

# Virginia State Hospital PBX System Replacement

Northrop Grumman

VALUE / SCOPE **\$475K/year authorization**

## SITUATION

While leading the Commonwealth of Virginia Transformation, I was responsible for maintaining a broad portfolio of IT systems. The contract included "best effort" maintenance for out-of-scope areas, including PBX phone systems at state-run hospitals. Many of these systems were end-of-life and end-of-support, creating operational risk.

## TASK

The Deputy CIO expected these phone systems to be replaced with Verizon Centrex services at no additional cost, even though the contract did not cover such upgrades. My task was to manage this expectation, maintain system operations, and find a viable solution within contractual and budgetary limits.

## ACTION

I prepared and submitted a detailed upgrade proposal, including cost and project plan, highlighting that authorization was required to proceed. I communicated clearly that work outside the contract could not move forward but offered to expedite replacements if approved. After negotiation, the Deputy CIO authorized three system replacements at \$475,000 per year. I then led the project, coordinating closely with Verizon to implement the replacements efficiently.

## RESULT

The upgrades were completed within six months, ensuring fully operational, reliable phone systems across the hospitals. This maintained critical healthcare communications, satisfied the customer, and adhered to contractual obligations. The engagement demonstrated my ability to exercise Customer Obsession, Ownership, and Deliver Results under high-pressure circumstances.

# DIFFICULT CONVERSATIONS & LEADERSHIP

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