



# ISA News

INTERNATIONAL SOCIETY OF WOMEN AIRLINE PILOTS

MARCH 1995

**Bangkok Convention '95  
Registration Deadline  
April 29  
See Page 11**

## CAPTAINS: WHEN THE HONEYMOON IS OVER

*By Jean Harper*

**"Why can't a woman be more like a man?"**

*Dr. Doolittle*

**"Sexism in our society hurts both men and women."**

*Communication Between the Sexes*

*Part One of this article presented challenges women could face as captains. This Part Two addresses sex role differences as they influence our communication, and Part Three deals with assertiveness techniques.*

**Yes, Virginia,  
there is a difference**

The purpose of summarizing "traditional" gender traits is not to induce paranoia in any woman who recognizes such behavior in herself, or to suggest that it is not appropriate in a cockpit environment. On the contrary, being true to the *person you are* is crucial to honest and effective communication.

Deborah Tannen, Ph.D., states in her book *Talking from Nine to Five*: "Women's and men's styles are equally valid, and each has its own logic. If problems occur, it is because of a *difference of style*."

While it is true that divergent styles are not necessarily gender-exclusive, the probability of miscommunication conflict is highest where the gap is greatest—between males and females. Simply having an awareness of potential roadblocks to communication can help people get around them.

Of course, these traits may not apply to you at all, or anyone else with whom you associate—but they just might shed some light on a problem that has been around since the days

*(Continued on page 23)*

**R**esearching the subject of gender differences caused me a few twinges of discomfort. After all, my sister pilots and I have expended a lot of energy (especially in our early years) insisting that, as far as piloting skills were concerned, there was no difference; or at least none significant enough to prevent us from entering previously all-male cockpits as airline pilots.

Furthermore, the generalizations presented in these books seemed to portray both sexes in the lowest common denominators possible, apparently reinforcing the same damaging stereotypes that professional people have worked so hard to eliminate.

The next disconcerting moment came when I realized just how closely I resembled the "typical woman" in those pages.

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PART TWO  
OF  
THREE PARTS

MAR 95

# ISA PLANNING CALENDAR

## April 1995

- 1: Captains' Club Forms Due. Contact Lisa Kuehl, 708-924-8658. See form in the back of this newsletter.
- 1: EC Ballots Close
- 1: Scholarship applications due; Contact Morgen G. Reeb 804-493-0518

## May 1995

- 1: Scholarship Notification of Eligibility
- 9-11: ISA CONVENTION & Executive Council Meeting, Bangkok, Thailand. Contact Pam Mitchell 904-646-9995

## June 1995

- 1: Scholarship Interviewers assigned to Applicants
- 1: ISA News Articles Due
- 15: Scholarship Applicant Interview Dates Set

## July 1995

- 1: ISA News Mailing

## August 1995

- 15: 1997 Convention Bids Due
- TBA: ISA Executive Council Meeting. All members welcome. Date to be announced. Contact Betsy Landon. 407-750-8854.

## September 1995

- 1: Scholarship Awards Notification
- 1: ISA News Articles Due

## October 1995

- 1: ISA News Mailing

## November 1995

- TBA: ISA Executive Council Meeting. All members welcome. Date to be announced. Contact Betsy Landon 407-750-8854.

## December 1995

- 1: EC Nominations Close
- 1: ISA News Articles Due

## January 1996

- 1: ISA News Mailing

## February 1996

- 1: EC Ballots Mailing
- TBA: ISA Ski Days and Executive Council Meeting. All members welcome. Exact Dates to be announced
- 15: ISA News Articles Due

## March 1996

- 15: ISA News Mailing
- Women in Aviation Conference, Minneapolis. Contact Karen Kahn 805-687-5859

**ISA NEWS** is published four times a year in January, March, July and October.

The International Society of Women Airline Pilots, founded in 1978, has nearly 500 members from 60 airlines in 24 countries.

ISA welcomes as members women flight crew working for Part 121 airlines having at least one aircraft with a gross weight of 90,000 pounds or more.

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Maggie Rose

***For address changes,  
see form in this newsletter***

**Article Submission Information:** All members are encouraged to submit articles for the newsletter. Deadline for each issue is 30 days (35 days for non-electronic) before the mailing date. Articles submitted which are not time sensitive may occasionally be held for future issues.

**Please submit your article in electronic format if at all possible.** If you want to submit an article and do not have a computer, please ask a friend who has CompuServe or a PC computer to help.

You may save your file in any of the following formats (please tell me which format it is saved in): Word for Windows, DOS, Mac; WordPerfect DOS, Windows; Windows Write; Text with layout; MS-DOS Text with layout; RTF or simply .txt format.

Submit your article by one of the following methods in order of preference:

1. E-Mail or File Transfer to: Kathleen Wentworth Compuserve 76627,2775.
2. Mail IBM PC Disk (3.5" or 5.25") to The Editor (I will mail your disk back.)
3. Mail or fax (415-697-0930). If possible, submit type-written pages with narrow margins no more than 4" wide. Articles not sent electronically are due 35 days before the mailing date.

Pictures may be mailed to the Editor. Pictures will be trimmed to fit newsletter space. Please identify the people and event on the back of the picture. Pictures will be forwarded to the Scrapbook Chair unless your request for return is noted on back of picture.

**DEADLINE FOR JULY 1 ISA NEWS  
JUNE 1, 1995**

# ISA EXECUTIVE COUNCIL

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United

From the

## ISA News Editor

**ISA News Staff**

**Maggie Rose** has graciously volunteered to become the *ISA News* Circulation Manager. She will be responsible for the printing and mailing of the *ISA News*. However, change of address (as well as other life changes) should continue to be sent to the Family Chair through the form on page 30. Thanks Maggie!

**Carol Cansdale** continues as Contributing Editor for *ISA Members Duty Free*. Please volunteer yourself or tell us about a friend. You, our members, say how much you enjoy getting to know other ISA members through this column, but Carol can't do it without *your* help. (See page 21 for submission information).

**Margie Freeman** has written this month's *Layover Leisure* on her hometown of Chicago. She has also volunteered to be the new Contributing Editor for *Layover Leisure*. Margie will be responsible to compile and write up all *your* suggestions for the designated *Layover Leisure* City. Next issue of *ISA News* will feature San Francisco – contact Margie (see page 20 for submission information) with your favorite places to visit for a San Francisco layover.

**ISA News Deadline**

The *ISA News* deadline for submission of articles is now 30 days before mailing. (That's December 1, Febru-

ary 15, June 1 and September 1). This revised deadline will be easier for our member contributors to remember – and gives the *ISA News* staff sufficient time to coordinate editorial, production and mailing.

**Articles Solicited**

Over the last few months, we've had several substantive articles on topics important to women pilots – including communication and gender, menopause, and sexual harassment/gender discrimination. These articles came about because individual ISA members had concerns and decided to do the necessary research and share their knowledge with other ISA members. Do you have a concern...a topic of interest...a problem you've encountered? If you have an idea you'd like to write about, please contact the Editor to coordinate deadlines and space requirements. We look forward to seeing *your* contribution.

*Kathleen Wentworth*



### **ISA Video**

In the last few months we have had one request for videos. Captain Sue Nielsen of United Airlines is making a presentation using our ISA video and the SIU (Southern Illinois University) video, which is about women in various fields of aviation. Keep in mind that I have these available for your speaking engagements.

### **ISA Ski Days**

We had a blast skiing in Keystone, Colorado during the ISA ski days. Now to start packing for the convention in Bangkok. See ya'll there.

**HISTORIAN and  
SPEAKERS BANK**  
*Betsy Landon*

### **EXECUTIVE COUNCIL MEETING**

will be held at  
Convention '95  
in Bangkok

**May 9-11, 1995**

*All Members Welcome!*



**CORPORATION**  
*Nancy Novaes*

The processing of the paperwork for ISA's incorporation as a tax-exempt organization is underway in Nevada, our state of incorporation. Although

our initial impetus was strong and on course, federal and local bureaucracies move at the speed of a glacier.

It might be pertinent, during this interval, to give you an idea of the outline of our amended organization.

Most noticeably, we have dropped the term "constitution" from our lexicon. This document, while forming the basis of our organization, now no longer exists as such.

There are four "layers" of rules for organizations like ours. I have so far only presented three: Articles of Incorporation, ByLaws, and Standing Rules. The "Operations Manual" is the fourth layer. The Standing Rules to which the ByLaws refer will consist of approximately a single page. This will precede the activities and job descriptions of the Operations Manual.

**Articles of Incorporation** are unchangeable. These must conform to state and federal law and are standard.

**ByLaws** are changeable according to

the ratification procedures outlined within the ByLaws themselves.

**Standing Rules**—follow Parliamentary procedure. Standing Rules that apply only to the Executive Council/Directors can be changed by the Executive Council/Directors. Standing Rules that apply to the membership can be changed by the membership.

The "**Operations Manual**" may be changed as necessary by vote of the EC, since these details pertain to Executive Committee activities.

The fiscal year must be the calendar year. That is current state and federal law. However, Executive Committee and/or Chair terms will still run from May to May. We will be changing the terms of the Treasurer and Scholarship Chairs so that they do not expire in the same year. This is for the sake of continuity in the administration of the ISA Scholarship Trust.

See you in Bangkok!

## EXECUTIVE COUNCIL REPORTS



### FAMILY

#### Carolyn Pasqualino

Lots of news to report this time, so let's get with it.

#### Children

Sue Schwaab, United, Son Brandon Charles born 10-26-94

Susan Schmid, CTA Switzerland, Son Marko born May 17, 1994 weighed 4920 grams, 55 cm long

Maria Eberle, US Air, Son Brian Frederick born 4-16-94

Parvin Belknap, US Air, Son Wiley Cyrus, born 12-30-93

Florence Higdon, FedEx, Daughter Natalie Renee born 1-3-95 in true Fed EX fashion after only 9 hours labor and 6 hours at the hospital. She also has a full head of hair, enough for a ponytail! Florence suspects this is due to flying in the Far Northern latitudes and eating spicy foods in Hong Kong!

#### Weddings & Engagements

Nancy Stripp, Delta, Married Nov. 12, 1994. Now Nancy Fooks, 727 FE CVG

Lisa Kuehl, United, married Connie Rex Younger on Dec. 3rd, 1994 and moved to Iowa.

Carolyn Wittreich, Fine Air, engaged to Jeff Hanger, also a DC-8 FE with Fine Air. He proposed under the wing of a DC-8. Wedding is July 22, 1995.

Janet Anderson, Zantop, is having an aviation-theme wedding on May 13, 1995. She is marrying her student, Kyle Patton. She got him his private license and is now working on the instrument rating. The reception will be in a hangar/aviation museum.

Debbie Danielson Reinecke, United, getting married May 29, 1995. New name will be Debbie Danielson Corbo

#### Upgrades, Transitions, Transfers, New Airlines

Shannon Jipsen, UPS, from 727 FE & Check Airman to 727 F/O

Angela Allen, Federal Express, from DC-10 F/O to DC-10 Captain!

Janet Anderson, Zantop, from FE to FO on the L188 Electra

Rita Reo, US Air MD80 F/O

Jean Peck, United 737 F/O SFO, moved from North Pole, Alaska to Georgia

Nicole Sauve, Flew with Air Transat last summer, now with Canada 3000 based in Toronto on the 757. Furloughed from Nationair.

Cyndy Hubbard, Fed Ex, MD11 F/O Britt-Marie Larsson, Arrow Air 727 FE, furloughed from American

LaDonna Shea, United, from 747 F/O HNL to 737-300 F/O DEN

Jennifer Duce, United, 767 F/O MIA

Cari Davidson, United, 767 F/O LAX

Carol Clayton, Northwest, 757 F/O

Cheryl Kelly, 747 F/O HNL

Shelly Shallenberger, UPS, 727 F/O

Saudamini Deshmukh, India, A-320 Captain

Elaine Morrison, Continental, DC9 F/O

Marthese Desira, MALTA, to Senior F/O 737-300

Sue Neilsen, United 737 Captain now a SFO Flight Manager! Sue, about that vacation drop I need....

Lee Wilkerson from Midwest Express DC-9 F/O to Southwest 737 F/O

#### Name Changes

Tiana Pickle-Lumry now Tiana Lumry

Sherry Ritchey now Sherry Holmes

#### Furloughs and Leaves

Elena Folch on leave with First Air

Cynthia Axell, furloughed from American

Jan Dolf, on maternity leave. Expecting first child in May

#### Other Family News

Gail Goodat's husband Floyd, a corporate pilot, had a heart attack Nov. 19 and five grafts bypass surgery Dec. 1. He's up and walking but career on hold. Good Luck, Gail & Floyd.

Becky Howell sends news for all of you that went to Moscow in 1993. Your friend from Moscow, Nadia, has married Mike Newman and is living in Austin, Texas. Their address is Nadia & Mike Newman, Rt. 1 Box 166A, Dale, TX 78616. Ph# 512-243-1027. She asks all of her ISA friends to please write!

Hope everyone is planning on coming to Bangkok. We're going to have a great convention! See you there.

## EXECUTIVE COUNCIL REPORTS



### SCHOLARSHIP

#### Morgen A. Greschel Reeb

I am very happy to start another newsletter scholarship report with some terrific news.

#### Northwest Airlines Scholarship

Northwest Airlines will be providing us with a Flight Engineer Rating and a Type Rating to give as Scholarships again this year. We owe a special thank-you to **John Kern**, Senior Vice-President Operations for Northwest Airlines, for providing us with these

two training Scholarships. John's Secretary, Lana, was most helpful with all the messages to get the Scholarships set up. I want to thank the people who work for Northwest who helped to get these Scholarships for us. And some more great news.

#### UPS Scholarship

UPS has given us a \$2,500 donation for our Scholarship Program. We owe a thank-you to **Gary Lee, Jr.**, Vice-President for UPS. We also owe a thank-you to **Leon Johnson**, Human Resources, UPS Flight Operations for making the recommendation. I want to also thank **Michael Shea**, LaDonna Shea's husband and the lawyer for the Aviatrix Scholarship Trust Fund. Michael did a lot of work to get UPS all the information they needed to make this Scholarship donation possible.

#### Scholarship Training Updates

By the time you read this, three out of the four Airline Scholarship recipients should have completed their training. **Tiffany Tokar-Vlasek**, our Northwest Airline Flight Engineer recipient started training on the B-727 on February 11. **Susan Tworek-Ferguson** now has her DC-10 Flight Engineer Rating thanks to **United Airlines**. **Julie Chapleau's** Type rating was changed to a B-747 due to scheduling problems. Oh, darn. So, by the time you read this, Julie should

have her B-747 Type Rating thanks to **United Airlines**.

**Isabelle Villier de Boves**, our career Scholarship winner is presently in her three month training program for the French Professional Multi-engine IFR rating. She wanted to say "Hello and Thank-you to all the ISA+21 members."

#### ISA Members Host

I want to thank **Krisan Wismer** for inviting **Susan Tworek-Ferguson** to stay in her home while in training. I also want to thank **Denise Van Grunsven** for inviting **Tiffany Tokar-Vlasek** to stay in her home while in training. Thank you **Krisan** and **Denise** for opening up your homes. This has saved **Susan** and **Tiffany** a lot of money. **Julie Chapleau** lives in Denver, so it was easy for her.

#### Scholarship Selection Committee

I will be assigning interviews for this year's applicants at the Convention. If you cannot make it to the convention and would like to do an interview, please contact me. I am also looking for ISA members to serve on the Scholarship Selection Committee. If you are interested, please contact me by June 30. The Committee will meet sometime during the first two weeks of August in the Washington D.C. area. I look forward to seeing you at our Convention in Bangkok.



### FINANCE

#### Binka Bone

Greetings from Keystone, Colorado and the Quarterly meeting of the ISA Executive Council.

The skiing was fantastic, the meeting was productive and another finan-

cial goal was achieved! We now have the ISA Aviatrix Scholarship Trust established with Fidelity Investments in a Mutual Fund with the following transactions to date:

12/14/94	Opening Balance From Funds	\$9,392.00
12/14/94	Transferred From Bank Of Hawaii	
12/14/94	50 Shares In From Member Contribution	50.00
12/14/94	400 Shares In From Member Contribution	400.00
12/31/94	25.04 Shares From Reinvest Interest	25.04
01/17/95	3,200 Shares In From Member Contributions	3,200.00
01/31/95	52.50 Shares In From Reinvest Dividend	52.50
02/11/95	2,500 Shares In From UPS Foundation Contribution	2,500.00
	Current Market Value of ISA + 21 Aviatrix Scholarship Trust	\$15,569.56



## CONVENTION

**Pam Mitchell**

"Sawadee- Kha!" translates as hello and welcome in Thai.

### Transportation -- Getting There

#### Important Note

Unfortunately our convention falls at the end of "Golden Week", a huge holiday for the Japanese. During this period all of Japan leaves (usually for the U.S.) and they will all be trying to return the 6th through the 8th! This will definitely impact flights to Bangkok which go through Tokyo or Osaka. Because of this, the U.S. carriers will give us no positive-space passes from the U.S. to Japan (and most of the U.S. carriers fly to Bangkok through Japan).

### Creative Pass Riding & Jumpseating

It is certainly not impossible to get there, but you should take this into consideration, and possibly get creative in your travel scheduling! For instance, many carriers have flights to Seoul (Thai, KAL, NW) and use that as a hub, also Hong Kong (Cathay) and Taipei (UAL).

Korean has a Morning Calm fare

which is about +/- \$300 round-trip and they connect to BKK through Seoul. Check for ID90's.

Thai offers an ID90 from LAX via Seoul for about \$230 round-trip and some airlines are eligible for ID90 off the excursion fare (\$165).

So....talk with your pass bureau, explore some creative alternatives or backups, and go for it!

Northwest offers international cockpit jumpseat, but it may be filled with NW women pilots if the flights are full. We also have freighters which operate through Anchorage, then passenger flights from Narita to BKK. (Again, flights from Japan to BKK should not have a problem at all, just to Japan.) FedEx offers jumpseat, and I am not sure about other carriers internationally.

Also please note: if you are connecting through Taipei and do not have a positive-space ticket out of Taipei you must have a Taiwanese visa. Sly Otyka has offered the following advice: purchase a full-fare refundable ticket from Taipei to somewhere close like Hong Kong--or Bangkok in case you might need it--to avoid having to have a visa. Then simply cash the ticket in when you return to home.

### Arriving at BKK Airport

For those arriving Mon. May 8, late: after clearing Customs go to far right of Arrivals Hall and look for Pacific World Travel folks in maroon and black for bus transport departing at 0100 (206baht..about \$8).

For European arrivals, same info, bus departs at 0700 Tues. May 9. For transportation on your own, taxis are about 500baht (\$20) and use the meter or arrange fare with driver ahead of time.

### Hotel

If you do not need a roommate, make your reservations directly with the hotel by fax: (66 2)477-0811 or by collect call to Colleen McFeeter at (66 2) 476-6209. (From the US you must dial "011" first for int'l.) Fax is 24

hours, and Colleen is in from 8:30PM to (Eastern time). If you give her arrival times, hotel will send a private car for airport pickup for about 650baht (\$26) if you wish.

If you need a roommate: Give us your credit card info on the registration form and we will make your reservations for you.

### Children at the Convention

Note extra charge for children who want to attend the Sala Rim Nam dinner Wednesday night (\$25). Children are welcome at all events except the welcome cocktail party and dinner and the business meeting and press conference. If we get the Royal Audience, this may be restricted as well, but this will not be finalized until much nearer to convention time.

### Registration /Hospitality Suite

Check the front desk for location. Hospitality suite will be open Tuesday from 0930 to about 1800 to register, get your welcome package, and sign up and pay for Ayutthaya trip, klong tour, pictures, etc.

### Clothing

Don't forget your dressiest cocktail dress for Tues. night, and your uniform for the business meeting, pictures, and press conference. (Note: leave your hat and uniform jacket at home. This is a tropical climate.)

### H.A.L.P. and Guests

Half-day klong/Wat Arun tour Wednesday morning. This will be \$15-20. Please note number of people for this on your registration form.

### Optional Side Trips

Friday, May 12 is an optional all-day trip to Ayutthaya, ruins of ancient capital and summer palace. 1-2 hours by bus, cruise home including buffet lunch. Bring sunscreen, a good book, cameras, etc. for a leisurely trip through the Thai countryside on the Chao Phraya river. \$52 per person,

(Continued on page 8)

## EXECUTIVE COUNCIL REPORTS

### Convention

(continued)

1/2 price for children under 12. Deposit required with registration.

**Chiang Mai**- 3 days, 2 nights. \$125 per person double occupancy. For ID50 positive-space air on Thai, *you must get your tickets through your own pass bureau!* If you want to pay full-fare, just make normal reservations. Fly to Chiang Mai Sat. May 13, ride elephants, see their training, river raft trip to Royal Ping Garden, shopping in night market, various meals included. Return to BKK Monday, May 15.

**Saigon (Ho Chi Minh City)**-3 days, 2 nights. \$350 per person double occu-

pancy. Fly to Saigon Monday, May 15, tour city and museums, full-day excursion to Cu Chi and Tay Ninh with picnic lunch. Most meals included. Return to BKK Wednesday, May 17.

**Grand Tour** (Chiang Mai and Saigon, 5 days, 4 nights) Total \$460 per person, double occupancy. (Air fares- full price- are about \$475 total for the Grand Tour, but again, you can get ID50 positive-space through your own carrier)

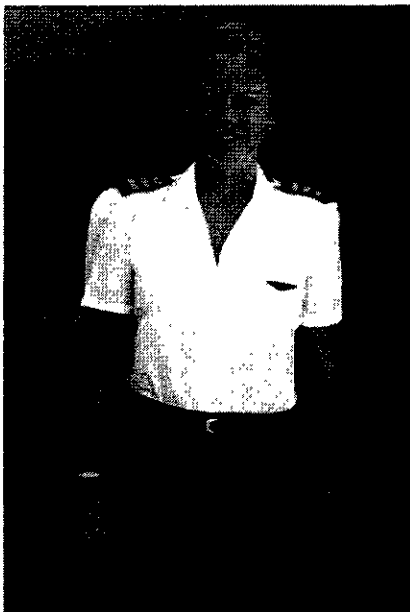
Flights and times:

BKK/Chiang Mai (Sat.5/13) Thai flight#105 (lvs.1000 arr.1105)

Alternate flights are  
#102(lv.0830arr.0935) or  
#110(lv.1150arr.1255).

Chiang Mai/BKK (Mon.5/15) Thai flight# 125 (lv.0745arr.0850)  
BKK/Saigon Thai flight # 680 (lv. 1040arr.1205)

Book your flights as soon as possible, especially to Chiang Mai, as these are popular trips. And you need a visa for Saigon, so you need to send two passport-size pictures, photocopies of the first four pages of your passport, name, address and phone in as soon as possible to : Pacific World Thailand, Ltd.; 117/1 Soi Samaharn; Sukhumvit 4 Rd.; Bangkok, Thailand 10110, attn: Pea Chulanuka. They need a minimum of 15 days to process your visa. Make sure you mention that this is for ISA+21 Women Pilots Vietnam trip. Their fax number is (66 2) 255-5554.



### MEMBERSHIP

**Cindy Shonk**

The last couple of months, I have been busy with membership renewals, publishing the membership directory and getting ready for the ISA Ski Days. Back by popular demand, in the back of the Membership Directory, is the membership listing by Country/State/city, as well as Airline and Compuserve listings. Please

use the Airline listings to make sure that non-members of your airline are invited to join ISA. I am always surprised to find women pilots at my airline, that have not yet received an invitation to join ISA.

In the January 1995 *ISA Newsletter*, was a pink pull-out ISA application and convention sheet, to be pinned up in your crewrooms. We have had a number of responses from Kathleen's efforts. Good work!

The ISA Ski Days, once again, were a success. A good time was had by all. We had 37 members, family members, and friends. Thank you all for your help, flexibility, and good cheer.

### Welcome to our new members:

Valentina Tzvetkova  
jk., Drujba-Z"  
bl. 216, V", fl.4, ap.60  
1592 Sofia, BULGARIA  
ALK-Scorpion Air CA L-410  
DOH 7 July 94

Regina Wisda  
542 Quaking Aspen Ln  
Windsor CA 95492  
UAL 737 FO, SFO  
DOH 90/10/08

Katia DeFranuq  
Kakensestraat 23 bus 1  
1853 Grimbergen BELGIUM  
Sabena 747 FO  
DOH 89/12/11

Susan Duffy-Svatek  
495 Brinsmayd Ave  
Stratford, CT 06497  
Continental A300 CA EWR  
DOH 84/01/16

Stayce Harris  
4139 Via Marina #PH4  
MarinaDelRey, CA 90292  
UAL 747 FO, HNL  
DOH 90/08/20

Alicia Kellers  
1921 Mora Ct  
Schaumburg, IL 60193  
American F100 FO, ORD  
DOH 92 April

Carolyn Wittreich  
7810 Atlantic Way  
Miami Beach FL 33141  
Fine Air DC-8 FE, MIA  
DOH 94/01/10

Helena DeAndreis  
PO Box 998590  
Miami FL 33299-8590  
LACSA A-320 FO  
Base SanJose, Costa Rica  
DOH 92/11/19





### SECRETARY

**Kathleen Malone**

Another element of ISA tradition was upheld last month as thirty-some intrepid skiers and party-goers once again took to the slopes of Keystone, undaunted by record snowfall and numerous road closures. Sincere thanks go to our hosts Cindy Shonk and Paul Buhl who organized this illustrious event and treated us to their gracious hospitality (and famous Tex-Mex spread!).

### Executive Council Elections

With the elections now complete, we'd like to thank Betsy Landon, Carolyn Pasqualino, and Denise Van Grunsven who join me in completing the "lineup" for the 1995-1997 ISA Executive Council. We all appreciate their dedication and commitment to serve as ISA continues to expand and develop professionally.

### ISA World Tour T-Shirts

Don't miss this opportunity to expand your wardrobe with the certain-to-be-collector's item—ISA Vancouver T-shirts! These truly marvelous shirts are still available in a variety of colors and sizes at extraordinarily low prices—see the article and order form in the back of this newsletter for more information. Many thanks to those of you who have supported your local ISA store through the purchase of these and other ISA logo items.

Correspondence Global Exchange, an organization which provides a diverse political and cultural perspective on people and places through

their "Reality Tours", is offering an extension China study tour to the United Nations Fourth World Conference on Women, scheduled for August 27-September 18, 1995, in Beijing, China. Further information may be obtained from seminar coordinator Jennifer Carino at (415) 255-7296.

ISA continues to support requests from aspiring young pilots through the dissemination of FAPA's career booklet: "So You Want To Be An Airline Pilot". We are always soliciting the assistance of any members interested in providing guidance to this "Next Generation" of future ISA members!

### Annual Convention Business Meeting

Any member desiring inclusion on the agenda for the annual business meeting in May is requested to contact me with the content and proposed length of report by April 15th. Please send extensive reports and those best suited to print to me in writing by that date also.

I'm looking forward to seeing many of you in Bangkok!



## CALLING ALL CAPTAINS!



The 1995 convention is just around the corner...and if you have joined the ranks of ISA's Captains' Club since the 1994 convention in Vancouver, or are already a Captain and either forgot to tell us or you are a new member, please stand up now and be recognized in Bangkok! Below, I have published an up-to-date roster of new C'Club inductees for '95. This list is current as of February 6, 1995. If you should be on this list and are not or if you know of someone who ought to be, please contact Lisa Kuehl by April 1 (my new phone number and CompuServe number are on both the C'Club form and the Committee ros-

ter page of this newsletter.)

I'm asking all C'Club inductees to carefully check this list for spelling and data errors, as this information will be used on your award plaques.

ALLEN, Angela  
Federal Express, DC-10, 12-16-94  
DEBOUZY, Christine  
Air France, B-737-300,  
Date unknown  
ELLISON, Susan  
United, B-737-300, 11-01-93  
GOLLNER, Denna  
United, B-737-300, Date Unknown  
GILBERT, Mary Ana  
PrivateJet, MD-83, 12-25-93

LAWRIE, Deborah  
KLM, Fokker F-50, 5-02-94  
MAY, Joyce  
American, MD-80, 4-19-93  
McDONNARD, Denise  
United, B-737-300, 12-28-93  
NEWBY, Jill  
United, B-737-300, 11-04-94  
NIELSEN, Sue  
United, B-737-200, 3-28-94  
WALKER, Joy  
Delta, Aircraft and Date Unknown  
WILDER, Diane  
UPS, B-727, Date Unknown

*Captain's Club form is on page 30*

## Convention '95 ISA Scholarship Silent Auction

Our silent auction has some great items up for bid at the Welcome Cocktail Party!

The way this works: Bring money! Checks, cash, (we may get credit card authorization from the hotel but this is not assured.) Items will each have a bid sheet on tables at the cocktail party, describing the item and setting a minimum bid.

As you wander around the room, find something you'd like and enter a bid with your name and the amount you'd like to bid. Check your bid occasionally in case someone has outbid you!

Promptly at 8pm. the bid sheets will be collected, we will adjourn the cocktail party to dinner, and the successful bidders will be announced!

You must pay for your item before the end of Wednesday's business meeting.

### ***All proceeds go to the ISA Scholarship Fund***

Items for auction include vacation condo weeks in the Bahamas and Florida (by the way- great tax deduction idea- donate your vacation condo/house/etc. to ISA for our auction! Call Pam if you have something

to donate!),

Half-hour flight in a P-51 Mustang, Language Courses from Sybervision, Nick Bollitieri Tennis Weekend School, Fast Track Race Car Driving School, Richard Petty Race Car Driving School, David Ledbetter Golf Academy, Double JJ Ranch mini-week, Las Vegas Hilton trip and much, much more!!!!

*Call Pam Mitchell (904-646-9995) or Cammy Montgomery (513-859-7900) if you have something to donate for the silent auction or for the raffle.*

## **FAST TRACK News for ISA Job Seekers**

*Luan Meredith & Laurie Wilde*

Fast Trak has received a job announcement from the government indicating they will hire 200 inspectors this year. Only a limited number of operations and air carrier inspectors, mostly maintenance and avionics inspectors will be hired. Applications may be obtained by calling Careers Division at (405)954-4657 or man be picked up at any FSDO or Regional office DHL is hiring non-pilot positions.

The only Major air carriers currently accepting resumes are UAL and UPS. UAL now requires a \$50.00 application fee. They plan to hire over 800 pilots this year. For the UAL contact name and address, call me (Luan) at (708) 888-2446. For UPS, fax (no mail or phone) your resume to (502) 359-1833 or (800) 307-0475. (No italics or underlines in the fax).

There are nine national airlines currently hiring as well as other numerous regionals and upstart airlines--- not enough space here to give it all to you.

If you have any information, questions, or comments, please call Luan or Lori..

Maggie Rose tells us that there is a pilot opening at Burlington Industries.-Any furloughed pilot-call Linda Williamson at (910)379-2231.

Kit Darby from AIR INC has generously given us access to his publication for our newsletter. His phone number is 1-800-AIR-APPS. Air Inc is as excellent service for pilots pursuing professional careers.

Please send any information on your airline's pilot hiring or any other hiring information you may have to:

Laurie Wilde  
220 Hawthorne Rd.  
Lake in the Hills, IL 60102  
708-854-0097  
Compuserve 76140,1056 or  
Luan Meredith  
1175 Willoby Ln.  
Elgin, IL 60120  
708-888-2446

*If anyone has any information on hiring in aviation related fields: dispatcher, crew scheduler, etc. at your airline, please send it to us. Our medically disqualified members may be able to use this information.*

## **ISA GRAPHIC ARTIST & POST OFFICE BOX**

*Lisa Kuehl*

The following newsletters came back to the ISA post office box. Any idea where these people are? If you have addresses or information on these people, please contact me.

**Kathleen Gagassini  
Sheri Lourie  
Britt-Marie Larsson  
Angela Harmon  
Diane Proffit**

## **WOMEN IN AVIATION CONFERENCE**

*Karen Kahn*

Lori Griffith has agreed to moderate this year's panel since I've got a chance to go to England and plan to take it! I'll ask Lori to write a piece for the Newsletter when she's done. Next year's WIA will be in MSP, sponsored by NWA and we'll hope to have more volunteers for our Airline Pilot Panel. Sign up now by dropping me a note or E-mail.

# ISA CONVENTION '95 REGISTRATION FORM



Member's Name \_\_\_\_\_ First convention? \_\_\_\_\_

Guest(s) name(s) (State Children's ages)

Member's Address \_\_\_\_\_ City \_\_\_\_\_

State/Province \_\_\_\_\_ Country \_\_\_\_\_ Postal Code/Zip \_\_\_\_\_

Phone \_\_\_\_\_ Airline \_\_\_\_\_

Are you willing to help with registration/hospitality suite? \_\_\_\_\_

Do you(or guests) require a **vegetarian lunch** \_\_\_\_\_ How many? \_\_\_\_\_

Is your HALP or guest interested in a **klong tour** on Wednesday? \_\_\_\_\_ How many people? \_\_\_\_\_ (Probably about \$15pp)

**Optional Day trip/Cruise to Ayutthaya** (see article) \_\_\_\_\_ yes \_\_\_\_\_ no

(if Yes, add \$20 deposit to registration fee per person, balance due Tuesday May 9=\$32)

## ***Convention Registration Fee***

Members or adult guests      \$98 USD

Children under 5:      Free (\$25 to attend Wednesday night dinner/show)

Children 5-12:      \$10 (add \$25 to attend Wednesday night dinner/show)

Children 13-16:      \$35 (add \$25 to attend Wednesday night dinner/show)

Make your check or money order payable to ISA + 21 in U.S. funds, please, and mail, with this form and any suggestions, questions, etc. to

ISA + 21  
c/o Pam Mitchell  
12502 Mission Hills Circle S.  
Jacksonville, FL 32225 USA  
Phone and fax: 1-904-646-9995

**Hotel Reservation Procedure:** If you don't need a roommate, make your reservations directly with the hotel by fax: (662) 477-0811 or collect call to Colleen McFeeter at (662)476-6209 in Bangkok. Hours are (in Eastern (EDT) to make it easier) 8:30pm to 6:30am, but the fax is 24 hours. Specify ISA+21 reservations and give her your name, address, phone, arrival and departure dates, and flights (if known, they will send a private car to the airport at your request, for 650baht- \$26USD, which holds 4 people). Rate is \$80USD per room/per night, including breakfast. Children in the same room are free; one rollaway is allowed for free. 2nd room per family, if required, is \$40USD per night. (Great deal- bring your folks!)

Do you need a roommate? \_\_\_\_\_ If Yes, we will make your reservation.

We need: credit card type (AmEx, VISA, etc.) \_\_\_\_\_ Card Number \_\_\_\_\_ Expiration Date \_\_\_\_\_

Arrival Date \_\_\_\_\_ Departure Date \_\_\_\_\_

**RESERVATIONS AND HOTEL DEADLINES ARE APRIL 29TH !!**

## A Salute to Women in Aviation & Aerospace

by Morgen A. Greschel Reeb

**I**SA members Emily Warner, Terri Donner, and Morgen Greschel Reeb attended "A Salute to Women in Aviation and Aerospace," a celebration of the 20th Anniversary of International Women's Year on January 11, 1995 in Washington D.C.

Twenty years ago, President Gerald Ford proclaimed 1975 as *International Women's Year*, calling for "intensified action to meet the needs, develop the capabilities, and use the skills of women". On January 11, 1975, a gala dinner was held to launch a year long series of international celebrations honoring women's activities. The month of January focused on women in aviation, aeronautical, and aerospace sciences.

In attendance 20 years ago as well as this year were ISA member Emily Warner, as well as Fay Gillis Wells, and Irene Wirtschafter. This year's gala dinner launched another year-long celebration guided by the 1975 *International Women's Year Calendar*. The evening honored women's accomplishments over the past two decades. Dr. Elizabeth Bell highlighted a sampling of milestones of women's accomplishments and the following eight women were honored, with each giving a

brief talk.

Mary Feik who was the first woman engineer in research and development in the Air Technical Service Command Engineering Division at



Attending the Salute to Women in Aviation and Aerospace Gala were ISA members (L-R) Morgen Greschel Reeb, Emily Warner, and Terri Donner

Wright Field. Mary began teaching aviation crew chiefs and mechanics for the U.S. Army Air Force in 1942.

Christine Fox who headed the Anti-air Warfare Department and is currently the Director of the Operational Policy Team at the Center for Naval Analysis. Christine was the tactical analyst for the film *Top Gun*.

Jean Ross Howard who founded the Whirley-Girls in 1955 and is U.S. li-

censed helicopter pilot "Lucky" No. 13.

Moya Lear who is the President of Lear Jet, Inc. Moya took charge of the company when her husband Bill Lear passed away. Since Moya was unable to attend, Emily Warner accepted on her behalf. Sheri Coin Marshall who is the author of the book, *One Can Do it*. Sheri is a right-arm-above-elbow-amputee who has overcome a lot to become a Flight Instructor and Airline Transport Pilot.

Carolyn Shoemaker who has discovered more than 800 asteroids and 32 comets, including Shoemaker-Levy 9, which impacted Jupiter in July 1994.

Ida Van Smith-Dunn who founded the Ida Van Smith Flight clubs in 1967 in Long Island. Today there are more

than 20 clubs throughout the country to introduce young people to flying.

Ella D. Willimas who worked for Hughes Aircraft for over 13 years. Ella and five other Hughes officials formed Aegir Systems, an engineering and computer-research business.

It was a wonderful evening and a great way to honor past accomplishments of women and launch another year long celebration for women.

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### Attention Budding Authors!

Life as an Airline Pilot. Thoughts on Relationships. Cockpit beauty secrets. The last time you climbed a volcano. Poetry. Jokes. Quips. Good comeback lines. Letters to the Editor? Don't be shy. Handling an irascible Captain or FO? Please let us know how you did it. How did you handle your last emergency? Are you an artist? Cartoonist?

Who wouldn't like to see themselves in print? Aren't we together as ISA members to share all this and more? You too can be a published author. The action is here in the ISA Newsletter. Writing for the *ISA Newsletter* is the way to go.

You are invited to submit your best thoughts to the Editor. Submissions are warmly received, happily edited, proudly published. Please send us any article on areas of interest to the ISA membership. See page 2 of this issue for submission details. Let us hear from you! As the ad reads: "Just Do It." This is your Newsletter. You are cordially invited in.

# ISA EXECUTIVE COUNCIL MEETING MINUTES HIGHLIGHTS

The quarterly Executive Council meeting was held February 15, 1995 at the home of Cindy Shonk in Dillon, Colorado. The meeting was called to order at 8:45 am MST by EC Chair Betsy Landon. Additional EC members in attendance were Binka Bone, Kathleen Malone, Pamela Mitchell, Carolyn Pasqualino, Morgen Greschel Reeb, Cindy Shonk, EC Advisor Maggie Rose, and incoming EC member Denise Van Grunsven.

## Committee Reports

1. The details of the Bangkok convention were presented by Convention Chair Pamela Mitchell. Topics discussed included transportation options and visa requirements, plans for the silent auction, side trip excursions, and the establishment of a formal registration cancellation policy.
2. Dallas, Texas was decided as the location for the 1996 ISA convention. Preliminary plans are being formulated at this time.
3. Issues pertaining to the new By-laws written by Corporation Chair Nancy Novaes were discussed including the division of Board of Director and Committee Chair positions and the elimination of the duplicate terminology "Executive Council".
4. The merits of establishing a credit card option for payment of international members' dues to eliminate the difficulties inherent in exchange rate transactions were discussed, with the decision being made to explore this option.
5. The cost of sponsoring an international member from an economically disadvantaged country was set at \$25. to cover the cost of newsletter mailings; interested members should contact Membership Chair Cindy Shonk.



Executive Council Meeting with EC Members (front row L-R) Binka Bone, Morgen Greschel Reeb, Betsy Landon, Cindy Shonk, (back row L-R) Pam Mitchell, EC Emeritus Maggie Rose, Kathy Malone, and Carolyn Pasqualino.

6. The proposal was made to invite the European women responding to Kathleen Wentworth's Sexual Harassment Survey into membership in ISA with an introductory letter and a copy of the ISA News.

7. Scholarship Chair Morgen Greschel Reeb presented updates on the training schedules of all 1994 scholarship winners, details of the financial management of the Avia-trix Scholarship Trust Fund, and announced recent airline scholarship donations. Discussion ensued pertaining to the qualification criteria of scholarship applicants.

8. New and returning ISA Executive Council members Betsy Landon, Kathleen Malone, Carolyn Pasqualino, and Denise Van Grunsven were welcomed for the 1995-1997 term.

## Old Business

1. The Operations Manual (a.k.a. Policy and Procedures Manual) developed by Maggie Rose, detailing the duties and responsibilities of each Executive Council and Commit-

tee Chair position was distributed and discussed.

2. Video Librarian Denise Van Grunsven is soliciting from the membership updates of the materials available in the library.

3. The ISA Vancouver convention T-shirts will be updated for distribution in Bangkok with an additional line of print reflecting ISA's expanding "World Tour".

4. Entrepreneurs are reminded that all merchandise sold with the "ISA + 21" logo must receive prior Executive Council approval.

## New Business

1. ISA has been invited by Women in Aviation, International to join their CompuServe WIA on line forum, established to foster information exchange among individuals and organizations interested in promoting women in the fields of aviation and space. After discussion, it was decided to participate in the forum; Nancy Novaes has offered her talents in this area as a future Systems Operator (Sysop).

2. Preliminary discussion was undertaken on a possible European location for the 1997 convention, with the coordination of our European members.

3. Ginger Mitchell has accepted the invitation of the Executive Council to serve as ISA's liaison with the American Diabetes Association.

The meeting was adjourned at 1:15 pm MST.

Respectfully submitted,  
Kathleen A. Malone  
Secretary

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## ISA SKI DAYS AND EC MEETING

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*intrepid ISA Skiers on the slopes. From left to right: Lucy Young, Sharon Finch, Cindy Shonk, Diane Casavant, Paul Buhl, Morgen Greschel Reeb, and Betsy Landon.*



*ISA EC member Cindy Shonk and husband Paul Buhl making final dinner preparations in their lovely mountain home.*

## ISA SKI DAYS AND EC MEETING

by Betsy Landon

Near blizzard conditions on Tuesday in Keystone, Colorado left some of the best skiing in years for 28 ISA members from nine airlines and their ten guests. Several returned from last year along with some members at their first ISA gathering.

When the interstate closed, some were stuck on the other side of the tunnel, but most made it in time for the annual Tex-Mex buffet. Our hosts, Cindy Shonk and Paul Buhl, prepared their now well known margaritas, chips, dips, fajitas and chili.

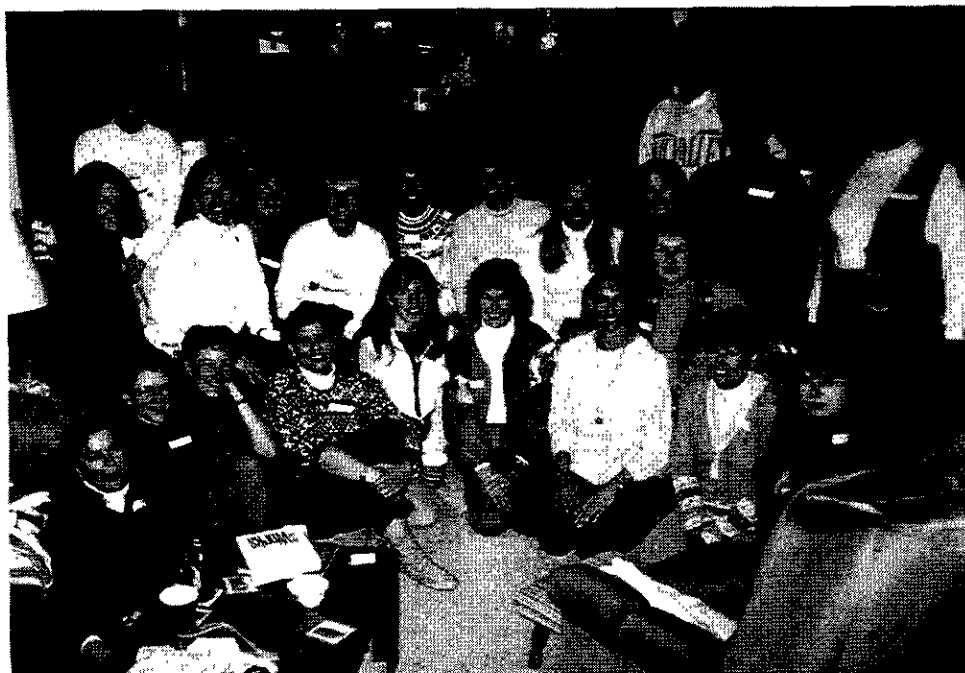
Wednesday morning, the executive council commenced their quarterly

business meeting at 0800, while others skied under crystal clear blue skies. At 1300, the meeting adjourned and several of us joined those on the slopes.

It was 1930 Wednesday night when we all boarded two sleighs each powered by two large Clydesdale horses. We were pulled along to our log cabin for dinner just as a full moon was rising over the mountain tops. Though it was below zero, we all stayed warm thanks to heavy blankets, glove warmers and body heat created by close quarters on the sleigh. If you like steak, this was the place to be. Barley soup, potatoes, corn on the

cob and apple cobbler made for a hearty meal.

Thursday was perfect for skiing and many stayed on to ski the whole day. ISA has quite a number of excellent skiers. I know because I watched them go by me. A few diehards stayed on the slopes till 1700. Afterwards we all joined at the condo for a pizza party. This finished off another perfect ski week. And in addition to lots of fun and quite a bit of EC work, \$198 was donated to the scholarship fund from Ski Days donations. Thanks Cindy and Paul for being our hosts once again.



ISA members taking a break by the warm fireplace during the ISA Ski Days.

Back row L-R: Linda Wright, Cindy Shonk, Kevin Novotny, Karen Bland, Annette Worthington, Maggie Rose, Morgen Greschel Reeb, Jane Saddler, Pam Mitchell, Denise Van Grunsven, Lucy Young, Krisan Wismer, Julie Chappleau,

Front row L-R: Susie from LAX ATC, Betsy Landon, Amy Bond, Carrie Muehlbauer, Chris Krummel, Suzanne Skeeters, Kathleen Malone, Diane Casavant, Sherry Anderson, Carolyn Pasqualino.

# ISA SURVEY ON GENDER DISCRIMINATION AND SEXUAL HARASSMENT

by Kathleen Wentworth

*Part One of this series outlined types of inappropriate Sexual Harassment/Gender Discrimination behavior that ISA members have encountered in their airline careers. Part Two showed the various types of responses used by women pilots, how they rated their responses for solving the problem, and how they would have handled it differently with 20/20 hindsight. Part Three discusses how survey respondents rank resources available to women airline pilots, a discussion of coping mechanisms for women, and some "Words of Wisdom" from ISA members.*

**M**ost ISA women seem to have developed their own personal resource system to handle incidents of sexual harassment and gender discrimination. Building a personal resource system appears to have been born of necessity, since ISA women say that most formal resources were not effective.

ISA Survey respondents were asked to critique the following resources: talking with other women pilots or hearing about their incidents, reading articles in ISA publications, reading articles in the public press, articles in union publications, articles published in airline publications, talking with a representative of your company's human resources department or flight management, and talking with union committees.

## Effective Resources

The top ranked resource for dealing with sexual harassment and gender discrimination was *talking with other women pilots or hearing about their incidents*, receiving an average score of 3.2 on a scale of 5.0. ISA comments included:

"Nothing has helped more than talking with other women." (95)

"It's nice to know we're not alone." "Best resource so far is fellow women pilots/friends."

Rated second most effective resource

was *reading articles in ISA publications*, scoring an average 2.83 on a scale of 5.0. ISA survey respondents commented about the articles:

"Yes! Great! My better half likes it too!"

"Two excellent articles - Wentworth's & Debra Corley's." (59)

## Mildly Effective Resources

Rated as a mildly effective resource for women pilots was *reading articles in the public press* receiving an average ranking of 1.78 out of 5.0. Some of the comments merely reflected the lack of articles directed toward solving problems rather than the final step of filing a lawsuit:

"Haven't seen any information re: airline pilots."

"No! Dumb!"

"Increases awareness of problems, but usually involves litigation, and offers few techniques for dealing with problems."

A positive comment about articles in general was offered:

"The media, company, union and ISA have all published many articles on the subject. People are aware, so most people think about what they are saying or doing with regards to harassment." (88)

*Articles in union publications* were ranked about the same as articles in the public press with an aver-

it and were simply ignorant of the fact." (101).

"I liked Kathleen's article - I'm amazed at the backlash it received from men!" (110)

The shortcomings of most published was mentioned by one respondent:

"These [Ed: articles] just caution guys not to do it - useless for us." (104)

*Articles published in airline company publications* ranked 1.81 out of 5.0. Most comments were similar to the following:

"haven't seen any informative articles." (59)

"forget it" (125).

US Air *Airwaves* was commended as was Southwest's publication (which reprinted Wentworth's *ALPA Magazine* article.)

## Not Effective Resources

Sharing the bottom of the rankings were resources available through airline managements and airline unions.

*Talking with a representative of your company's human resources department or flight management* only scored an average rating of 0.7 on a scale of 5.0. Two ISA members cited successful work by management, but most were very disappointed. The positive comments included:

**The resources of: airline training, human resources or flight office, and union Professional Standards Committees were all found to be "not effective."**

age ranking of 1.45 out of 5.0. Of the survey respondents commenting on union publications, many cited as effective the article *Cockpit Camaraderie or Sexual Harassment* by Kathleen Wentworth, *ALPA Magazine*, January 1993. As one woman commented:

"Latest article (Jan93) in Airline Pilot has helped - some men were doing

"Being the only female pilot with my company, I was gratified by the response I received from my Chief Pilot." (116)

"Actually someone from this area [Ed: management] overheard group of women pilots talking of problems - we were called in and problem resolved that day."

More typical were the comments that were critical of management:

PART THREE  
OF  
THREE PARTS



"I was very disappointed by our management response to a situation that I found unsafe." (5)

"I tried for years to get management to do something about the harassment I was experiencing. Which included: my stuff being stolen or hidden, rumors spread about me ... having bad words written by my name "gender related" and on my flight bag and pornography in the cockpit, some of which had my name written on it. They did nothing until I hired an attorney."

**Talking With Union Committee** received the lowest ranking as an effective resource for women facing issues of sexual harassment and gender discrimination. It was rated as "not effective" with an average score of 0.6 on a 5.0 scale.

ALPA's Professional Standards has been in operation at most ALPA carriers for some years. Most other non-ALPA airlines also have some kind of similar committee. These committees generally provide voluntary peer counseling services to members of the pilot group to assist in settling cockpit conflicts. The Professional Standards committee receives referrals from both airline management and the pilots involved in a "disagreement".

While one survey commented favorably on the Professional Standards Committee, many surveys commented that Professional Standards was ineffective at best, was part of the "Old Boys Network" and was not attuned to current standards regarding sexual harassment and gender discrimination.

One ISA member commented favorably on the efforts of Professional Standards in helping her to deal with a male captain:

"Professional Standards helped me to understand why he [the captain] said those things (they felt he simply hated women in general, not just me!!) and they...said they 'scared him a bit' about the consequences, i.e. possible slander." (77)

However, most comments from ISA surveys excoriated the efforts of Professional Standards committees.

"Have heard from several women (and men) that Prof Stds is an 'old boys Capt Club'— they don't investigate — they don't try to figure out who's right — they just 'strong arm' the parties into saying they can get along. Also, they don't keep any records. So no one knows

how many times an individual keeps up behavior!" (123)

"Our airline's Professional Standards was no help at all." (8)

"ALPA Prof Stds has poor reputation for fairness and getting to truth; 'old boy's/capt's club'."

"Beware of Professional Standards. At my airline the man in charge is a known misogynist and homophobe, yet this is not seen as a problem in his present position, by those who appointed

him. Professional Standards operates in secrecy — often making those involved promise not to disclose the terms of their settlement...It's a bad system that doesn't solve problems — only burying them." (14)

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**Professional Standards committees are not a fact finding board: no witnesses, no search for evidence, no records kept. It attempts to get the parties to "forgive and forget" and just get along.**

---

him. Professional Standards operates in secrecy — often making those involved promise not to disclose the terms of their settlement...It's a bad system that doesn't solve problems — only burying them." (14)

"Their wish is not to actually deal with sexual harassment issues,... and this comes from someone whose work on her LEC Professional Standards Committee proved this out! As long as a woman is willing to pay lip service to the 'Old Boys' Club' that Professional Standards Committees really are, they'll never be useful in resolving these situations!" (101)

### **Professional Standards Committee Limitations**

Having previously served on a local Professional Standards Committee, I recognize the good that Professional Standards can achieve, while acknowledging their limitations. The enormous disappointment with Professional Standards as reflected in the ISA surveys may be due, in part, to a basic misunderstanding of what Professional Standards can and cannot do.

The Professional Standards committee is staffed by volunteer pilots, most of whom receive some basic training in conflict resolution and recently have also received a lecture from the ALPA legal staff on the legal aspects of sexual harassment.

However, they do *not* receive substantive training to help them to understand the nuances of sexual ha-

arrassment and gender discrimination — that immense gray area that is the basis for the majority of troubling incidents that are encountered.

The Professional Standards Committee exerts its power by virtue of peer pressure. It is not designed to be a fact-finding board. It does not have resources to fully investigate complaints brought by pilots; it does not usually bring in other people who

might have witnessed a given incident. What it does do is bring together the two parties in a neutral setting with a neutral facilitator who encourage each pilot to tell their version what led to the "disagreement" and then all parties attempt to "work it out." Despite many successes in resolving certain kinds of disputes, it is important to realize the limitations of the Professional Standards structure. Their goal is not necessarily to determine who is truthful in the matter, but to resolve the issue so the parties can safely fly together in the future. If the parties cannot work it out, Professional Standards steps out of the discussion. If the referral came from airline management, management may choose to pursue other action, including discipline, if appropriate.

Regardless of the outcome, no records are kept of the names of the parties involved, nor the facts of the incident nor even the type of incident.

### **Other Resources**

ISA members recommended other resources that they found effective.

Cited were books (specifically mentioned was: *100 Women Define Inappropriate Behavior in the Workplace*, Nancy McCann, Thomas McGinn) as well as *Working Woman* magazine and *Ms.* magazine.

Talking with her spouse "talking

(Continued on page 18)

## ISA SURVEY ON GENDER DISCRIMINATION AND SEXUAL HARASSMENT

(Continued from page 17)

with my mate, a male airline captain.”; “My husband is an airline pilot and we discuss these things to better understand both perspectives.”

Also mentioned was talking with family, friends, other men, and talking with other women in other male dominated jobs.

Also mentioned were “NOW [National Organization for Women] for information concerning legal aspects of the situation and a support system.”

One ISA member had a practical approach to avoiding an obnoxious crewmember: “Call in sick. Captain knows the extent his behavior is interfering with job performance.”

Other members mentioned the value of prayer, common sense and life experiences.

Other suggestions for when all else fails: therapists, assertiveness training, self defense courses, attorneys and EEOC.

**Legal language in your company's official regulations** rated an average of 1.55 out of 5.0.

**Legal language specific to flight operations in your company's flight operations manual** rated 1.36 out of 5.0.

**Management memos** rated a little higher at 1.8 out of 5.0, although it was noted that most of these memos were directed toward managers, rather than line pilots.

**Written training materials** were rated as 0.83 out of 5.0.

**Training by your company of 30 minutes or less** rated 0.22 while **training by your company of more than 30 minutes per year** rated 0.28 out of 5.0.

Typical comments from ISA survey respondents regarding airline training programs were:

“What training?”

“they keep promising”

“three minutes of talk to ‘CYA’

“three minute video in CRM -- worse than nothing at all!”

**Sexual harassment training included in CRM** rated 0.83.

fensive situation in her own way. A federal court case (*Robinson v. Jacksonville Shipyards*) discussed women's coping strategies: “(W)omen respond to sexually harassing behavior in a variety of reasonable ways. The coping strategy a woman selects depends on her personal style, the type of incident, and her expectation that the situation is susceptible to resolution. Typical coping methods include:

denying the impact of the event, blocking it out

avoiding the workplace or the harasser, for instance, by taking sick leave or otherwise being absent

telling the harasser to stop  
engaging in joking or other banter in the language of the workplace in order to defuse the situation, and

threatening to make or actually making an informal or formal complaint”

A leading text for training in workplace diversity, *A Tale of “O”: On Being Different in an Organization* by Rosabeth Moss Kanter with Barry A. Stein (Harper & Row Publishers, New York), suggests effective coping strategies for members of the “minority” group:

“Talk with the other ‘different’ people [Ed: other women or people of color]; share coping strategies and support.” For example: ‘Let me tell you know I handled that guy when he said...’. This is the same recommendation as the highest ranking resource from ISA survey respondents.

“Carry or wear ‘recognition signs’ that make it clear that one is there to do business.” Wearing uniforms is the ultimate symbol that we're there to work! Since some men are irritated when women don't wear their hats (though they might overlook a male pilot without a hat) it might be best to make the extra effort to wear the hat; it also serves as an adjunct to being an effective role model for young people.

“Search out opportunities to demonstrate competence.” For example, ALPA or other union committees, company management jobs.

“Develop diplomatic skills for handling/confronting awkward interactions.” A rehearsed quick comeback comment to common situations may help.

“Emphasize what the ‘different’ person has in common with some of the ‘majority’ workers rather than what makes them different.” If you don't enjoy fly fishing, you might discuss common in-

**Since the women in the ISA survey rated only two resources as effective – ISA publications and talking to other women – these two resources have been combined in these Surveys and these articles.**

### Airline Training Resources Rated Not Effective

None of the airline training reviewed in the ISA surveys received a “passing grade.” But the need for effective training by the airlines was pointed out by many survey respondents.

“The older, white, male pilots in their 50s ‘just don't get it’ and have a terrible time trying to change! They need training desperately and even then may not change. As they retire, the overall situation may improve. They think assertive women are the enemy. Very insecure! Management must be attuned to these failing/inadequacies, especially if in an instructor/manager and correct it immediately!. CRM is helping a lot, I think.” (62)

There were divergent opinions of sexual harassment training as part of CRM training. While one respondent commented that CRM was an inappropriate place for this kind of training, another respondent had suggested to management that it be included in CRM, but that her suggestion had not been taken. Most mentioned that there was nothing significant mentioned in CRM about sexual harassment or gender discrimination

### Coping Mechanisms

A coping mechanism is a behavior of the recipient that does not show her real feelings about the situation, but that allows her to deal with the of-

terests in computers, woodworking projects or private plane flying.

**ISA survey respondents mentioned a number of effective coping strategies.**

"After nearly ten years in the business I finally realized that I will never be one of the "Boys" - shortly after that realization I discovered that I don't want to be one of the "Boys" and that I'm here to stay as 'myself' whether they like it or not." (27)

"I don't feel that it is that big of a problem. Some men have problems with women and nothing will change it - I call it the "Small Dick Syndrome" - His problem - not mine!" (107)

"Let's face it - men and women are different! We need to take responsibility for ourselves. If you don't like something, tell them and make sure you get a witness! Document everything. I personally choose to ignore most of what I don't like because I figure if someone doesn't like me for my gender, it's their problem, not mine. I can use some "gentle persuasion" in a discussion, but I won't hold my breath hoping they will change. We just have to 'keep on keepin' on'!" (99)

"Any type of public or formal company complaint is still a very dangerous route to take. Sexual harassment is very hard to prove and also difficult to distinguish from other forms of mistreatment. I think sharing responses and coaching each other on how to avoid development of these situations is the best avenue we have. We all develop ways of dealing with these situations over the years, but we are all new at it for a certain period of time!" (128)

Other coping mechanisms include directly confronting the harasser and/or making a formal complaint

### **Words of Wisdom**

Many ISA survey respondents shared their thoughts, suggestions and words of wisdom with their fellow women pilots.

"Times are changing, but not fast. Beginning with initial flight instructors, we need to educate all levels of pilots that gender and sexual issues are inappropriate. Some people just never looked at what they were saying and doing as being anything other than cute." (76)

"I believe all the little comments, etc. that you receive over the years - that up until just recently we were expected to laugh off and "be one of the guys" - add up inside you deep down." (101)

"I tell ya, if you're a strong, intelligent, self dependent woman these

days, its dangerous. If you're single it's 100 times worse. Men either think you're a lesbian or else a prude! (So what, if you're either!?) We women need to stand together and gain respect! But How!" (79)

"I used to feel that a lot of women sort of "brought" on certain behavior from men, but I conduct myself very professionally - no flirting, etc. but recently I've still been subjected to ob-

fore me who have fought for equality. I feel today most comments are made out of ignorance and are not malicious." (71)

"How one teaches the small minority of unhappy men to be accepting of their female crewmembers is difficult. Talking to them does not seem to have much effect as they already have a low opinion of females anyway." (124)

## **86% of survey respondents agreed that ISA should establish a Resource Committee on Sexual Harassment and Gender Discrimination. ISA is now seeking knowledgeable volunteers for this committee.**

noxious behavior! It's not my fault!" (123)

"I find that the verbal and physical side of sexual harassment has lessened from when I first became involved in flying and I don't know it it's because there are more women pilots or that I have gotten more mature and hear it less. I find the most common discrimination I receive now is that I am not judged in the same light as most men pilots and must always perform better." (6)

"Sexual harassment in the physical sense is not a very big problem. In today's environment most men are very sensitive about not saying or doing actions that are inappropriate. They are almost afraid to talk to us now. On the other hand, men's perception that women are not as capable as men are slowly changing as more men are exposed to female pilots. I feel this is a problem in all professions, something that will take time and competence to change."

"I have experienced more positive behavior than negative from crewmembers and passengers. It's just the few that gets under my skin." (25)

"Changing times and public awareness are doing more to change inappropriate behavior than all the CRM, official regulations, etc. in the world. Just as it has become 'socially inappropriate' to exhibit overt racial prejudice, it is becoming more 'uncomfortable' for people to exhibit sexual harassment behavior." (29)

"I do not think ISA should emphasize gender discrimination over other areas of concern. This is a very sensitive issue for the male pilots as well as other professionals males in our society. If not handled with great diplomatic skill, we could do more harm than good." (55)

"I guess I've led a rather sheltered life. I should thank my "sisters" be-

### **ISA Resource Panel on Sexual Harassment & Gender Discrimination**

Eighty-six percent of ISA survey respondents recommended that ISA establish a panel of interested and experienced ISA members to serve as a resource panel for other ISA member to call to discuss their "challenging" situations.

In order to implement this survey recommendation, we would solicit ISA members to serve on the *ISA Sexual Harassment & Gender Discrimination Resource Panel*. This panel will be available for informal discussion and advice for ISA members who may find themselves in need of someone to talk to about these issues.

If you are interested in serving on this committee, please contact the Editor (US Mail or Cserve 76627,2775). Tell us of your interests and experience in this area and how you'd like to help.

*Survey data (sans identifying data) can be made available to qualified aviation and CRM researchers as well as airline Human Resource Departments. If your company is planning training (or planning to improve any existing training) in the areas of gender discrimination or sexual harassment, they may wish to consult the ISA Data Base composed of data from these surveys. Contact the Editor for information.*

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# LAYOVER LEISURE

CHICAGO



by Margie Freeman

**I** don't think it's possible to have a long airline career without having a layover in my hometown of Chicago. I thought I got into the airline business to see the world, but I just don't have it in me to leave this great city. The home of Al Capone, Chi Town, or The Windy City as it is often referred to, is packed with theaters, museums, sports teams, music, fine dining, magnificent architecture and shopping.

## Transportation

Before your next Chicago layover, call 1-312-836-7000 and ask for a CTA system map to be sent to you. There is no easier, convenient, and yes cheap way to get around town. For usually around \$1.80 you can get anywhere you need to go. This map gives all train and bus routes for the entire city. It is fairly easy to get around by car, but don't even think about renting one. Parking is limited, besides you would need a second mortgage to afford it. Cabs would be my second choice for transportation, but I wouldn't even consider these until maybe the wee hours of the morning. (There are a few busses and trains that don't run 24 hours a day.) Trains are color coded, and buses are numbered. You can even leave O'Hare or Midway by train and get to the Loop(downtown). Now on to what to do about town.

## Eating Out

Have I mentioned shopping yet? That was just a tease. We will talk about that later. Let's fill your tummy first. Restaurants run the gamut. Very, very expensive to airline pilot affordable. I'll limit this discussion to the latter. Chicagoans love their food. Chicago is known for

its pizza with the works. City ordinance prohibits the sale of a plain cheese or sausage pie. My picks: *Pizza*: Gino's East, 160 E. Superior or Giordano's, 747 N. Rush. *Italian*: Papa Milano, 951 N. State or Scoozis!, 410 W. Huron. *Seafood*: Bub City Crabshack and Barb-B-Q, 901 W. Weed St.. *Chinese*: anything in Chinatown. *American*: Ed Debevic's, 640 N. Wells. *Mexican*: Su Casa, 49 E. Ontario. *German*: Berghoff's, 17 W. Adams. If you want to hobnob with the local celebs we have: Oprah's place The Eccentric, 159 W. Erie, Harry Caray's 33 W. Kinzie, Michael Jordan's 500 N. LaSalle, and Mike Royko has been known to frequent The Billy Goat Tavern, 316 S. Wells.

Now that your stomach is full, how about a museum?

## Museums Galore

The Adler Planetarium (free on Tuesdays) and the new John G. Shedd Oceanarium (free on Thursdays) are my favorites. They are located within walking distance of each other and both can be seen in one day.

The Field Museum of Natural History is a stones throw away, but takes a full day to see in its entirety. These Museums are located near Meigs Field. If you're missing airplanes, you can buy a hot dog from the many street vendors there and watch the airplanes takeoff and land.

While you're doing that, try to imagine a B727 landing there. Impossible? Not! United Airlines donated a B727 to the City of Chicago. The largest aircraft to land at Meigs Field was then shipped by barge down Lake Michigan, towed across Lake Shore Drive, and placed into The Museum of Science and Industry

(free on Thursdays). The "Take Flight" exhibit consists of the 41-ton aircraft hung from the ceiling of the Museum. The Art Museum is another favorite. Located at 200 S. Michigan and free on Tuesdays.

## Sports and Games

Next to eating, Chicagoans love their sports teams. You have your choice of Da Bears at Soldiers Field (football), Da Bulls (basketball) and Da Black Hawks (hockey) at The United Center--yes as in United Airlines, Da Sox at Comiskey Park (American League baseball), Da Cubs at Wrigley field (National League baseball).

If the boys of summer ever get back on the field, that's my game of choice. Friday afternoon games at Wrigley and Saturday night games at Comiskey are the most popular, especially if big time rivals like New York and St. Louis are in town. At Wrigley try for the \$8 bleacher seats. They are the best seats in the park. Avoid the nose bleed section at Comiskey.

## Festivals and Fun

Another favorite of the summer is street festivals. The biggie is the 4th of July Taste of Chicago in Grant Park. This festival lasts a week and hosts every conceivable food type available in the city. Restaurants in town really show off their stuff. I told you we like to eat! The Blues Fest is in mid-June, and the Jazz Fest is in August. Other fests include several art festivals in various neighborhoods.

## Blues, Jazz and Theater

This would be a good segue into

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## LAYOVER LEISURE: CHICAGO

available music. Chicago is home to some of the best Blues in the world. Try B.L.U.E.S., 2519 N. Halsted or Kingston Mines, 2548 N. Halsted. If Jazz is more your taste, cab it to Fitzgeralds on Sunday nights, 6615 W. Roosevelt Rd.-Berwyn. Skip Rush Street,--the famous night club section is not what it used to be.

If you have an extra-long layover check out the theaters. My picks: The Mayfair Theater, 636 S. Michigan Avenue to see *Shear Madness* or Second City, 1616 N. Wells. For up to the minute entertainment information pick up a newspaper called *The Reader*. It's another thing that's free, but you have to find them before they're all gone. They hit the streets on Thursday nights and are usually gone by Friday night. Look for them at corner stores.

### City Tours and More

Again, if you have the time, check into an architectural tour. Tours are available by foot, boat, or bus. Must sees: Buckingham Fountain, free and opens Memorial Day 9am-10pm

with a light show at 9pm daily. Wendella Sightseeing Boats, 400 N. Michigan Ave gives a architectural river tour which obviously operates summers only. Oak Park, a western suburb, is the birth place of Ernest Hemingway and also the home of the Frank Lloyd Wright Home and Studio. Near the corner of Chicago and Forrest are numerous Wright structures.

Other very inexpensive entertainment options are the zoos and the beaches. Lincoln Park Zoo (2200 N. Cannon Drive) is open 9-5 year-round. Oak Street Beach (600-1600 North) is the most popular beach in town. Expect it to be elbow to elbow on hot summer weekends.

### Finally...Shopping

I don't think I can stall any longer. The best shopping in the world is in Chicago! Start with the Magnificent Mile (400-1000 N. Michigan Ave). Tiffany, I. Magnum, Gucci to name a few are here. Water Tower Place (835 N. Michigan) houses Lord & Taylor, The Avenue Atrium (900 N. Michigan) houses Bloomingdale's, Chicago Place (700 N. Michigan) has Saks Fifth Avenue. Eight blocks South and a couple West is the department store to beat all department stores:

Marshall Field's (111 N. State). Most stores are open until 6pm Monday-Saturday and until 5pm on Sundays. Thursday nights some stores stay open as late as 7pm.

This article could go on forever. This was just a cursory mainstream overview of the city I call home. Although I encourage you to use the mass transit system exclusively for getting around, I also encourage you to use the same common sense precautions you would use anywhere. Travel in well-lit, heavily occupied areas. Don't carry large sums of cash and most importantly *Enjoy Yourself*.

## Layover Leisure City for July Newsletter San Francisco

Is your hometown a frequent layover point for airline crews? Do you layover in a city so frequently that you now think it is your home? Please submit information highlighting all your Favorite Places...Favorite Spaces in San Francisco.

Submit any **San Francisco** information by June 1 to:

Margie Freeman  
3629 N. Harding Avenue,  
Chicago, IL 60618  
312-866-2337; CServe73412,2207

## Holly Mullins' Husband Acquitted in Arson Prosecution Witness a "No Show"

ISA Charter Member Holly Fulton Mullins, formerly a pilot for FedEx, was beaten to death on August 30, 1991 and her body found the next day in her burning van. In 1994, her estranged husband, Michael Mullins, was acquitted of her murder.

Recently, Michael Mullins was tried for arson in the burning of the van containing her body. On February 1, 1995, the Judge directed a verdict of not guilty for Mr. Mullins when a key prosecution witness who was hospitalized, failed to appear for the arson trial. Apparently, the prosecution failed to subpoena this witness.

Another prosecution witness, William Gansman, refused to testify, claiming the Fifth Amendment protection.

Gansman earlier testified at the Grand Jury that he had had a conversation with Michael Mullins about Holly's death. According to newspaper accounts, Gansman's Grand Jury testimony included the following:

Q: Has he ever told you who he feels is responsible for burning Holly's van?

Gansman: Yes, sir.

Q: Who?

Gansman: He said he did it.

Q: Who else was present?

Gansman: Nobody.

Other witnesses testified that when they met Michael on August 31 at about 11 am, it was several hours later than they expected to see him and they noticed that he had burns on his face and an injury to his hand.

Florence Sanders-Higdon reports that following the latest court decision, Michael Mullins, who previously was on suspension by FedEx as a result of his felony arrests, has returned to FedEx and is now attending B727 recurrent captain training.

*The facts for this article were taken from several newspaper accounts of the trial. Thanks to Florence Higdon for submitting the newspaper articles. If anyone wishes to read the comprehensive newspaper reports of the trials, Florence will make copies. Just send her a check for \$5.00 to cover her costs of xerox and postage: Florence Sanders-Higdon, 8471 Bazemore Road, Cordova, TN 38018.*

## ISA Member Hosts a Mountain Paradise

by Carol Cansdale

**W**elcome to the Finch House" are words you might like to hear if you're planning to do some downhill skiing and other outdoor sports in the Steamboat Springs area soon.

The Finch House, owned by ISA member Sharon Finch and husband, Jim, is just a 10 minute drive from Olde Town and the Steamboat Springs ski area, in addition to x-country skiing and snow mobiling.

It is a unique 2 bedroom, 2 bath rental unit that includes a fireplace, kitchenette, dining and living areas and is located in a scenic setting on its own mountainside adjacent to undeveloped land and thousands of acres of the Routt National Forest with McKinnis Creek running through the lower meadow. Did I mention it has a large indoor hot tub?

Jim and Sharon originally were looking to operate a B&B while at the same time pondering their future (retirement in the far distance) and decided to move from Boulder to the Steamboat Springs area. After looking at other larger properties, they found a two-story ranch house nestled in an aspen grove at the bottom of Rabbit Ears

Pass and overlooking the entire Yampa Valley. The Finch's occupy the upper level and have remodeled the lower level that offers a separate entrance and parking area, new furniture, oak trim a queen size bed in each bedroom and a futon in the living room. Did I mention that there is a large indoor hot tub, in addition to a fireplace and two satellite TV's? Is this place

great...or what!

I asked Sharon if she had regrets about taking on a project like this, and she said she actually is glad they didn't buy a larger house with more rooms. They have the experience of being innkeepers but are not tied down to a daily routine as one would expect from a larger B&B.

She writes, "The location is prime if you like privacy, views, and a change from the hustle and bustle of condo city on the ski mountain. You can be at the ski area's free parking as quickly as many who wait for the ski bus or walk from their 'on mountain' locations.

With views from your kitchen or bed-

problem if you want to stay up and hoot with our resident Great Horned Owl-but chances are you will probably enjoy the serenity and spa after the moguls have had their way with you. Early risers might even see a herd of elk pass within yards of our home - it is a prime elk habitat also."

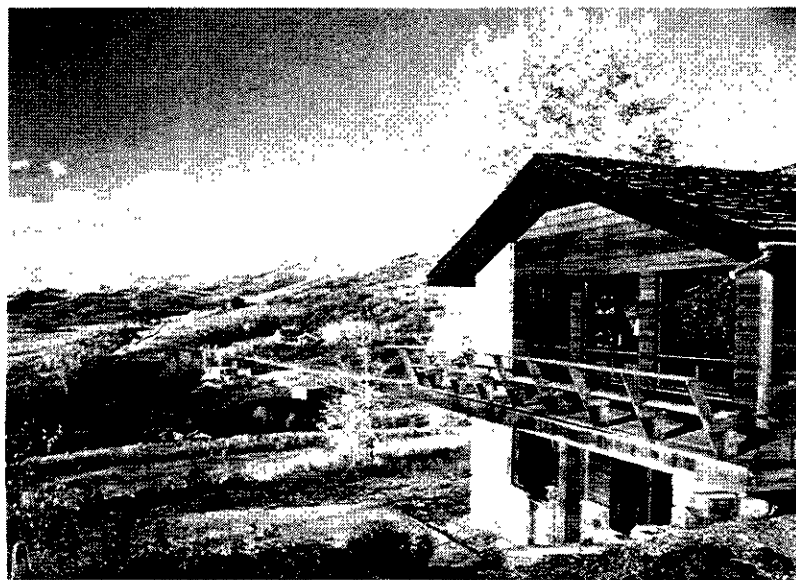
Sharon also told me that she and Jim find their project fun and rewarding. Recently they rented to a young couple and to the woman's surprise, the man proposed to her! Jim assisted by acting as free-lance florist (he bought the rose) and the couple were thrilled with the 'honey-moon' suite.

Jim and Sharon, both excellent skiers, also love to turn their guests onto the fun of skiing and the beauty of the Steamboat area. They sound like ideal hosts to me!

You'll probably need a rental car, which average as little as \$30/day and don't worry about getting stuck in snow, they are just 1/2 mile off Highway 40 on a level driveway. Speaking of snow, Sharon also reports that Steamboat had record snow in January.

The location is ideal for Sharon, who flies international routes for NWA and is gone for numerous days at a time. She can hop a flight to Minneapolis from nearby Hayden (32 miles away) and check in for work in less than two hours.

Looking for a great place to stay while skiing? Call Jim and Sharon at 800-214-7124, 303-870-9815 or fax at 303-870-9479, or write to them at The Finch's, P.O. Box 88-1192, Steamboat Springs, CO 80488. Did I mention they have a large indoor hot tub?



room, you can watch snow falling on the Gondola and be jumping aboard it in just an 8 minute drive. We are always happy to give tips on the local restaurants and activities. Many of our guests even join us for a run on the mountain if Jim is not off ski instructing and I'm not out flying.

With just the two of us here there is no

ATTENTION MEMBERS! I need your contributions for this column. Are you or another ISA member you know involved in an interesting activity outside of your airline flying? Even though we all share a common bond in flying, we are in most other ways a very diverse group. Tell us about your extracurricular activities such as volunteering, sports, talents, awards, hobbies, etc. Interest in in high in ISA Members *Duty Free*, but you're all too shy! Tell us about yourself, or another ISA member and send all information including photos to: Carol Cansdale, 1520 West 61st Street, Minneapolis, MN 55419-2122.

Next Deadline for ISA Members *Duty Free* is June 1.



## CAPTAINS: WHEN THE HONEYMOON IS OVER

(Continued from page 1)

of Adam and Eve.

### **The way it was**

When I first started flying in 1966, I continually reminded myself that I was more than just an "ordinary woman." While some mistook this attitude for ego, it was actually an attempt to distance myself from the prevailing feminine legacy of helplessness, incompetence and deference to men. It was not womankind or my gender identity I had a problem with; it was the stereotype.

The book *Communication Between the Sexes* by Stewart, Stewart, Friedley and Cooper explains that gender expectations cause boys and girls to be raised quite differently. Infant girls tend to be held and nurtured more than boys, and mothers communicate more and better with a daughter than with a son. Almost from birth, gender-appropriate behavior is rewarded, while the opposite is discouraged—most harshly in boys.

A child's gender identity is firmly established by the age of three, after which it becomes self-sustaining. At this point, girls become other-directed and nurturing while boys behave in an aggressive and self-assertive manner. Girls' relationships are based on reciprocity and cooperation, while boys struggle and compete to establish themselves as the dominant member of the playground hierarchy.

By high school age, boys want to attract an audience and constantly try to "out-do" each other; however, showing off or even speaking assertively is discouraged in girls as "unladylike" or "bossy." Boys' aggression is mostly physical, and girls' tends to be verbal. Boys excel in the visual-spatial, while girls show superiority in fine motor skills. Boys' greatest fear is retaliation from an authority figure, while girls fear the loss of acceptance and love. On the

whole, each gender supports and sustains the other's style.

### **So what kind of adults does that make us?**

Women want to be liked, men want power; women are "permitted" to show their emotions, men are expected to hide them; assertiveness is seen as "unfeminine", while aggressiveness is praised in men.

Women in non-traditional career fields defy cultural norms; and in do-

### **Women downplay their certainty while men downplay their doubts.**

ing so have helped break down stereotypical attitudes, updating our society's idea of what a woman ought to be. Nonetheless, it is a pretty tall order to rise completely above a gender-restrictive upbringing or to expect all members of society to behave towards women in an enlightened manner. Some less obvious gender-based contributors to females taking a back seat—even when she's in the left seat—continue to influence our professional lives.

### **Women are passive, men are aggressive**

While this statement is certainly not true for all people in all situations, observed gender-based tendencies seem to bear out this contention.

**Women wait to be chosen, while men actively promote themselves.** This is not a problem in airlines with seniority systems, but probably contributes to the "glass ceiling" phenomenon in other work situations. When I was in general aviation, I was passed over (more than once) for jobs that were given to men with considerably less flying experience than I had. Although I fumed over what I considered to be blatant sexism, in retrospect I didn't always promote myself as persistently as some of the men did. I also assumed that I should mention my qualifications and willingness only once, so as not

to be a pest.

### **Men boast, women don't.**

While bragging in itself is not an admirable quality in anyone, it is more likely to be tolerated in men and taken as a sign of confidence. Most women regard boasting as juvenile and distasteful, and refuse to participate in it; also, such behavior is considered socially unacceptable for women. Unfortunately, such silence is often interpreted as weakness, or as having never accomplished anything worth mentioning. In truth, refraining from boasting doesn't necessarily indicate a woman's lack of confidence, but rather a reluctance to reveal the level of confidence she really feels.

### **Men conceal their weaknesses, women conceal their strengths.**

This attitude goes hand-in-hand with the prevalent idea that women shouldn't "blow their own horn," a socially unacceptable trait in this gender. Females tend to be "facilitators" in a conversation, saying and doing things to make the other person feel good about him or herself; but in the process, her own value can often go unnoticed. Unfortunately, when she doesn't mention her background and qualifications, no one assumes her to have the impressive wealth of experience that she does—even when she's wearing four stripes. Concealing a strength is not the same as refraining from boasting, but it can feel like the same thing to a socially-sensitive woman—usually to her detriment.

**Men must always appear certain—women aren't expected to.** Some men have a real problem admitting to a mistake or a weakness, and are loath to admit a fault if they don't absolutely have to. Women, on the other hand, have less of an ego-centered image to uphold, and therefore less hesitation about admitting to a shortcoming or lack of knowledge. Women downplay their certainty, while men downplay their doubts.

### **Women are afraid to complain—men aren't.**

No woman, especially one in as male-dominated a field as airline flying,

## CAPTAINS: WHEN THE HONEYMOON IS OVER

wants to stand out as a whiner, complainer or someone who's "too delicate to handle the job." So, because it is considered bad form for a woman to speak up when someone or something negatively affects her, she rarely does—even when a complaint is warranted.

### ***Men seek credit for their work – women avoid it.***

Women are willing to accept the responsibility when they make a poor choice (a good quality in a Captain) but seem to dodge accepting full credit, even when it is due. A woman supervisor will say "we" when accepting a compliment for a well-done project, whereas a man in a similar situation is more likely to say "I."

Clearly, the woman's choice of words is more appropriate, but the man's portrays him in a more positive light. Women, as a whole, are not comfortable standing out, and prefer to be team players rather than solo performers.

### ***Men stick to their guns—women cave in too quickly.***

One of the more negative aspects of a "typical" male personality is that he might speak loudly and with great conviction, regardless of anyone else's input—even when he is wrong. Women have less problem with listening to and carefully considering another's opinion or suggestions; and that is a positive quality in a captain. What is not good is that even a woman who is sure of herself will sometimes, when challenged forcefully enough, back down—even when she is right! Such a response erodes her authority—and in our line of work, that could have tragic consequences.

A "typical" female trait that is extremely beneficial in our profession is thoroughness and attention to detail. Women, on the whole, know their jobs much better than they usually let on—and that knowledge must be readily referenced whenever she is challenged. A man's strong (if inappropriate) statement should be in-

terpreted as "Can you substantiate your claim?" rather than "You're wrong, lady!"

### ***Men can brawl verbally and still be friends—women can't.***

This "ritual fighting" can involve loud, angry talk, heated opinions, name-calling, vulgarities—often over trivial issues. Men actually enjoy this; women find the practice abhorrent.

Most women take insults personally, and find it impossible to do their best in a contentious situation. It is important for a woman to recognize that such a challenge is not a per-

### ***Sometimes strong-willed men interpret a question from a woman captain as an invitation for them to take over and make the decision.***

sonal attack, just an extremely divergent interactive style in which she has every right to refuse to participate.

### ***Real men don't ask for help.***

Typical men are hesitant to ask for someone else's input because it might reveal "weakness" or a lack of self-sufficiency. Women, however, seem unaware that they can make a negative or weak impression by asking for information. It must be remembered, however, that one of the vital elements of effective CRM (C/L/R to United pilots) is resource management—and that often means asking questions.

Sometimes strong-willed men interpret a question from a woman captain as an invitation for them to take over and make the decision—something she never intended! Author Tannen suggests a better way of asking questions of such a person might be "I'm going to make the decision myself, but I'd like your opinion."

### ***Small talk is only small if you're female.***

A man who talks about his home life is considered to be a responsible, mature family man. A woman who talks about her family on the job might be

seen not as the Pilot in Command, but as "Little Mother." While friendly conversation shouldn't be avoided out of fear of misinterpretation, it can sometimes be helpful to keep the non-work-related talk to a minimum until the captain is sure that such pleasantries will not be a detraction from her command authority.

### ***Conversational inequalities***

It's unfortunate that tiny elements of typical women's conversation give the impression of uncertainty or insecurity (therefore, incompetence) when they are being received by someone who is not tuned in to her speaking style.

### ***Small words that weaken.***

Prefacing statements with words such as "Perhaps..." or "I think..." is often interpreted as indecisiveness in a woman—but politeness in a man! Other detrimental expressions are "tags"—statements that end in "...isn't it?" "...don't you think?" or weakening words like "Well, you know..." "Kind of..." Disclaimers such as "Well, I don't know much about this, but..." are often used as a "conversation smoother," rather than an honest profession of ignorance.

A woman could be perfectly sure of what she is saying, but may habitually use such expressions without realizing their negative impact on the listener. (This includes self-deprecating comments that might not be taken in jest, even if they were intended that way.)

### ***Whoever said I was apologizing?***

Women, far more than men, say "I'm sorry" as a correction to a statement. Though not intended as an apology, it comes across that way when the expression is overused, and can backfire (putting her in the "one down" position) when used to excess. Women also tend to make more self-deprecating comments, which is hypothesized to be a means of "apologizing" for being successful. Another polite expression women commonly overuse is "Thank you", if it is intended merely as a conversational "closer" instead of a sincere expression of gratitude. Some men

(Continued on page 25)



## CAPTAINS: WHEN THE HONEYMOON IS OVER

(Continued from page 24)

think, "Why does she keep thanking me just for doing my job?"

It is interesting to note, however, that the word "please" — as in "Flaps 1, please" (a statement, not a question) was not mentioned by any of the linguistic experts as a detraction from the strength of a command.

This is probably because it is used by both genders and is understood to be courtesy or just an individual's style.

### ***What a voice!***

Voice inflections can betray a speaker's confidence in herself or send a message she never intended. Men's typical downward inflection (even if they're not really sure) indicates certainty; women's typical upward inflection implies she is seeking approval. And higher pitched, softer voices, usually female, sound less authoritative than louder, more deeply-pitched ones.

### ***The "Strong, Silent" myth.***

Men actually talk more than women (despite the popular misconception), and dominating a conversation is a common way of controlling it. Men also interrupt more, for the same reason. (When women interrupt, it is to add to, sustain or facilitate the conversation.)

Of course, for an interruption to succeed, the other party must cooperate by being the first one to back off. Women are more inclined to relinquish center stage, and men are more willing to claim it.

Men's topic shifts are also more abrupt—as if he is saying "Okay, I'm done with this subject." A woman generally has more sensitivity to the person with whom she is speaking, and will make her topic shifts in a more gradual, polite manner.

Men are more adept at "banter," and can use it to talk their way out of extra work they don't feel like doing. The woman (even if she's captain) is perplexed by the lack of productivity; and, weary of the verbal barrage and no action, ends up doing the work

herself.

### ***Heard any good jokes lately?***

Men feel more comfortable working with women who have a free and easy sense of humor. Delightful as it is, even humor can be abused as a tool of control. It has been proven that men joke around more than women normally do. There's nothing wrong with that—it's fun to deliver a great punchline and have it roundly appreciated. Even for a short time, a story-teller who makes an audience laugh is in total control of the group.

But it is a clear sign of erosion of command if a subordinate crewmember is the initiator of so much "cutting up" (including joking insults—a form of "ritual fighting") that he drags the captain into a conversational atmosphere in which she never intended to participate. Later, when it's time to get down to work, she is

### ***For women, imitating a totally "male" style doesn't work***

surprised to not be taken seriously when she has something meaningful to say.

### ***The woman as boss***

Society's gender presumption is still that of male pilots and female flight attendants. And while rampant sexism may occasionally be encountered on the job, author Tannen urges patience; she contends that it is better to influence than to offend, and the experiences of many female pilots gives credence to her advice. Women captains, especially, "...live in the unexpected role, and must struggle against others' assumptions that do not apply to them."

### ***I never said I wanted to be a man!***

Research shows that females in non-traditional roles are more likely to adopt elements of the men's styles, because if they don't, the women are ignored and walked upon. But few, if any, women want to become male clones. Most women find their own way without violating too many societal norms (which carries a high

price) and without betraying their own sense of sexual identity.

Author Tannen emphatically says that imitating a totally "male" style doesn't work. "If you try to adopt a style that does not come naturally to you, you leave behind your intuitions and may well behave in ways inappropriate to any style, or betray the discomfort you actually feel."

### ***The stereotypical boss***

Employees polled on their ideas of what qualities a leader should possess included the following: command ability, competitiveness, decisiveness, objectivity, forcefulness, consistency, self-confidence, emotional stability, desire for responsibility, perception, creativity, ambitiousness, helpfulness. Obviously, these qualities are a combination of traits normally encountered in both sexes.

Nonetheless, the typical idea of a "boss" is that of a man—large, commanding and aggressive. A small, inconspicuous, deferential person (read: woman) would be just fine as a subordinate, but doesn't "look" the part of a leader. Therefore, she starts out her captaincy with the disadvantage of having to prove her competence, something a man never has to do. That could explain why a woman has no problems as a flight engineer or copilot, but later runs into unforeseen difficulties when she upgrades to captain.

Authority has been traditionally equated with maleness. Because women's natural styles are perceived as lacking authority, there will be some men who can't fathom the idea of a woman in a command position. It is too great a violation of their cultural conditioning; and female bosses violate the norm. From the time men were little boys, they have struggled to take center stage, and resent being "beaten to it" by a woman. Not all men feel this way, fortunately; but those who do find power threatening in a woman. These "traditional" men see giving orders as a way of being "one up"; but taking them equates to being "put down", an unacceptable and galling experience if the supervi-

(Continued on page 26)

## CAPTAINS: WHEN THE HONEYMOON IS OVER

sor is a woman. Such a man would feel emasculated even if he had Amelia Earhart for a captain.

### ***A woman in authority is still a woman.***

The man who finds working with a female captain to be too great of a culture shock will fall back on the only way of relating that he knows—he treats her like a woman. This image could be of mother, wife, kid sister, daughter or date—but most likely not as the "Final Authority" specified by FARs and airline company policy.

Historically, women are less likely to be listened to or taken seriously by a man. A man will guard himself against being put in the "one down" position, and will actively seek to establish himself as "one up." Women generally have less ego investment and are not normally attuned to expect this sort of power struggle. As a captain, she can be caught unaware when she is disrespected without warning, or her authority is suddenly challenged after a period of time. The man only knows that he feels distinctly uncomfortable, and may not even be consciously aware that he is plotting to thwart her at the first opportunity possible.

Author Tannen states, "A woman who assumes a role that has previously been held by men will likely begin work with an aura of suspicion about whether she is up to the job; and this may well lead at least some of her coworkers to press her to justify her decisions. This very questioning then becomes 'evidence' that she lacks competence, regardless of her real abilities."

### ***Subtle insubordination***

It is harder for a woman to influence a man in the work environment, even if she is his superior. One way lower-ranking men undercut a female's authority is to speak to her in ways that imply she is ignorant, unprofessional or incompetent. Such suffixes as "...you follow?" "...you see?" "I guess I threw you when I said..." give

clear indications of a person's attitude.

In situations like this, some women (even if they feel unfairly judged) are initially inclined to take the comment at face value and momentarily question whether or not they *really* are as inadequate as he is suggesting. It is highly unlikely that this is the case, but such comments can still fluster her and erode her confidence. The aggressor senses this, and will take full advantage for as long as he is allowed.

Excessive delay in following orders, pretending not to hear, unnecessary questioning of a captain's motives and demanding justifications instead of doing as directed are problems male captains encounter as well, but are more commonly used on women.

According to author Tannen, "The effect of their (subordinates') reluctance illustrates the necessity of everyone in a group cooperating to establish the authority of an individual in the group." That means that the

### ***Women often prefer to utilize an indirect speaking style, which is usually more comfortable to her.***

captain only has the power of her authority as long as the subordinate crewmembers accept and support it. In our line of work, that has never been a copilot's decision to make, unless he is prepared to mutiny...which is highly unlikely.

### ***Female problems of another kind***

Women have been accused of having "thin skin", thus implying their unsuitability for command positions. But columnist Meg Greenfield noted "It's the only kind of skin human beings come with." Men can be just as emotionally sensitive, but are generally more adept at concealing it. Because of this cultural inequality, women are less accustomed to dealing with conflict and attack; ironically, a woman in authority is *more*

likely to be the target of hostility than a man.

### ***Women don't rub in their authority***

Women generally don't want to throw their weight around or "pull rank," and may downplay their authority so as not to appear bossy. They prefer to think of themselves as a team leader as opposed to a dictator, and wish to provide a sense of equality with coworkers as well as a comfortable working environment. In order to avoid appearing "pushy," (which is socially unacceptable) she may rephrase orders as suggestions, and give reasons even when none were asked.

### ***Was that an order she just gave me?***

Women often prefer to utilize an indirect speaking style, which is usually more comfortable and natural to her. There is nothing wrong with that, as long as the copilot understands and shares the style as well. Where problems occur is when a man ignores a gently-worded statement because he *did not recognize it to be a command*. The worst-case assumption is that directness equates to power, and indirectness is a sign of submission.

### ***Let the guy feel important***

Women are also concerned with allowing others (especially male subordinates) to "save face." In doing so, women sometimes temporarily adopt the role of novice or listener to allow a male subordinate to "feel smart" or more comfortable around her — although this can backfire if he mistakes the charade for reality.

Women in supervisory positions often take more care to avoid offending when talking to subordinates than to superiors! This is another reason why a woman who once came across as a strong, assertive copilot can suddenly appear weak and ineffective after she dons the fourth stripe. Women sometimes negotiate poorly, preferring a solution which results in "making peace" with her coworkers rather than listening to the others' position for the purpose of arriving at the best solution.

*(Continued on page 27)*

## CAPTAINS: WHEN THE HONEYMOON IS OVER

(Continued from page 26)

### *I hate to be yelled at.*

Men are blunt about delivering criticism—women prefer to soften it. Women also have a harder time correcting a man's performance than a woman's. Unfortunately, a compliment-prefaced critique (which we have all been taught is the "best way" to deliver criticism) can go right over a man's head, leaving the point of the message unreceived.

While women pilots have toughened themselves to endure the sting of male-style criticism and can "take it", they still experience difficulty delivering criticism of a subordinate's performance in an effective manner.

Reinforcement of performance also falls along gender lines. Men expect no feedback unless something has gone wrong; but women tend to want feedback as assurance that she's "doing fine." Silence from a superior assures a man, but demoralizes a woman.

### *When the stuff hits the fan.*

In irregular operations, emergencies or stressful situations, men often tend to become more dictatorial and directive; women usually become calmer, more deliberate and more interactive. Both styles are equally effective.

Women, in general, take great care to prepare and lay the groundwork for a project so that all possibilities are covered in advance and mishaps are avoided; men tend to dive right in, then deal with problems only if they arise. There are times when the more typically "female" approach (regardless of which gender utilizes it) is preferable in an abnormal situation, if it calms a nervous crewmember or assures him/her that the captain has a definite plan and that the situation is under control.

It is interesting to note that nowhere in the experts' research was any mention made of the stereotypical attitude that women are more likely to panic in an emergency. If any-

thing, the opposite reaction was consistently observed.

### *Expectations of leaders.*

The boss has the right to choose his or her own command style, and the subordinate is expected to conform to it. Superiors have a right to expect subordinates to wait for them, but it is considered bad form to make the boss wait. Superiors have the right to initiate positive feedback (compliments), whereas a subordinate is not expected to, as it inappropriately implies the right to judge the captain's performance.

Those of higher rank are more likely to be listened to when they speak up; therefore, an unusually reticent woman captain can be perceived as a "newcomer," even though she clearly is not. Superiors may initiate "small talk," whereas subordinates are not

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### ***The boss has the right to choose his or her own command style, and the subordinate is expected to conform to it.***

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expected to. Taking on the role of "teacher" establishes the speaker as "one up," an element that is inherent (and expected) in a captain's role.

While some men may resent these role behaviors in a woman captain, others will disrespect her for *not* observing them. Lower ranking crewmembers, for the most part, expect a captain to behave in a certain way—and if a woman deviates from these expectations, she is seen as unworthy of the command position.

### *The good news*

Change is hard for people to accept, but it can and does happen. A business survey taken in 1971 showed that female executives were "not popular," according to mostly male respondents. But the same survey taken in 1981—after many of these same men had a decade of exposure to an influx of women executives—indicated a change of heart, and a

rejection of the stereotype. Clearly, it was the first experience that was hardest for both the men and the women. Men who have worked for female managers before are more accepting than those who have not.

It is important to remember that the statements made in this article are generalizations derived from research, and that they tend to paint "worst-case" scenarios. It does not mean to imply that all men will behave in the ways described, nor will all women. The majority of pilots I have had the pleasure of working with are mature and disciplined professionals who have risen above negative societal stereotypes.

What this information is intended to do is present reasons why the small percentage of gender-induced miscommunications occur, and hopefully bring about greater awareness and mutual understanding between the sexes.

Author Tannen summarizes, "Understanding what goes on when people talk to each other is the best way to improve communication. You have to look at things from two points of view to really understand it."

No "answers" were presented here because each person must come up with her own, as appropriate to her unique communication and leadership style.

*The last installment of this series will deal with assertiveness training (something women tend to need more than men), and it will contain methods and suggestions for those who have an interest in improving their leadership abilities.*

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### Bibliography

*Communication between the Sexes* by Stewart, Stewart, Friedley and Cooper, Ph.Ds, 1990  
*Taking from Nine to Five* by Deborah Tannen, Ph.D., 1994

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## ISA MEMBERS SPEAK

Dear ISA News Editor:

After reading Jean Harper's

"Captains: When the Honeymoon is Over" I was moved to clap and say "well said!" Since the topic is one that's of importance to all ISA members, young and old, junior and senior, I thought I'd share some of my "weapons" in what is really a communications challenge.

I've found several books on the subject which do a good job of making us aware of just how important -- and misunderstood -- your words can be. I recommend the following reading list for each ISA member, no matter what her position:

Some of the best information comes from Dr. Deborah Tannen who has written several books on the subject, "You Just Don't Understand: Women and Men in conversation,"

"That's Not what I Meant!: How Conversational Style Makes or Breaks Your Relations with Others" and most recently

"Talking from 9 to 5: How Women's and Men's Conversational Styles Affect Who Gets Heard, Who Gets Credit and What Gets Done at Work" (all published by William Morrow, Ballantine)

All of her books have a great deal to teach us about communicating with men, and other women and how our

meanings may not come across as we had planned them.

Another book I recommend is "Hardball for Women" by Pat Heim with Susan K. Golant (Plume Books). It's fascinating reading -- although I think I scared the businessman sitting next to me on my commute home! -- which details the male business culture and how to use it to your advantage.

My interest in the subject was initially sparked by an article in *New Woman* magazine (May, 1992) entitled "The Power Communicator" by Connie Glaser. She suggested that emulating men won't get us ahead in business. Rather we have to do it our way. And sometimes we undermine our authority in the workplace because of the passive way we communicate. Her new book "More Power to You!" (by Connie Brown Glaser and Barbara Steinberg Smalley) is available in paperback and has some good input for all of us.

Maybe ISA might consider starting their own professional assistance committee to help our members who have questions and don't find a good resolution at their own airline. I would certainly be happy to volunteer to answer questions, or even sit on a panel at one of our next conventions. Perhaps an "Upgrade Class for Women Pilots" might help our mem-

bers profit from the experience of others.

Captain Karen Kahn  
Charter ISA Member

Editor, *ISA News*:

Just wanted to tell you what a pleasure it is to read *ISA News*...it compares favorably with much larger publications. I especially enjoyed Jean Harper's article on interpersonal relationships in the cockpit -- as the "token" female on the DEN Professional Standards Committee, I've heard many tales such as hers! Please continue the excellent work...

Sincerely yours,

Pamela Mahonchak

Editor, *ISA News*

The latest issue is absolutely the finest I've ever seen. (The fact that my article was in there has nothing to do with my opinion -- honest!) ...

Nancy's article *Approach of the Fourteenth Moon* was simply magnificent...I think it's about time that we, as women, formally recognize our rightful place in the work world and accept the normal consequences of aging with grace and forthrightness...

Jean Harper

## MISCELLANY

### **Baby William**

Maggie Rose and Debbie McEndree report from the Pat Socha family and the medical travails of little 9 month old baby William.

Pat Socha and her husband Larry Prosser would like to thank everyone for their warm response to the news of their son William's illness. Six days before they were scheduled to go to Chicago for Pat to donate a portion of her liver for William, they got a call from Cincinnati Children's Hospital which had a donor liver for William. Apparently the doctors were pretty surprised that they found a donor for William in such a short time. William has had eight surgeries, including two

liver transplants and is improving. Pat says they are taking one day at a time; they are staying at the Ronald McDonald house in Chicago and hope to return to their home in Atlanta in a month or so.

Our continued prayers are with baby William for his speedy recovery and healthy long life.

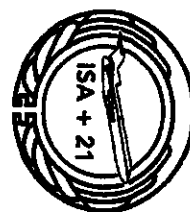
### **CIRP**

ISA member Mimi Tompkins is the Chair of the ALPA National Working Group on the Critical Incident Response Program (CIRP). The purpose of the program is to mitigate the effects of stress following a critical incident for crewmembers and accident investigators in order to prevent Post-

traumatic Stress Disorder. The next ALPA training course which non-ALPA pilots may attend will be May 3-6. Anyone ISA member interested in the program can call at Mimi at (808) 988-7102 or Compuserve 74577,235 or talk to their ALPA Central Air Safety Chairperson.

Companies that have CIRPs to date are: Alaska Airlines, Northwest and TWA. CIRP was able to respond to the Simmons and TWA accidents in late 1994.

Editor: Mimi promises us a detailed article for the next newsletter on the history, development, and future plans for the CIRP.



## International Society of Women Airline Pilots

### ...IS PEOPLE AND ACTIVITIES.

ISA + 21 is an association of women airline pilots worldwide who have joined together to exchange ideas and information regarding their profession. The International Society of Women Airline Pilots links a wide range of aviation backgrounds and experiences. ISA members are encouraged to assist aspiring women pilots entering the airline industry through the ISA Information Bank, networking and service projects.

### ...IS HISTORY.

In 1978, twenty-one women pilots from ten U.S. airlines met in Las Vegas to share their common professional interests. The women chose to form a social, rather than political, organization, feeling that their respective pilot unions provided adequate representation of their needs. Today, ISA + 21 numbers over 400 members worldwide from over 24 countries and 60 airlines.

### ...IS A PLACE TO MEET FRIENDS.

Each May, ISA members and their guests meet for three days of relaxation, recreation and professional exchange. Previous convention sites have included Vancouver, Atlanta, San Francisco, Helsinki, Washington DC, Maui, Rome, Memphis, San Diego, Seattle, Sydney, Toronto, Jamaica, Cancun, Denver, Miami, and Las Vegas. One highlight of the gathering is the Captains' Club presentation, giving special recognition to ISA members who have completed their left seat check-out during the previous year.

### ...IS EDUCATION.

ISA's Speakers and Information Bank is a network of women helping other women overcome the unique obstacles encountered in pursuing an airline pilot career. The Speakers and Information Bank also involves our members in speaking at their local schools and colleges, civic clubs and other community gatherings. A short program can be arranged with prior notice to ISA. A beautiful 15 minute video portraying the history of women

airline pilots is also available through ISA for showing or purchase. ISA maintains a library of aircraft system review tapes available for study. All of the materials in the ISA library have been donated and are for members to use free of charge.

### ...IS SCHOLARSHIP.

ISA has established a fund for a pilot who has already demonstrated her decision to join ISA members in this airline career. These monies are to be used for advanced pilot ratings only. However, funds allowing, the Florence DeBernardi Merit Award and the Holly Mullins Memorial Scholarship will aid those pilots not quite ready to attain their ATP. Flight Engineer rating or their international equivalents. Tax deductible contributions to the ISA scholarship program may be made to: The ISA Aviatix Scholarship Trust, P. O. Box 66268, Chicago, IL 60666-0268.

### ...IS ENTERTAINMENT.

Husbands of Airline Pilots, (HALP) ISA's male auxiliary, lends their assistance with various ISA projects and functions. We welcome their support and applaud their unflagging efforts to provide aid and comfort to ISA's membership.

### ...IS FOR YOU.

ISA welcomes all women pilots who are employed as flight crew members (Captain, First Officer or Second Officer) or hold seniority numbers with an air carrier (FAR Part 121 or international equivalent) which operates at least one aircraft with a gross weight of 90,000 pounds or more. Applicants need not be flying that large of aircraft herself to qualify for membership. If you meet the above requirements, we cordially invite you to join us.

**ISA Membership  
Application  
on reverse side**

International Society of Women Airline Pilots, P. O. Box 66268, Chicago, IL 60666

## ISA + 21 SHOP ORDER FORM

Name \_\_\_\_\_ Date \_\_\_\_\_  
Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_



### PLEASE SEND ME THE FOLLOWING ISA ITEMS:

	PRICE	QUANTITY	COLOR/SIZE	POSTAGE	TOTAL
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Women's Short Sleeve (lt blue, black, teal, pink; M-L-XL)	\$6.00	_____	_____	\$2.00	\$ _____
Women's Long Sleeve (oatmeal beige; L-XL)	\$8.00	_____	_____	\$2.00	\$ _____
HALP Long Sleeve mock turtle neck (oatmeal; L)	\$8.00	_____	_____	\$2.00	\$ _____
ISA T-Shirts (white with gray ISA logo lettering (S-M-L)	\$15.00	_____	_____	\$2.00	\$ _____
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ISA Travel Alarm Clocks	\$12.00	_____	_____	\$1.50	\$ _____
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1994 Vancouver Group Photo	5.00	_____	_____	none	\$ _____
1992 San Francisco Group Photo	5.00	_____	_____	none	\$ _____
1992 San Francisco UAL Photo	5.00	_____	_____	none	\$ _____
<b>TOTAL</b>					\$ _____

**Please make checks payable to : "ISA + 21" and send to:**  
**Kathleen Malone, 130 SW 91st Avenue, #304, Plantation, FL 33324, USA.**

## ISA Membership Application

Last Name \_\_\_\_\_ First Name \_\_\_\_\_  
 Maiden \_\_\_\_\_ Birthdate \_\_\_\_\_ Spouse \_\_\_\_\_  
 Children (names/ages) \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ Country \_\_\_\_\_  
 Telephone \_\_\_\_\_ Compuserve \_\_\_\_\_  
 Airline \_\_\_\_\_ Domicile \_\_\_\_\_ Equipment \_\_\_\_\_  
 Position \_\_\_\_\_ Date Hire \_\_\_\_\_  
 First Airline Employed With \_\_\_\_\_  
 Date Hire There \_\_\_\_\_ Date Terminated There \_\_\_\_\_  
 If Captain on any equipment requiring a type rating, date of first flight release \_\_\_\_\_  
 (ISA's Captain's Club requires the submission of the additional Captain's Club form elsewhere in this newsletter)  
 Certificates and Ratings Held: \_\_\_\_\_  
 Flying Background: (Please briefly outline your aviation background/experience) \_\_\_\_\_  
 Please make check or money order payable in United States funds to ISA  
**Dues are \$40 per calendar year for active members and \$10 for inactive members.**  
 Date: \_\_\_\_\_ New Member \_\_\_\_\_ Renewal \_\_\_\_\_

### ISA - The International Society of Women Airline Pilots

welcomes all women pilots who are employed as flight crew-members (Captain, First Officer or Second Officer) or hold seniority numbers with an air carrier (FAR Part 121 or International equivalent) which operates at least one aircraft with a gross weight of 90,000 pounds or more. Applicant need not be flying that large of aircraft herself to qualify for membership.

Mail to: Cindy Shonk, ISA Membership, HC 4, Box 180 E-1,  
 Canyon Lake, TX 78133

## MOVING?...Any special news to tell us about? New babies?... New Husband?...Upgrade?...New Airplane Type...New Airline?

(Especially if you are planning to move, so we know where to send your next newsletter!)

Name \_\_\_\_\_ Phone \_\_\_\_\_ CServe \_\_\_\_\_  
 (include both family and married names)

Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Airline \_\_\_\_\_ Position \_\_\_\_\_ Equipment \_\_\_\_\_

New News \_\_\_\_\_

(continue on separate sheet of paper as required)



Mail this form to: Carolyn Pasqualino, 1111 Edgewood Circle, Rockford, IL 61108, 815-229-7759



## CALLING ALL CAPTAINS! FOR INCLUSION IN THE ISA+21 CAPTAIN'S CLUB

Name \_\_\_\_\_ Airline \_\_\_\_\_

Date First Signed Release \_\_\_\_\_ Aircraft Type \_\_\_\_\_  
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Denise Van Grunsven	Cserve 70264,2006
<b>Newsletter</b>	24 Hr Message/ Fax:
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<b>Master Seniority</b>	704-892-4743
Lori Griffith	Cserve 70773,1706
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Lori Griffith	Cserve 70773,1706
<b>Scholarship</b>	804-493-0518
Morgan A. Greschel Reeb	
<b>Scrapbook</b>	509-529-5256
Norah O'Neill	
<b>Secretary</b>	305-473-8793
Kathleen Malone	Cserve 76140,3516
<b>Speakers Bank</b>	407-750-8854
Betsy Landon	Cserve 76637,2776

## ISA ROSTER UPDATE — MARCH 1995

### New Members

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PO Box 998590

Miami FL 33299-8590

LACSA A-320 FO

Base SanJose, Costa Rica

DOH 92/11/19

**Alicia Kellers**

1921 Mora Ct

Schaumburg, IL 60193

American F100 FO, ORD

DOH 92 April

**Katia DeFranco**

Kakenestraat 23 bus 1

1853 Grimbergen BELGIUM

Sabena 747 FO

DOH 89/12/11

**Valentina Tzvetkova**

jk., Drujba-Z"

bl. 216, V", fl.4, ap.60

1592 Sofia, BULGARIA

ALK-Scorpion Air CA L-410

DOH 7 July 94

**Susan Duffy-Svatek**

496 Brinsmayd Ave

Stratford, CT 06497

Continental A300 CA EWR

DOH 84/01/16

**Regina Wisda**

542 Quaking Aspen Ln

Windsor CA 95492

UAL 737 FO, SFO

DOH 90/10/08

**Stacey Harris**

4139 Via Marina #PH4

MarinaDelRey, CA 90292

UAL 747 FO, HNL

DOH 90/08/20

**Carolyn Wittreich**

7810 Atlantic Way

Miami Beach FL 33141

Fine Air DC-8 FE, MIA

DOH 94/01/10

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## **ISA Scholarship Donations** can be sent to:

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64 College Street, Newnan, GA 30263  
Taxpayer ID #996062459 IRS Code 501(c)(3)

## **Membership Application \***

Cindy Shank  
93 Cooper Dr., Summit Cove, Dillon, CO 80435  
303-468-0626; Compuserve 71063213

## **Change of Address? Other News? \***

Carolyn Pasqualino  
1111 Edgewood Circle, Rockford, IL 61108  
815-229-7759, Compuserve 76250.372

## **Captain's Club \***

Lisa Kuehl  
1727 250th Street, Boone, IA 50036-7552

## **ISA Scrapbook**

Norah O'Neill  
P.O. Box 1504, Walla Walla, WA 99362-0027

## **ISA Shop \***

Kathleen Malone  
130 SW 91st Avenue #304, Plantation, FL 33324

## **ISA Library**

Denise Van Grunsven  
W 12347 848th Avenue, River Falls WI 54022  
715-426-5202, Cserve70264.2006

## **Speaker's Bank Materials**

Betsy Landon  
241 Del Rio Blvd., Boca Raton, FL 33432.  
407 750-8854, Compuserve 76637.2776

## **Loss of License Committee**

Susie Arthurs, 816 747-2516, 314 Hillcrest Drive, Warrensburg, MO. 64093  
Carole Danis-Lifton, 301-365-5670, 9209 Town Gate Lane, Bethesda, MD 20817  
Sherry Hariman, 303 777-6882, 1055 S. Columbine, Denver, CO. 80209  
Ginger Cutler, 415-728-0854, Fax 415-728-8502, 191 Bridgeport Drive,  
Half Moon Bay, CA 94019, Cserve70774.747, AOL: GMCUTTER

## **Menopause Medical Resources**

Beth Raphael, 415-992-8019, 481 Point Pacific Drive #9, Daly City CA 94014  
Nancy Novaes, 212-535-9865, 222 East 75th Street, New York NY 10021

(\* See inside ISA News for special forms)

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**ISA CAPTAIN'S CLUB DEADLINE IS APRIL 1.**

**SEE PAGES 10 AND 26**

**ISA BANGKOK '95 CONVENTION REGISTRATION DEADLINE APRIL 29.**

**REGISTRATION FORM PAGE 11.**

**MARCH 1995**

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