Biographical Sketch   **Robert J. Traube, M.S.**

<u>Labor Categories</u>: Project Manager, Senior Analyst, Management Analyst, Facilitator, and Systems Developer
<u>Education</u>: M.S., Systems Management, University of Southern California

Robert Traube has more than 25 years of experience in analyzing performance and competency requirements, business process reengineering, systems management, and process development. He has worked for Human Technology (HT) for the past 8 years. During this time, Mr. Traube has been responsible for the front-end requirements analysis and transformation of numerous mission-critical processes and systems for the Federal Aviation Administration (FAA). These projects included the development of related work processes and tools, the identification of change management strategies to address human resource impacts, and the preparation of supporting plans and staffing documents that aligned human capital with the organization's mission.

Prior to joining HT, Mr. Traube was a career Air Force officer, serving for 25 years. During that time, Mr. Traube was a certified Level III Program Manager under the Defense Acquisition Workforce Improvement Act. His career spanned all aspects of program management for several Air Force strategic and space systems, including directing a multimillion-dollar production program and managing the funds for all Air Force ballistic missile production.

Recent Experience

- Provided program management consultation and assistance for the requirements analysis of the next generation of the FAA's Air Transportation Oversight System (ATOS). The FAA uses this system to conduct regulatory oversight of the Nation's busiest commercial air carriers. This process redesign resulted in a systematic methodology to:

  - Verify that an air carrier's programs and procedures are aligned with national goals.
  - Validate the effectiveness of those programs and procedures when implemented by the air carrier.
  - Manage the risks identified during this verification and validation activity.
  - Ensure the traceability of the requirements to key program functions and design features.

- Defined key System Safety and Risk Management processes within the FAA's ATOS. The activity documented, tested, and implemented three new processes and identified the requirements for staffing, training, and automation in these areas. Using representation from all ATOS stakeholders, the project coordinated the efforts of approximately 15 work groups and involved more than 100 FAA field and headquarters personnel in the development. This process ensured a diversity of expertise, widespread representation, and enhanced field acceptance of the proposed changes. Central to this effort was the Continuous ATOS Development Integration Plan that identified critical interfaces among tasks, documented the interests of key stakeholders, and identified and tracked the steps being taken to satisfy those stakeholders.

- Provided process reengineering consultation and assistance that enabled the FAA to refine the existing process, and draft the key policy guidance and tools for the new process, to accurately capture and identify root causes of existing air carrier performance problems in two specific areas:

  - Air carriers that may be in financial distress or bankruptcy. The process provides a tool to assess the financial health of the air carrier, and recommends approaches for managing risk.
  - Air carriers that perform much of their maintenance after normal duty hours when shift change and adequate supervision may be an issue. The revised process identifies how to determine the right amount of oversight required to detect and manage that risk.

- Redesigned the analysis process used by the FAA's Flight Standards Service to answer key questions concerning the safety status of an air carrier. Organizational changes driven by external forces required a reduction in the amount of analytical support available to oversee an air carrier. A revised analysis process was required to align available human capital with the agency's need to perform its mission. The analysis process was reevaluated to develop the following:

  - Knowledge, skills, and abilities needed by the participants.
  - Standardized personnel documents (i.e., job task analyses, position descriptions, evaluation criteria, etc.) for the Operational Research Analyst (ORA) position to align selection, management, and appraisal of the workforce.
  - Business process engineering to define how the revised analysis process would be used in those situations where the skill-set of an ORA was not available. This effort resulted in work process redesign and a set of automation requirements to support this austere operating environment.

- Developed and documented comprehensive guidance that describes the steps required to define, design, develop, test, and implement a program or product within the FAA's Flight Standards Certification and Surveillance Division.

- Provided detailed descriptions of each step and phase of the development, including integrated test planning, and established interfaces with other functional disciplines such as automation and training.

- Enabled the FAA to identify suitable management controls on the program tailored to its size, cost, visibility, and importance to the customers. These controls enabled effective management of the development process.

- Identified and prioritized the overall set of projects under development so that resources were expended on only the most important projects.

- Developed competency models for four key segments of FAA's Flight Standards Service inspector workforce. Working with management stakeholders from each segment, refined and coordinated each model to form the core competencies as the foundation of future training.