience in international business operations including operating in a variety of cultures, climates, conditions and legal frameworks.
 - An undergraduate degree Electrical Engineering, preferred with an emphasis in Telecommunications (optimal). An MBA is a strong plus or other advanced study in operations, management or engineering.

TNS PARTNERS FIRM PROFILE

TNS Partners is a senior level retained executive search firm serving a select group of clients across the United States. Since its founding in 1991, the Firm has focused its resources on supporting leading industries including manufacturing, supply chain management, distribution, high technology, information technology and services, consumer goods and an array of start-up and emerging growth companies. TNS Partners has over 120 years of combined executive search experience and the Firm has earned a reputation for comprehensive client service, quality, integrity and responsiveness. As a result, over 90 percent of the Firm's engagements come from existing or past clients.

TNS Partners follows a detailed seven step search process that places significant emphasis on understanding our Client's needs, organizational issues and the critical factors required for success by an outside executive. This results in a comprehensive search specification to ensure that both the client and TNS Partners have a clear grasp of the position and that we have a document that effectively communicates the opportunity and generates interest from uniquely qualified candidates. The secret of the success of TNS Partners' search process is simply an intense focus on executing each step coupled with a constant dialog with both clients and candidates. We do what many other firms only promise and that is we "sweat the details".

Our Clients highlight four areas in which they feel TNS Partners is distinguished from other retained search firms: 1) the professional and ethical manner in which we represent them; 2) total consultant involvement in each step of the process; 3) a keen insight for matching qualified executives with a Client's needs and 4) an intimate understanding of our Client's business and the relevant strategic, business and organizational issues impacting the position. Equally important is the feedback from candidates, prospects and sources, highlighting our detailed knowledge of our Client's business, a real sensitivity to the prospects and candidates themselves and our efforts to communicate frequently with each individual. These factors, complemented by an extremely talented and dedicated support team are the core of the Firm's growth and success.

TNS Partners' commitment is to provide unparalleled recruiting value by executing projects with such intensity, sensitivity, and integrity that we strengthen our Client's organization while, at the same time, enhance the professional careers of each candidate.

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Vice President, Engineering
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TNS PARTNERS PROJECT TEAM

Craig Neidhart
Partner
(214) 369-3565, ext. 103
craigneidhart@tnspartners.com

Brian Trueblood
Vice President
(214) 369-3565, ext. 114
briantrueblood@tnspartners.com

Kyle Neidhart
Research Assistant
(214) 369-3565, ext. 122
kyleneidhart@tnspartners.com

TNS Partners, Inc.
6688 North Central Expressway
Suite 1150
Dallas, TX 75206
(800) 867-1605
www.tnspartners.com