

# Verisign 24x7 Critical Infrastructure Operations

VeriSign

**VALUE / SCOPE** Global DNS and PKI infrastructure

## SITUATION

When I joined Global Operations at Verisign, I was tasked with transforming operations into a 24x7 center. Upon assessment, I discovered significant operational gaps: insufficient staffing, no ITSM management or ticketing system, absence of SLAs, staff burnout, imminent key engineer departures, no tiered escalation processes, no root cause analysis for outages, no IP management system, and no actual 24x7 operations despite ICANN contract requirements.

## TASK

My task was to implement a fully functional 24x7 operations model, stabilize and retain staff, establish operational processes and metrics, and achieve ICANN compliance within a six-month timeframe.

## ACTION

Within my first week, I convened a meeting with all key leads to identify operational improvements and establish 24x7 operations as a primary goal. We set concrete objectives: establish two 24x7 operations centers (Mountain View, CA and Dulles, VA), assess and tier engineers by skill level, develop SOPs, create retention packages, implement knowledge-sharing lunch-and-learns, and develop an IPAM tool to prevent duplicate IP outages. We surveyed staff preferences for shifts, creating a 10-hour, 4-day schedule that met team desires. I engaged clients to benchmark current SLA performance and implemented tracking tools to measure and enforce SLA adherence. I secured a \$675K budget increase to deploy a new ticketing system to track and manage tickets effectively.

## RESULT

Within six months, both 24x7 operations centers were operational with full staffing, zero attrition, and a fully tiered escalation process. SLA performance improved, outages decreased from 210 to 150 tickets, and ICANN compliance was achieved. The team was more engaged and empowered, documentation and processes were established, and the IPAM tool prevented recurring network issues. This initiative demonstrated my ability to exercise Ownership, Customer Obsession, Deliver Results, Earn Trust, Dive Deep, Insist on Highest Standards, Bias for Action, and Hire & Develop the Best in transforming global operations under high-pressure requirements.

# STRATEGIC CAPTURES & BUSINESS DEVELOPMENT

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