About the Author

Art Gemmer is currently a senior risk analyst and change advocate on the Engineering & Technology staff of Rockwell Collins Inc. He received his BSEE from Rose-Hulman Institute of Technology. He has ten years of experience in the management of software projects and has dealt with both commercial and Government customers. He has been involved in process improvement since 1979 and assisted in the creation and evolution of three organizational software process definitions. His current activities include the definition and improvement of the development and management practices within the Avionics and Communications Division of Rockwell Collins Inc.. He has been a full time risk analyst for the last five years. His goal is to change organizational management practices to promote proactive organizational decision making, teamwork and customer satisfaction.