

**FEDERAL AVIATION ADMINISTRATION  
MANAGEMENT TRAINING SCHOOL  
STUDENT HANDBOOK**



**JUNE 1972**

**DEPARTMENT OF TRANSPORTATION  
FEDERAL AVIATION ADMINISTRATION**

**Cameron College    Lawton, Oklahoma**

ZC-305

# MTS STUDENT HANDBOOK

## TABLE OF CONTENTS

Message from the Administrator/Deputy Administrator	i
Course Design	1
Training Concepts	2
Outcomes	3
Course Outline	5
Evaluation of the Participant	6
Course Structure	6
Class Schedule	6
Pre-Course Material	6
General Information	7
Transportation	8
Admissions	8
Code of Conduct	9
Housing	9
Cafeteria	11
Laundry	11
Mail	11
Telephone Calls	11
Medical Care	12
Promotion Plan Announcements	12
Lawton Area Map	12

## A MESSAGE TO THE MTS STUDENTS

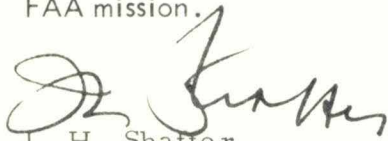
Let me be one of the first to congratulate you for being selected to attend the Management Training School. The concept of the MTS has my support and has had from its inception. I am convinced that you and all FAA personnel who supervise the work of others, will benefit greatly from your experiences at the MTS. As a result of the training, the overall effectiveness of the FAA should be increased.

FAA has one of the most complex responsibilities in the nation. We occupy a leadership position in aviation throughout the world. If we are to maintain this leadership, our work force must have a competence which is unequalled. Our technical and administrative work force receives comprehensive training in the knowledge and skills required by their jobs. This same degree of training must be provided to the supervisors and managers who guide the efforts of these men and women.

The Management Training School was established to meet this critical training need. The School provides the supervisor and manager with the knowledge and skills that are so necessary if the agency is to meet the challenge of the future.

A centralized, live-in type training program has been selected to provide an optimum learning situation. The courses have been designed to give each student the opportunity to practice while learning.

I encourage you to take full advantage of the course you have been selected to attend. It will entail hard work and concentration, but I know you will attend with an attitude which exhibits your desire to improve your management skills. The end result will be an improvement in our ability to accomplish the FAA mission.



J. H. Shaffer  
Administrator

## COURSE DESIGN

The curriculum at the Management Training School contains different courses for the supervisor and manager since their needs differ. Practical laboratory exercises follow each presentation whenever possible. Case studies, student-centered training, and simulated job functions are the key training methods used in the laboratory exercises. Quizzes and written and performance type examinations are used periodically to insure that the students are achieving the desired lesson outcomes.

The MTS's basic supervisory/management training programs are designed to create experience which:

- Simulate job-related, supervisory/managerial situations which the student will encounter on the job.

- Allow the student to share in learning activities with other students who have similar responsibilities.

- Use the latest state-of-the-art teaching methods and aids, i.e., case studies, role-playing, group workshop exercises, closed circuit TV, films, tapes, etc., to achieve the training outcomes.

In addition to serving as the focal point for the conduct of supervisory and management training, the School also serves as the agency resource for the following functions:

- The development and conduct of supplementary, supervisory and management training courses.

- The continuing development of graduates through follow-up programs.

- The conduct of studies and the accumulation of information and expertise dealing with supervisory and managerial training.

- The furnishing of advisory service to individuals and groups at field locations on actions to help eliminate management deficiencies by emphasizing personal development.

## THE SCHOOL TRAINING CONCEPTS

The curriculum at The Management Training School has been developed around the following concepts:

The "Fundamental" concept. Emphasis at the School is placed on those fundamental knowledges and skills that managers and supervisors must acquire in order to do their jobs efficiently and effectively. The focal point of the training is on "how to do" and "need to know" training.

The Training "Retreat" concept. The training is conducted on a "Live-in" basis at the MTS, Lawton, Oklahoma. The School is removed from the pressure of daily work and living. This enables the student to concentrate almost exclusively on how to become a more effective supervisor or manager.

The "Pre-course Work" concept. Each student is provided with pre-course material approximately two weeks before he arrives at the School. He is expected to prepare himself for the course by completing all reading and work assignments in the pre-course package before arrival.

The "Student Centered Training" concept. The programs at the School are structured to require active response from the student, practicing those kinds of activities that will satisfy specific job-related outcomes. The training includes laboratory exercises, role-playing, realistic problem-solving, discussions with instructors and fellow managers, making frequent decisions by use of a student response system, etc.

The "Simulation" concept. The MTS courses contain up to four days of simulation exercises, in which students apply what they have learned to situations which they will likely encounter on the job. These exercises necessitate immediate student involvement in problems, decision making, and application of FAA procedures. Each student, within a compressed time, is able to try different procedures and solutions which he can evaluate against those previously used.

The Concept of "Feedback." Frequently, data will be collected concerning student progress in the course. The feedback is analyzed, often on the spot, to enable the student or instructor to take remedial action to correct the learning or teaching deficiency.



MTS Classroom



MTS Working Group

### OUTCOMES

The mission of the Management Training School is to provide FAA managers and supervisors with training in essential job knowledge and skills. As a result of the training, the following outcomes are achieved.

The Supervisory Training Course graduate will be able to:

Understand his responsibilities to and relationship with subordinate employees, peer supervisors, staff specialist, and management.

Employ basic personnel practices and procedures (including administration of equal employment opportunity programs) concerning merit promotion, conduct and discipline, awards, employee appraisal, administration of leave, and administration of labor-management relations program.

Perform basic functions of management, i.e., planning, organizing, staffing, coordinating, directing, delegating, and controlling.

Establish and maintain good human relations with subordinates, especially in the area of assigning employees to shifts, overtime, phone watch, etc., and in employee counseling and handling complaints.

Explain and effectively use oral and written communications to clearly assign tasks and to communicate the budget cycle and legislative process.

Identify training needs, do basic on-the-job training of subordinates, and evaluate the results.

The Managerial Training Course graduate will be able to:

Apply and use "management by objectives" and "completed staff work" concepts in the problem analysis and decision-making process.

Employ a complete understanding of the agency and federal budget process to obtain resources needed to accomplish mission objectives.

Perform more effectively the personnel tasks of position management, staffing, developing employees, resolving employee problems, dealing with employee groups, and benefits and services.

Perform his responsibilities in labor-management relations and equal employment activities with increased effectiveness.

Use current human motivation research findings to achieve greater work productivity and increased employee job satisfaction.

Promote more effective relations and coordination with the general public, aviation community, and other FAA organizations.

COURSE OUTLINE

## Supervisory Course -

Mission, Organizational Structure, and the Chain of Command.

Supervisory Responsibilities - as a representative of management--as a representative of the employees.

Functions of Management - planning, organizing, staffing, coordinating, directing, delegating, and controlling.

Personnel Practices and Procedures - employment, merit promotion, conduct and discipline, employee appraisal, and administration of leave.

Labor-Management Relations and Equal Employment Opportunity Program Policies and Practices.

Basic Human Relations and Motivation.

Fundamentals of Communications.

Training - identification of training needs, conduct of on-the-job training, and evaluation of training results.

Supervisory Simulation Sessions.

## Managerial Course -

FAA Management Systems.

Management by Objectives.

Problem Solving and Decision Making.

Logistics and Materials Management.

Budget Process and Preparation.

FAA Personnel and Training Policies and Programs.

Work Environment - communications, motivation, and interpersonal relationships.

Functions and Patterns of Management - consequences of different management approaches.

Management Simulation Sessions.

## EVALUATION OF THE PARTICIPANT

The evaluation function of the MTS consists of two elements: Achievement testing and assessment.

Achievement testing is accomplished to measure the extent to which the student is learning the material presented and his ability to apply what is being learned. In the assessment phase of evaluation, the MTS Staff can assist the student in planning his personal development program by helping him identify those skills or knowledges in which he needs additional training or development beyond the MTS course.

## COURSE STRUCTURE

	<u>Supervisory Course</u>	<u>Managerial Course</u>
Length of Course	120 Hours	120 hours
Class Size	24	24
Class Frequency	3 per week - 126 per year	25 per year
Location	FAA Management Training School, Lawton, Oklahoma	

## CLASS SCHEDULE

Normal classroom hours are 8:00 a.m. to 5:00 p.m. with some variations for special sessions. In addition, some evening sessions are scheduled. Because of the tight scheduling of MTS classes, it is necessary to conduct classes Monday through Friday, including holidays. Graduating classes are released at noon on the last Friday to permit connections with airline schedules. Because of class scheduling and quarters availability, students must travel on weekends and, if possible, schedule arrival after 12:00 noon on Sunday.

## PRE-COURSE MATERIAL

The pre-course material furnished to you by the regional training branch contains an expanded course outline, pre-course reading material, and a Student Admission Data sheet. Student admission data must be forwarded to the MTS at least two weeks prior to the class starting date. Pre-course reading assignments and associated work should be complete prior to arrival at the MTS.



Shepler Center and FAA Building

#### GENERAL INFORMATION

The FAA Management Training School (MTS) is located on the campus of Cameron College in Lawton, Oklahoma. FAA dormitory facilities are located in north Shepler Center (tall building on the left). FAA staff offices and seven classrooms are in the FAA Building (smaller building on the right). The other classrooms are in the Student Union Building and instructor offices are in West Hall.

Lawton, Oklahoma, has an approximate population of 80,000. Points of interest in and around Lawton will be identified and appropriate brochures provided upon your arrival at the MTS.

Clothing requirements are dependent upon the season. The climate is comparatively dry with temperatures of 100° or more during the summer months. Winter temperatures can vary day-to-day from subfreezing to the 60° range.

Other clothing considerations will depend on the type of activities in which you may wish to participate. Volleyball, basketball, and gymnasium facilities are available on campus. A golf course is nearby, and arrangements have been made to permit MTS students to use the facilities with appropriate identification. Green fees will be the individual's responsibility.

## TRANSPORTATION

Travel to and from the MTS will be in accordance with the FAA travel regulations. Housing and meals while at the MTS are furnished by the government. Travel orders will be issued by the region and travel vouchers filed through your regional channels.

If you travel to Lawton by air, limousine or taxicab service is available to Cameron College. If you travel by automobile, parking space is available adjacent to Shepler Center. A student parking permit will be issued at the desk upon arrival.

## ADMISSIONS

Registration is accomplished at the reception desk in the Shepler Commons area (small structure connecting the Shepler dormitories). Upon registering, you will receive a room assignment, mail box assignment and appropriate keys. In addition, you will be provided a student package which includes a meal ticket, reading material, classroom assignments, etc. It will be very helpful to review the material to better acquaint yourself with the facilities at the College.



Shepler Center (Commons)



Shepler Center Registration Desk

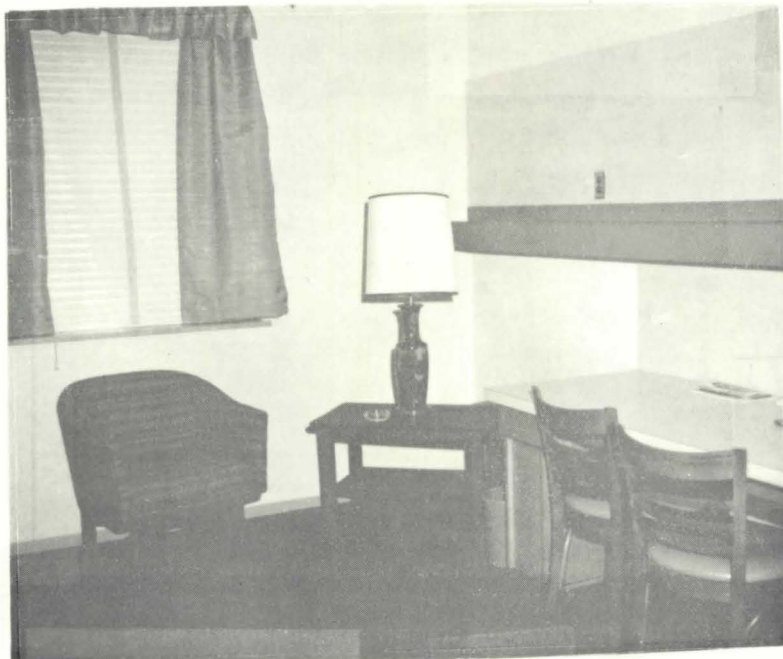
## CODE OF CONDUCT

While attending the MTS, both during class and after hours, personnel are expected to conduct themselves in a manner which will reflect the proper impression of the FAA and the U. S. Government. Normal business attire, shirt and tie, is appropriate for attendance in the classroom. Short sleeve shirts and neckties are acceptable during summer months.

Attendance at all scheduled sessions, both day and evening, is required. Work assignments must be completed as assigned in order to derive maximum benefit from the course.

## HOUSING

Housing is provided by the government, and FAA personnel only are quartered in the north building of Shepler Center. A private room will be assigned each MTS student and will be ready for occupancy after 12:00 noon on the Sunday of your scheduled arrival.



Student Room

Bedding, towels, etc., are furnished and daily maid service provided. Bathroom facilities are not immediately adjacent to the rooms; therefore, you should bring appropriate robes and house shoes. Each bathroom has several showers, sinks, etc., and will normally be shared by sixteen students.



Bath Facilities

Each floor of the dormitory has a student lounge. Color TV sets are in each lounge, but you may want to bring a radio for use in your room. No wake-up service is available, therefore, you may also wish to bring an alarm clock.



Student Lounge

## CAFETERIA

The cafeteria serves three meals each day which are furnished at government expense. Your meal ticket, issued upon registration, must be presented to the cashier in the cafeteria. Food or drinks obtained other than at meal times will be at your own expense.

Special diet requirements must be included on the Student Admission Form and forwarded to the MTS at least two weeks prior to arrival. If rigid diet requirements are necessary, please be specific so the Cafeteria Dietician can properly prepare to satisfy your needs.

In addition to the cafeteria, there is a snack bar in Shepler Commons which is open 7:00 - 11:00 P.M. each evening. Vending machines are all also located on the first floor of Shepler, and in the classroom buildings.

## LAUNDRY

Coin operated laundry facilities are available on the first floor of Shepler. Commercial laundry arrangements have also been made. Daily pickup and delivery is made except Sunday.

## MAIL

Mail is distributed daily and will be placed in your assigned mail box. Your mailing address at MTS is:

Name, Room Number  
FAA MTS, Cameron College  
Shepler Center  
Lawton, Oklahoma 73501

Mail may be forwarded without the room number until you can advise correspondents of your room assignment.

## TELEPHONE CALLS

Emergency telephone calls will be handled by the MTS switchboard. The telephone number is:

Area Code 405, 248-2270

Please advise potential callers that they will be questioned about the nature of the call. Once it has been established that the call is an emergency, procedures have been set up to locate and advise you.

Please advise your office that routine business calls must be kept to an absolute minimum. We cannot interrupt classes for such calls. A message will be placed in your mail box relating to such calls.

Routine business and personal calls should be placed through the pay telephones located in the dormitory.

MEDICAL CARE

Arrangements have been made with a nearby hospital for emergency care. If you need any special medical care, the MTS should be notified at least two weeks in advance of your arrival.

PROMOTION PLAN ANNOUNCEMENTS

Regional vacancy announcements received by the MTS are posted on the first floor of Shepler as they are received.

LAWTON AREA MAP

