

AIRLINE

CAREER

TRAINING



CENTRAL
TECHNICAL
INSTITUTE

KANSAS CITY, MO.

LESSON NO. 5

AIRLINE ORGANIZATION



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AIRLINE CAREER TRAINING

A comprehensive course of instruction designed for ambitious men and women seeking a successful career in the field of Air Transportation. Prepared and edited by members of the resident teaching staff, Airlines Training Division, Central Technical Institute.

AIRLINE ORGANIZATION

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THE PROOF OF THE PUDDING—

The fact that our school is some 25 years old is relatively unimportant to anyone except ourselves and our students. Thousands of others have become that age, but to us, the important thing is the way we started and how we have grown.

A quarter of a century ago this institution was established for the purpose of offering educational courses of a specialized nature to ambitious men and women. The phenomenal growth of Central Technical Institute was partially the result of the expanding field of Air Transportation. But, we also like to think that the quality of training and calibre of the selected students has been a sizable factor in having employers trod a well-beaten path to our door.

Since its inception, Central has graduated literally thousands of students. Men and women who were capable of performing exacting work for discriminating employers. Many of these people have advanced to supervisory or executive positions over the years.

Educational courses should be purchased much the same as any other commodity. Your future should be entrusted only to a long established school with a reputation for serving its student body and preparing them for employment in a field where there is a demand for the graduates' services.

A school with such a reputation that has developed their educational courses and policies over many years, will warrant your utmost confidence. Their instructions and suggestions should be followed in order to obtain maximum benefits from the course.

Central Technical Institute meets the above requirements—you have made a wise decision and the proof will be in what you will do with this item you have purchased.



AIRLINE ORGANIZATION

RIGHT about this time, we ought to stop for a few minutes to answer a question that may have popped into your mind already.

It's this:

What's in Aviation for me?

It's a very practical question and, since the airline industry is about to offer you an opportunity for a very practical career, it's only proper that we spend some time now finding out where you'll fit in an airline organization — and the possible promotional opportunities that lie ahead in this exciting, fast-paced career field.

Let's examine an airline organization.

Looks Complicated

As we start through this lesson, your first impression may be that the airlines are enormously complicated — that there's a vast network of departments and sub-departments constantly interworking — that you'll never be able to understand where one fits into the others and what makes the whole thing run smoothly.

Up to a point that's true.

A Complex Industry

The airlines of America, you must remember, are gigantic industries. Even the smallest commercial airline dwarfs most earth-bound industries in size, in complexity of operation, in the sphere of its influence.

For example, compare any railroad you can think of with the first airline that enters your mind. In the organization of a major railroad,

you'll find a maze of sections, divisions and departments, each with a separate staff of employees and supervisors, each working one with the others. A major railroad may cover 5,000 route miles.

Then think what an organization will be required to operate an airline such as Trans World Airlines with their total of 45,380 route miles.

Think of the vast numbers of employees — the supplies and equipment — the departments and divisions needed to run efficiently an organization of such a size.

Yes, the organization of an airline is complex — but it isn't confusing.

Needs Logical Organization

It's precisely because there are so many people, so many departments and so much equipment involved in an airline that its organization has to be clear-cut and logical. Authority and responsibility in an airline organization have to flow in smooth, sensible channels throughout the entire structure. It has to be a practical arrangement.

You'll see it in a minute.

Start At The Top

When we examine the organization of an airline, let's start at the top and work down through the people and the departments you'll encounter as an airline employee.

The President

We'll start with the active working head of the typical airline — the President. Beyond him

are the Board of Directors and the stockholders, but we aren't particularly interested in these two top groups at the moment.

He's Young

The first thing that will strike you about the President of a typical airline is that he's remarkably young to hold the top position in a multi-million dollar industry. Almost invariably the President of a trunk airline will be in his forties or early fifties and several Presidents of Local Service Airlines are still in their thirties.

Know why?

Because Aviation is a young person's industry — it belongs to the progressive young men and women of America. When you consider how Aviation has grown to its present gigantic size in such a short period of time, you'll realize why it's possible for a qualified person to climb the ladder — in authority, responsibility, prestige — in just a few years.

He's Busy

The President, as you'd know, is responsible for the overall operation of the airline — flights, ground stations, ticket offices, sales, public relations, personnel, traffic — the whole works. In the final analysis, the President is directly responsible for the successful operation of every branch, every phase of his airline. He's the administrative head.

He answers to the Board of Directors and the stockholders for his administration. If he doesn't do the job well, they'll soon find someone else who will. There's no room for mediocrity in the airlines industry.

Naturally, the President can't personally oversee every inch of his line's operation; he works through a system of assistants, usually Vice Presidents, who in turn administer their respective departments.

Let's look at some of the more significant departments which these Vice Presidents take care of.

Vice President — Operations

The Vice President in charge of Operations holds one of the most important vice-presidential positions in the airline.

In a general way, he develops and executes the policy which concerns the actual operation of the airline.

Perhaps this is the department of the airline you'll soon be a part of.

If your objective is to become a teletype communicationist, you most definitely will be in this department as Communications is one of its vital sections. The same is true if your position is that of a ground radio communicationist. If your employment objective is Station Agent, you'll also be aiming for a job in the operations department. Remember, this is the department that is charged with the responsibility for the actual operation of the airline insofar as flights are concerned.

Here again we have a monumental task where it's impossible for the man at the top to personally supervise every angle involved in his job.

So — he too divides his field of responsibility into separate departments and puts them under separate department heads.

Here's how they usually shape up:

Chief Dispatcher

You know how we've stressed one important point all through these lessons: That the commercial airlines are dedicated to provide air transportation that will guarantee safety, passenger comfort and regular schedules.

A lot of this responsibility falls directly on the shoulders of the Dispatchers under the supervision of the Chief Dispatcher.

Remember back in Lesson 2 — we saw how the Captain and First Officer of Mr. Jones' flight to Los Angeles checked very carefully with the Dispatcher before the flight left the ground?

That's the bulk of Dispatchers' work — to make sure that every flight in operation is flown according to Civil Air Regulations and company policy — to make sure that it's safe for a flight to go into the air.

This situation, you see, means that the Dispatcher needs to combine his talents with those of the Pilot and the Meteorologist in order to do his job well.

The Dispatcher has absolute control over all the company's flights in his district. If he grounds

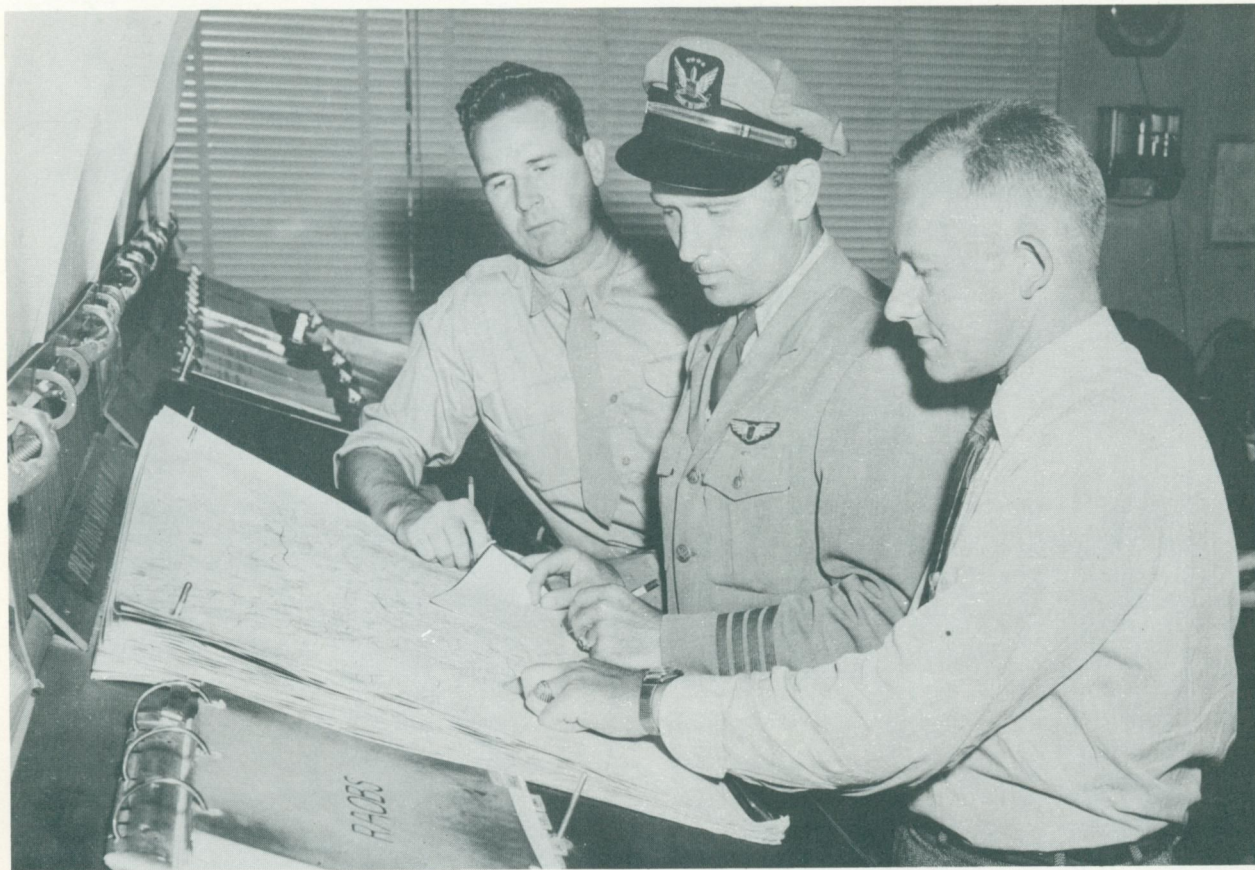
a flight, it's grounded; if he clears a flight and the Captain agrees, the flight takes off.

You can tell from this brief description of what a Dispatcher does that he holds a vitally responsible position in the airline's organization. The Dispatcher deals with the safety of lives and equipment — his judgment has to be perfect!

The Dispatcher must know every phase of airline operations intimately. What's more, he's had to prove his knowledge by passing a comprehensive, detailed examination by the Civil Aeronautics Administration.

region, the airline meteorologist forecasts weather conditions on the route flown by his airline. Transcontinental airlines will have meteorologists stationed in several locations while the meteorologist of the smaller airline will probably be required to forecast weather conditions over the entire route.

This weather "picture" is a chart — you may have noticed similar weather charts in your local newspaper. It looks like a map covered with sworls, circles and chicken tracks. These markings are easily recognized by the skilled eye of a trained meteorologist and to most qualified airlines employees who deal with flying.



A flight Captain checks weather with the Meteorologist (left) and the Dispatcher shortly before flight time.
Photo courtesy United Air Lines.

Chief Meteorologist

The basic responsibility of the Chief Meteorologist and his staff is to prepare a picture of the weather to be encountered on every scheduled flight.

Just as a forecaster of the U. S. Weather Bureau would forecast weather conditions in a certain

They show weather fronts, wind direction and velocity and generally give a detailed expression of what's anticipated in weather during the time the flight will be in the air.

The Meteorologist and his staff prepare these maps from precise instrument data and they are generally remarkably accurate. Gone are

the days when weather forecasting was run by guess and lumbago twinges; Meteorology now is a highly refined and important science in the operation of an airline.

Director of Communications

Here's a man who's responsible for the installation, maintenance and operation of all kinds of

provide the modern, fast, efficient communications his airline demands as economically as possible.

If you're aiming at Airline Communications, you'll be glad to know that several Communications Supervisors of both trunk airlines as well as Local Service Carriers are Central Graduates.



Communications is a fascinating part of airlines work. This is a teletype room at La Guardia Airport, New York. Photo courtesy American Airlines.

Communications and Electronics equipment in the airline. In an industry where Communications plays such an important part, you can appreciate the size and scope of his job.

Airlines Communications, which we'll consider in detail in a separate lesson, may take the form of Radar, Radio, Radio-Telephone, Telephone or Teletype.

The Director of Communications also carries on a never-ending program of research, development and experimentation with new communications equipment. His object, naturally, is to

Director of Maintenance & Engineering

The Maintenance Department carries a heavy load in the organization of a modern airline and most of it falls on the shoulders of the Director of Maintenance & Engineering.

Aircraft are checked and inspected at regular intervals, as we've seen — checks that range from the ten-hour visual inspection to the complete dismantling and rebuilding that makes a plane better than new.

The Director of Maintenance & Engineering has the enormous job of setting up repair bases at

strategic points — of staffing them with qualified personnel — of regulating the elaborate maintenance schedule that keeps commercial aircraft in such excellent condition.

His department includes a variety of skills — engine repair, wing repair, fuselage repair, radio equipment repair, upholstery repair — every part of an airplane comes under the critical eye of the Superintendent of Maintenance and his staff.

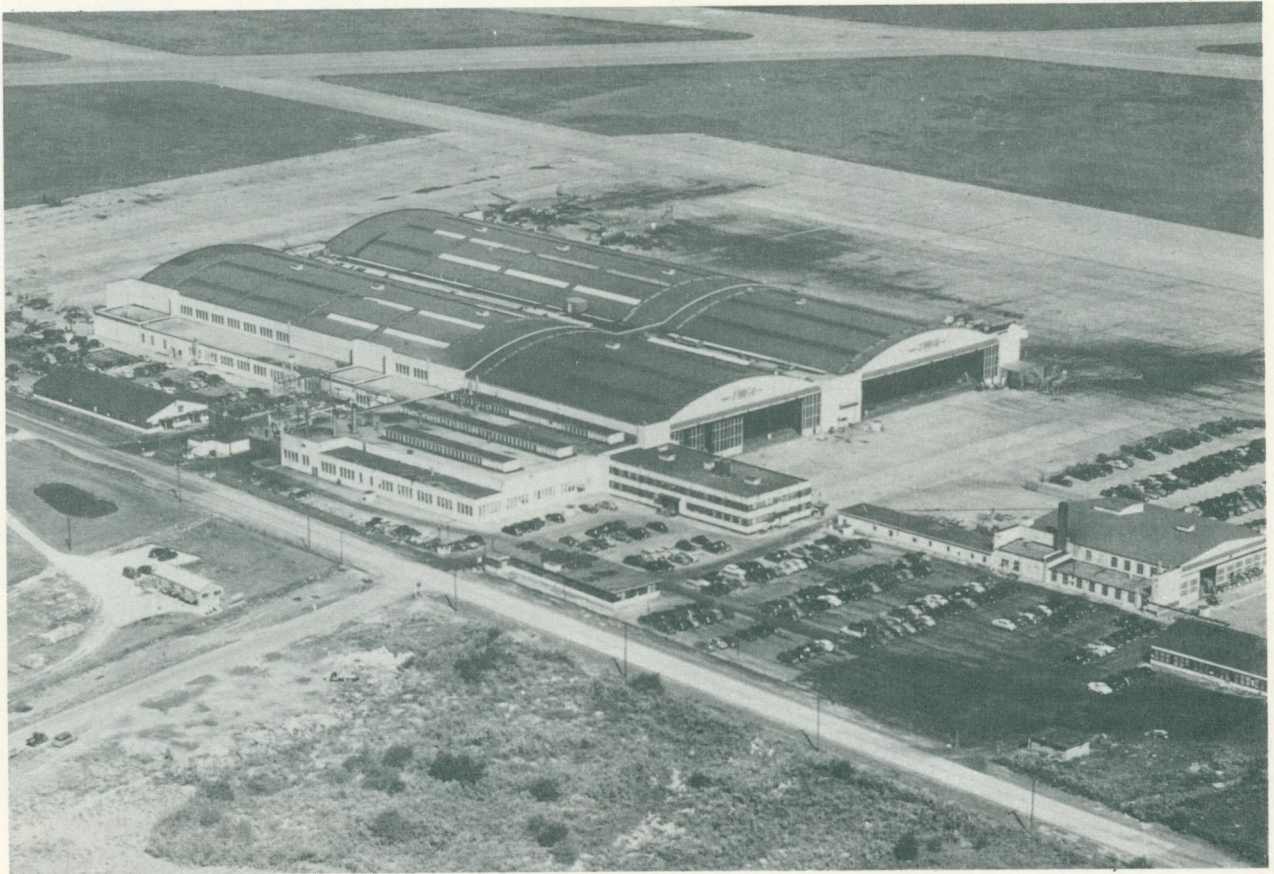
When you go to work for an airline and watch your company pile up year after year of safe and trouble-free operation, you'll be grateful to the Maintenance Department and the man who runs it!

will answer directly to the Operations Manager, while in a small company his immediate supervisor is probably the Vice President — Operations.

If the size of the airline is such that it's simply too much of a job for one man to supervise the entire airline's station operations, the airline is divided into regions, each having its own Supervisor.

In every ground station, as we'll see, there are several classes of employees:

There's the **Station Manager**, for example, who runs the station.



Here's a striking aerial view of TWA's vast overhaul base at the new Mid-Continent International Airport in Kansas City, Missouri, where aircraft are checked at regular intervals.
Photo courtesy TWA.

Superintendent of Stations

This is the man responsible for the economical and efficient supervision of station operations at every station along the company's routes — an enormous task when you consider the size and expanse of the constantly-growing airlines in America. In a large airline, this supervisor

Since so many Station Agents are aiming at the goal of becoming a Station Manager, let's carefully examine the duties and responsibilities of the Airline Station Manager.

The Station Manager is responsible, either to the Supt. of Stations or the Regional Station Supervisor, for the administration and direction



The Superintendent of Stations, the Station Manager and his Station Agents shown at the opening of a new ticket office in West Palm Beach, Florida. Photo courtesy National Airlines.



of ground operations at his airport station. He has no jurisdiction over personnel in the downtown offices. It's his job to make certain that Company Policies are carried out and that there be no violation of CAA regulations. He is also responsible for the welfare, conduct and assignment of all personnel located at his station and for the maintenance of efficient service to the Post Office Department, the traveling and shipping public.

The Station Manager has a very important, responsible position.

Specifically, the Station Managers' responsibilities include:

- a. Coordination of his local station operations with that of other stations. It's a teamwork proposition with all stations working closely together.
- b. Provide proper public protection on the ramp. Passengers and spectators alike must be protected. The Station Manager

must also maintain a continuous safety program for all ground personnel.

- c. Direction and supervision of agents and other employees assigned to his station. Responsibility for discipline within the station and for maintenance of proper relations between the station and other departments of the company.
- d. Care and protection of aircraft while at his station.
- e. Preparation and submission of forms required by various departments of the company.
- f. Maintenance of station premises in a clean, orderly and attractive condition.
- g. Maintenance of cordial public relations within the local community.
- h. Employment of necessary personnel in accordance with the station needs and authorized personnel quotas.

- i. Operation of station within prescribed framework of approved budget.

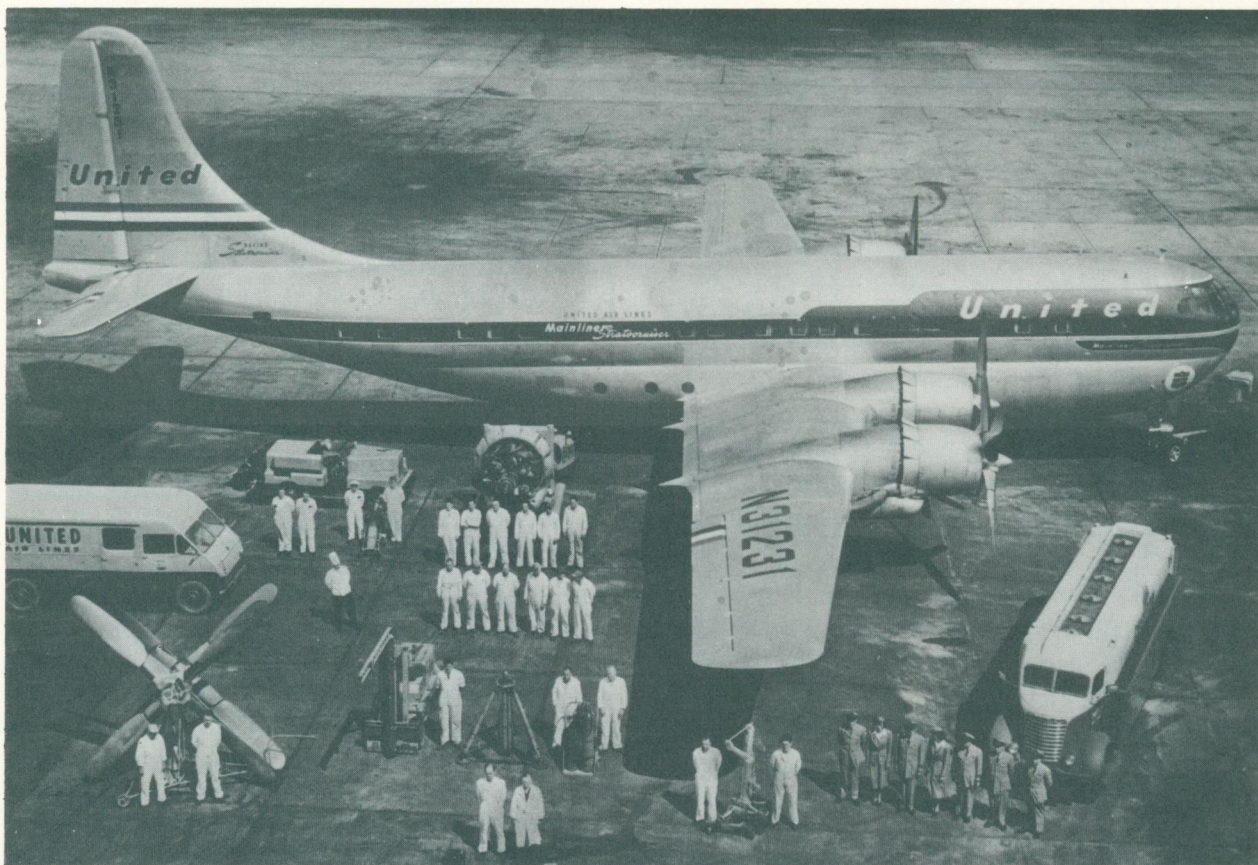
Under his supervision you'll find such employees as:

The **Ramp Controller** who takes charge of the complete operation on the loading ramp. He makes sure that all passengers and cargo get aboard the plane properly and that the flight isn't delayed on the ramp.

The larger the station, the more supervisors the Station Manager will have under his jurisdiction. Such personnel may be Assistant Station

transmitted to other stations regarding the flight loads. At large stations, he usually works in the operations office or on the ramp. At small stations, or as a Local Service Carrier employee, his work may also include the handling of communications, reservations and ticketing. You'll find an entire lesson on the duties and responsibilities of the Airline Station Agent later in this series.

The **Station Maintenance Man** who gasses and oils the plane during the loading stops. Usually he's a mechanic so that he's qualified to check the dozens of little details necessary during the



Modern airline operations combine a wide assortment of employee skills. Here's a Stratocruiser and the personnel necessary to keep it in flight. Photo courtesy United Air Lines.

Manager, Senior Agents, Lead Agents, etc., depending on the individual airline organization.

The **Station Agent** works directly under the supervision of the Station Manager or the Ramp Controller. He is responsible for the proper loading of all aircraft, computation of charges for freight shipments, and the manifesting of all types of cargo placed aboard the aircraft. He is also responsible for the origin of messages to be

stops to make sure that the plane's ready to leave on time.

The **Commissary Group** which is responsible for getting meals for the passengers and crew aboard the plane, properly packaged and stowed for the Hostess to serve in flight.

The **Cargo Agent** who loads the cargo on the plane. Cargo may consist of Air Mail, Air

Freight, Air Express, Passenger baggage and company material. Air cargo, you know, can't be just nonchalantly jammed into any available space the Cargo Agent may find. Cargo loading is a very exact procedure, carried out in strict accordance with load-and-balance specifications for the airplane.

In smaller stations, some of these jobs may be doubled up, even to the point where one or two men or women may do the whole thing. You can be sure, though, that the airlines will not sacrifice efficiency for economy of personnel; there'll always be enough employees on hand to handle the job comfortably.

Superintendent of Flight Operations

Right at the top of the airlines employees who fly, you'll find the Superintendent of Flight Operations.

This man has a strong background in flying — thousands of hours logged in all kinds of aircraft. Usually he's a former Senior Pilot who has shown outstanding ability in handling men as well as planes.

In some cases, the Superintendent of Flight Operations also acts as Chief Pilot. As such, he's directly responsible for training pilots, for indoctrinating new pilots and for supervising the constant check flights that make sure that the flyer's ability is at its best.

The large airlines employ more than one Chief Pilot, because the size of the operation would make it impossible for one man to train and check all the pilots his airline employs.

In such cases, you'll find several Chief Pilots, each responsible for a certain territory and all under the direction of the Superintendent of Flight Operations.

Chief Hostess

The Chief Hostess is in charge of all the Flight Hostesses her airline employs. Chief Hostess is a desirable, responsible position — a wonderful career goal for the Flight Hostess who wants to get ahead.

The Chief Hostess may interview and put her stamp of approval on all new Hostess applicants. After new Hostesses are employed and assigned to flight duty, it is the responsibility of the Chief Hostess to fly with them periodically

for flight checks to make certain the Hostesses are performing their duties properly. Base assignment, and the handling of transfers are two of the many other duties of this important key airline supervisor — the Chief Hostess.

We'll concentrate on Flight Hostess in a later lesson. So far as the organization of an airline is concerned, the Flight Hostess works under the Chief Hostess. In flight, however, she's directly responsible to the Flight Captain.

The Traffic Department

So far we've been talking about one side of an airline — the section that's directly concerned with the actual physical operation of the company.

Now let's shift our attention to the other side of the stage where we'll examine the other side of a typical airline—the Traffic and Sales Department. The Traffic and Sales Department is responsible for the development and administration of all passenger, cargo and mail traffic, including the development and administration of effective sales, advertising, reservations, ticketing, passenger service and passenger relations programs and procedures; the creation of all tariffs and the creation of schedules. This department must also comply with all applicable governmental regulations.

When we first started these lessons, we saw how most modern commercial airlines tend to equalize on routes, fares, speeds and so on. We concluded that if the airlines are to compete with each other, the competition takes the form of influencing prospective passengers to choose one line over the others through advertising, sales promotion, and passenger service.

Vice President — Traffic

King-pin of the Traffic Department is the top salesman of the airline — the Vice President in charge of Traffic. In an industry that's so sales-minded as the airlines, to call anyone the top salesman is really saying something.

This Traffic Vice President has to be quite a man!

The sales effort of the department is developed in policy form by the Traffic Vice President; he uses a staff of assistants to put it into effect.

Chief among these is the **Sales Manager**, the right-hand man in the Department. Usually he has a hand in the development of the sales policy and it's up to him to make it work.

The Sales Manager is usually responsible for the administration of all district and city sales offices and is the immediate supervisor of the Regional and District Sales Managers.

The **Manager of Reservations-Ticketing** is directly under the supervision of the Vice President in Charge of Traffic. This supervisor is responsible for the coordination and operation of all Reservations and Ticket Offices throughout the airline system. He is also responsible for Reservations and Ticketing procedures.

The **Superintendent of Passenger Service** has an extremely important job since "service" has always been a very important consideration in selling air travel. Hostesses and Flight Attendants are under his direct jurisdiction. He's also responsible for meal planning and meal service. It's his job to help make the passenger's trip just as pleasant as possible.

In some airlines, the Superintendent of Passenger Service is a part of the Traffic Department; in some, a part of the Operations Department; while in others, it is a separate department within itself.

The **Traffic Research Department** makes exhaustive study of flight schedules of its own airline as well as connecting airlines — to determine the most desirable departure and arrival times. This department also keeps detailed statistics on Traffic Department revenue — including a breakdown by flight and stations, as well as a breakdown of on-line and interline business.

Incidentally, while we're on the subject, let's take just a couple of minutes to explain that "on-line" flights are those which are flown over one airline only, while an "interline" flight is one where a transfer is made from one airline to another.

For our purposes, we might separate airline sales promotion into two sections: One for indirect contact and one for direct contact with the public.

Airline Advertising

Pick up any of your favorite magazines and you'll discover that several of the major airlines

occupy prominent advertising space. Well designed and tastefully executed, these magazine advertisements are intended to influence the public into selecting a particular airline for domestic or overseas travel.

Advertising programs like these call for immense appropriations, as you can well imagine, but the Vice President in Charge of Traffic considers the money well spent if it keeps his company's planes flying profitably.

The Ticket Sales Agent

We're more concerned with the direct-contact sales effort, however, since that's where you may be breaking into the airline organization.

Whenever we think about the practical airline salesman, we invariably think of the Ticket Sales Agent, who holds a unique position in the airline organization.

The Ticket Sales Agent works either at the Airport Ticket Office or at the City Ticket Office. Perhaps we'd better explain that in the larger cities the airlines maintain a ticket counter right at the airport; then for the added convenience of their passengers, they'll also have a ticket office in the downtown section of the city.

Air travelers are generally a superior class of people, as you'll discover. They're remarkably susceptible to their surroundings. That's why the airlines vie with each other to make their ticket offices most luxurious, most attractive. They're fine places to work!

The Job

As the title indicates, the primary function of the Ticket Sales Agent is to sell tickets for air travel to people who approach the counter. That means that the Ticket Sales Agent has to know routes, schedules and fares; know how to route a passenger — frequently over a different airline — in the quickest, most pleasant way to his destination.

In the City Ticket Office, the Ticket Sales Agent is primarily concerned with selling air travel, arranging for limousine transportation to the airport and so on. At the Airport Ticket Office, the Ticket Sales Agent has the added duties of preparing the passenger manifest,

checking passengers' baggage weight, and seeing that all the passengers get on the right plane.

public. Most Reservations work is conducted entirely by telephone; that demands a highly specialized sales technique.



A Field Ticket Sales Agent is shown here checking a passenger before flight time. Photo courtesy United Air Lines.

When we take up Ticketing in a separate lesson later in the course, we'll see in detail how these Ticket Sales Agents perform their job.

The important thing to remember right now is that Ticket Sales Agents are primarily sales-people. They sell air travel to prospective passengers. How well the Ticket Sales Agent performs this selling job determines how well the airline's entire sales program is being carried out.

Reservations Sales Agent

Behind the scenes, but still an essential part of the Sales Department, is the Reservations Sales Agent.

The remarkable thing about the Reservations Sales Agent is the fact that despite the importance of her position, she seldom sees the

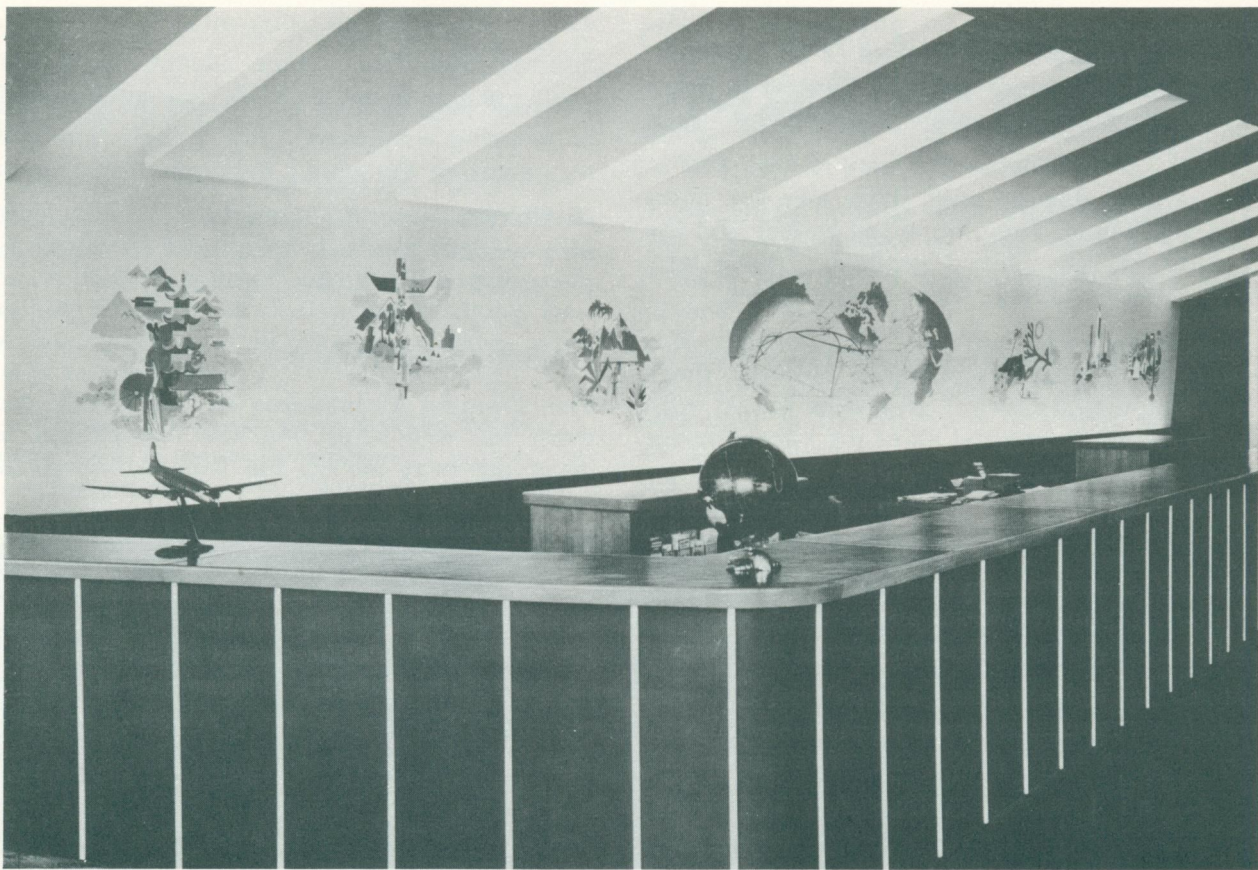
Back in the early days of passenger flying, there wasn't any need for a separate Reservations Department. If a passenger wanted a ride, had the fare and could find a place in the plane, he was in!

But with Aviation's growth and the increase in scheduled passenger flights, airlines executives soon realized that a Reservations System of some kind would be necessary to provide the passenger service they wanted.

In these days, Reservations is a highly specialized branch of the airlines industry. The Reservationist is an airline specialist.

We won't go into Reservations procedure in detail here because that's a subject of a separate lesson.

Very briefly, when a prospect calls for information on a flight, the Reservationist takes over.



Airline Ticket Offices are smartly styled. This is Northwest Airlines' City Ticket Office in Chicago.
Photo courtesy Northwest Airlines.



If the Space Control Board shows that space is available on the flight in question, the Reservations Sales Agent will do everything possible to sell the prospect into taking it as well as to book round-trip space.

If the desired flight is filled up, the Reservations Sales Agent sells the prospect on taking an alternate flight or perhaps a different route.

It's when all flights are completely filled that the Reservations Sales Agent has to call on all possible skill. To refuse the prospect and yet do it in such a way that he'll still want to fly — on your line — the next time he travels, requires tact and sales effort.

All in all, Reservations is quite an assignment. That's what makes it the fascinating job it is. Never a dull moment here!

Personnel Director

Right at this moment, the department in the airline organization you're most interested in is

the Personnel Director. This department is responsible for hiring suitable employees and keeping them happy in their work.

With the airlines expanding so rapidly and with more and more above-average young men and women entering this fast-moving career field, you can understand why the Personnel Director of the typical airline would have an enormous job.

To do his job well, the Personnel Director usually divides it into several sections and sets up a staff to take care of each of them.

Let's look at them briefly:

Personnel Procurement is the section of the airlines Personnel Department you'll be dealing with when you're ready for airline employment. It's the section of the organization that Central is intimately familiar with because for many years Central has been the country's chief source for trained airline employees.

Procurement is under the direction of the airline Employment Manager. He or his representatives make regular visits to Central to interview students and offer employment upon graduation.

We've been dealing with these men for years and years now. They know the caliber and the quality of the Central graduate; that's why they're eager to have them as employees.

And that's what accounts for Central's outstanding Graduate Placement Record; that's why you'll find Central graduates placed with every major airline and all of the Local Service Carriers in the United States.

airline management any employee problem which may arise.

In order to give their employees the very best of working conditions, most airlines maintain an extensive Personnel Relations Department.

Credit Personnel Relations with the remarkably smooth relations that exist in every department of the airline organization.

Training Department

The Training Department of the airline you work for will offer you the opportunity to learn the next job up the ladder through an



The American Airlines semi-automatic reservations system being used by a ticket sales agent. Photo courtesy of American Airlines.

That's what's in store for you when you approach graduation!

Personnel Relations

The basic purpose of Personnel Relations is to give employees full opportunity to discuss with

extensive program of training that will take the aggressive employee right to the top!

Why?

Because working for an airline isn't a stagnant situation. You don't get into one job and spend the rest of your life working at it.

As you know by now, the airlines industry is specialized. Airline employees have certain unique skills and abilities not found in other businesses or industries.

That's why, when a promotional opportunity occurs, the airline doesn't call in someone from the outside to fill the job. Instead, they'll train one of their own employees for it — a typical example of the contribution the Training Department makes to the airline employee who wants to get ahead.

The **Personnel Records** section of the Personnel Department is generally clerical in nature. As an airline employee, you'll have an employment record which will show exactly what happens to you during the length of your employment.

The Records Section handles this job, which for the moment is all we'll have to know about it.

Some airlines also have labor relations sections within the personnel department who are responsible for all wage negotiations with union representatives — a most important job.

Other Departments

There are other positions of significance in the airline organization, but again we won't have to examine them in detail because we're not particularly interested in them.

In this category we find such men as the **Vice President in Charge of Research and Engineering** who directs the airline's engineering program.

The **Treasurer** who supervises the money that's taken in and the money that's spent.

The **Secretary** who's responsible for all the company's files and records and who acts as General Assistant to the President.

When you go to work in the airlines industry, you may find that your company has different names for the jobs we've discussed in this lesson — perhaps they doubled up on some of these positions — perhaps they have more than one man in the positions we've examined.

Each airline has certain peculiarities — there really isn't a "typical" airline organization — but in general they follow the same basic pattern.

Central's Airline Advisory Board

Central's Airline Advisory Board is a group of airline executives who'll play a mighty important part in your immediate future.

If you aren't familiar with what Central's Airline Advisory Board is — and what it does — perhaps we'd better take a moment here and explain it to you.

As you know, Central works very closely with the entire airlines industry to supply trained personnel to fill the good jobs that are constantly opening up in commercial aviation — the kind of job you'll be getting into very shortly.

Naturally we want our graduates to be the best.

To make sure that they are — to make sure that students like you are trained exactly the way the airlines want you trained, we have established our Airlines Advisory Board which consists at the present time of representatives of seventeen airlines throughout the United States.

These Advisory Board members meet annually, to inspect our classrooms, our training facilities, our methods of teaching, our lesson books.

They make suggestions and recommendations until they're completely satisfied that we're giving you the best possible training for a career in the airlines industry they represent.

When you're ready to take your place in the exciting airline industry, you'll be grateful to these executives for the guidance they have supplied.

One Final Thought

Perhaps you think it's strange that we've devoted an entire lesson to discussing the organization of a typical airline.

We've done it for a definite purpose.

Don't dismiss this airline organization lightly — as something remote that doesn't concern you at all. Keep it in your mind constantly now and when you go on your first airline job.

Know why?

Because the organization structure shows you the direction your job promotions can take.

If you want it to be, the airline organization picture we've seen in this lesson can be your ladder to success in the airlines industry!

Appendix

Not all airlines use the same terminology to designate the positions we've been discussing in this lesson. To give you a comprehensive view of these various titles, here's a chart for easy reference to show you the other designations used by the Airlines of America.

Station Agent

- Ramp Agent
- Operations Agent
- Transportation Agent
- Passenger & Cargo Agent

Station Manager

- Manager of Operations
- District Operations Manager

Hostess

- Stewardess.

Vice President — Operations

- Vice President — Operations & Maintenance
- Vice President — Operations & Engineering

Chief Dispatcher

- Manager Flight Dispatch
- Director Flight Dispatch
- Chief Flight Superintendent
- Superintendent of Flight Control
- System Chief Flight Superintendent
- Manager Flight Planning & Dispatch

Vice President — Maintenance

- Director of Maintenance
- Superintendent of Maintenance
- General Manager Maintenance
- Director Maintenance & Engineering
- Vice President Maintenance & Supply
- General Superintendent of Maintenance
- Vice President Maintenance & Engineering
- General Superintendent Aircraft Maintenance

Chief Pilot

- Director of Flight
- System Chief Pilot
- Manager of Flight Operations
- Director of Flight Operations

Vice President — Sales

- General Sales Manager
- Vice President — Traffic
- Vice President — Traffic & Sales



You'll want to take a look behind the scenes at two very interesting departments of an airline — Reservations and Ticketing . . . How these departments started and developed . . . General duties . . . What it takes to succeed in positions in these departments. Your next lesson is "Reservations and Ticketing."



