



# ISA News

INTERNATIONAL SOCIETY OF WOMEN AIRLINE PILOTS

JULY 1995

## Honeymoon's Over — But the Marriage is Going to Make It

by Jean Harper

*The first article in this series discussed problems women could encounter as Captains. The second article addressed male-female communication differences, and this final part deals with assertiveness and effective communication techniques.*

I watched as a Captain was stripped of his authority before my very eyes, and it wasn't a pretty sight.

"I'm not happy with that fuel" the co-pilot of the widebody "glass" aircraft said with a scowl, loudly tapping his finger on the flight plan. The captain, a man in his late fifties, looked bewildered and a touch intimidated. He had just sat down to plan the flight after meeting the younger crewmember, and had not yet read the weather briefing.

"Uhh..." he mumbled, "what about it don't you like?"

"Well, at the time of day we'll be getting in there, plus the weather the way it usually is this time of year, we won't have enough hold fuel for my liking and there's no alternate, so I don't want to go with that." He ended his emphatic statement by shoving the flight plan towards the captain, crossing his arms and glaring at him.

Being the interested observer of human interaction that I am (plus the fact that I was relatively incognito in street clothes), I discreetly eavesdropped to hear how the captain would deal with his first officer's strongly-worded concerns and still retain his role as the ultimate decision maker.

"Well..." he ventured, picking up his pen "...what do you want?"

The copilot leaped at the opportunity

like a metal chip to a magnet.

"Make it twenty point nine."

The captain reluctantly changed the fuel figure on the release. His facial expression and body language showed evidence of his discomfort, but he seemed at a loss as to what to do about it. The copilot wore a grimace of stern disapproval, like an annoyed supervisor. The captain glanced up at him tentatively when he arrived at the fuel figure for the next leg.

"No, nineteen seven" the copilot ordered, pointing where to make the change. The captain complied without comment. "And don't forget to transfer the fuel increase to the flight plans."

I was shocked. *Who's calling the shots here?* I wondered.

The captain appeared unsettled by the turn of events as well. A few minutes later, in what appeared to be an attempt to regain his professional self-respect, he growled at the copilot in an unnecessarily loud voice to "Find out what gate we're going out of." The copilot ignored him.

By that time, of course, it was too late. The captain had unwittingly abdicated his position of leadership, and had lost the respect of his copilot, right from the start. I knew only too well what an uphill battle it was going to be for him to regain it with this individual, if he ever did.

I also suspected, from having been a copilot myself for many years, that the first officer didn't *really* want to be in charge of the operation, despite his strong-sounding talk. More likely, his motive (however abrasively-worded) was to determine whether or not his

PART THREE  
OF  
THREE PARTS

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ISA members on page 18**

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# ISA PLANNING CALENDAR

## July 1995

1: ISA News Mailing

## August 1995

15: 1997 Convention Bids Due

23: ISA Board of Directors Meeting.

All members welcome. Date tentative.

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

— ISA Board of Directors 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

5-9: ISA Ski Days and Board of Directors Meeting.

All members welcome.

Contact Cindy Shonk 210-964-3295; 303-468-0626

15: ISA News Articles Due

## March 1996

15: ISA News Mailing

7-9: Women in Aviation Conference

Contact Karen Kahn 805-687-5859

## April 1996

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 1996

1: Scholarship Notification of Eligibility

14-16: ISA Convention & Board of Directors Meeting, Dallas/Fort Worth, Texas  
Contact Pam Mitchell 904-646-9995

## June 1996

1: Scholarship Interviewers assigned to Applicants

1: ISA News Articles Due

15: Scholarship Applicant Interview Dates Set

**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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*To submit a change of address, see form elsewhere 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 typewritten pages with narrow margins no more than 4" wide. Articles not sent electronically are due *35 days* before the mailing date.

Unless written instructions to the contrary are received by ISA from the author, all submissions become the property of ISA and may be reproduced and disseminated at the sole discretion of ISA.

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 OCTOBER 1 ISA NEWS  
SEPTEMBER 1, 1995**

# ISA BOARD OF DIRECTORS

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From the

## ISA News Editor



### Great Convention!

Although personal commitments (and the insistence of the UAL Crew Desk!) kept me from the Bangkok Convention, it is apparent that congratulations are in order for Convention Chair Pam Mitchell. Whether you were able to attend the Convention or not, I know you'll enjoy seeing the Convention through the great stories and pictures in this issue.

Thanks to many members who submitted photos—I only wish the *ISA News* were larger so that I could have used all the photos.

### Roster Update

You may notice that the inside back cover Roster Update is not included in this issue. This information was not provided to the *ISA News* because a member expressed concern about having her personal data published. I know many of you said you found this an effective way to keep up to date with your friends and be able to contact new members between annual publication of the *ISA Directory*, so let us know what you think. The *ISA News* circulation is limited to members only.

### Layover Leisure—Help!

Many of you have favorably commented on the interesting travel tips in *Layover Leisure*. San Francisco was nominated as Layover Leisure city for the next feature. However, Margie Freeman only received one (yes, just 1!) recommendation from

an *ISA* member on what to do in San Francisco. Unless I'm mistaken, there's more than one *ISA* member in the San Francisco Bay Area, not to mention those of you who layover here! So, if the feature is to remain, we need your help—nothing elaborate. Drop Margie a note...tell her your favorite restaurant in San Francisco...your favorite walking trail...your favorite site to see, etc. Margie Freeman can be reached at: CompuServe 73412,2207 or 3629 N Harding Avenue, Chicago, IL 60618; 312-866-2337. Deadline for the San Francisco article is September 1.

For those who didn't attend the Convention, and weren't offered a chance to give your input on the newsletter, please feel free to drop me a note with your suggestions on how to improve the newsletter...what articles you like...which you didn't like as much...and what topics you'd like to see in future articles. Write me at CompuServe 76627,2775 or 1180 Millbrae Ave., Millbrae, CA 94030.

*Kathleen Wentworth*

## BOARD OF DIRECTORS REPORTS



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

The 1995 convention in Bangkok, Thailand was a huge success thanks to the extraordinary efforts of Pam Mitchell. Where else in the world could you ride an elephant, wheel around in a tuk tuk, bargain for silks and jewels, and dine on Thai buffet "some spicy, some not so spicy".

Norah O'Neill once again brought some of the ISA scrapbooks for our viewing pleasure. We appreciate her carrying them for thousands of miles for us to enjoy. If you have any unique pictures from the convention that you would like to include in the scrapbook, please send them with names attached to Norah.

Midwest Express Airlines has their

first female captain. Dianne Wade is on the DC-9. United Airlines is the first airline to have a female Boeing 777 type rated pilot, her name is Betsy Benton.

As a reminder we have the following videos available for career day presentations:

ISA Video—15 minute video about women airline pilots.

SIU Video—15 minute video about women in varying fields of aviation, created by Southern Illinois University.

BBC Video—Nine minute video including ISA member Lynn Ripplemeyer, created by the British Broadcasting Corporation.

That's all folks, have a cool summer.



**FINANCE**  
**Binka Bone**

Congratulations and many thanks to Pam Mitchell for an outstanding convention in Bangkok! The international conventions are especially rewarding for their cultural diversity and exchange of ideas. Although

our common ground always seems to be technical aviation language, I'm always amazed and in awe of the destinations and the flying expertise required of our international pilots. A special thanks to Captain Yasmin Rahman of Bangladesh Biman Airlines for indulging me with my repeated requests for her to describe the VOR-DME step down approach that she flies into Kathmandu, Nepal. This, ladies, truly re-defines the definition of a Non-Precision Approach!

### **Credit Card Service to Assist International Members**

Speaking of re-defining things—I'm pleased to report that ISA + 21 now has the capacity for you to charge your membership dues on Master Card and VISA. This is a trial run and the intent of this service is to aid the International Members.

Please know that *a check is the absolute preferred method for domestic members*. As I talk you through the process, I think you will understand why I'm practically begging the domestic members to continue

to pay membership dues by check. The charge card process is not only costly to ISA but it is very labor intensive for me. There is a two-and-one-half percent surcharge added on to every transaction with a minimum of \$10.00/per month on the percentage surcharge. In addition to the surcharge, there is a monthly fee of \$15.00/month for the service. I have negotiated dormant months for the service in order to save money, and the charge service will be unavailable July through October of 1995. I will re-activate the service from November of 1995 through February of 1996 for the Membership Dues and then de-activate it until the convention in May of 1996 in Dallas, Texas. There will be a place on the Membership Renewal Form in the Newsletter for your VISA/Master Card number. I am hopeful that this service will greatly assist our current international members and increase and expedite the processing of new international members.

Thanks again to each of you who attended the Bangkok Convention and made it such a great success!

## BOARD OF DIRECTORS REPORTS



### CORPORATION

#### Nancy Novaes

The ink is dry on our incorporation papers. We are now incorporated and must file all the appropriate papers and tax returns as required by the federal government and the State of Nevada. Our application has been filed with the IRS for 501(c)3 status. This is important for ISA and the direction we hope to take.

ISA began as a social club. It remains a social club. It will always be the place where we can meet and mingle—"networking" in today's vocabulary. Networking is not only extraordinary fun, it is also extremely valuable to us, especially since we are still minority members of a white-male-dominated profession.

Therefore, some ISA members decided to do more: museum displays, visiting schools, involvement with IFALPA, maintaining statistics, a library, and finally, establishing a scholarship fund. All these activities are educational and charitable and represent ISA's expenditures. Money for our ski trips, racecar driving, cruises, etc., has always been paid by the individual member in attendance at these specific activities and does not come out of ISA dues. ISA was al-

ready operating correctly as an educational and charitable organization. We only needed to file the appropriate legal paperwork under IRS regulation 501(c)3. It is this filing that enables you to deduct your dues and contributions to ISA as "charitable."

When ISA is granted 501(c)3 approval, we will have a tax ID number for ISA+21 like we have for the ISA Aviatrix Trust. While your dues were probably always deductible (consult your tax advisor), you will shortly have a tax ID number to offer should your forty dollars ever become an audit item.

The most important reason to obtain 501(c)3 status, though, is money. As a 501(c)3 Corporation, ISA can engage in Fundraising. We can solicit money and material donations from any corporation in the country: computers, video equipment, software, printers, books, materials anything we might need. Fundraising is something charitable organizations do all the time. It is now limited only by the energy of the membership.

With more money, we can expand our activities and invent new ones. For example, think about "educational." Educational doesn't only mean scholarships and children. How about the guy sitting next to you telling you dirty jokes? How about Union leaders who leap to defend the men who harass you, but haven't a clue how or even why they should help you. What about educating the public sitting behind you, which still attributes every hard landing to the "girl." Education is not only for children.

Computers and videos are the new educational media for our times. We have one ISA video introducing women as pilots. How about a video exploring command styles and communications differences between genders, written by us? How about a harassment or CRM tape done by us? How about a video about a couple of basic generic jet aircraft systems, professionally written and pro-

duced, and guaranteed to keep a student awake and interested, done by us? We can produce videotapes; write and publish pamphlets and books. The only limits to our activities are time and imagination.

The Bylaws and Standing Rules are the foundations of ISA. These define who we are and what we do, and are very basic. The operating procedures of ISA, however, are contained in the Operations Manual.

Why this three-tier setup? The Bylaws of any organization are changeable only by specific voting procedures. The second level, the Standing Rules are items suggested by the Bylaws, like dues structure and meeting dates. Standing Rules may require periodic review, and may be changed by the Board without necessarily having to go through a membership vote. The Operations Manual, our third level, details the organization and job descriptions of Board Members, Chairs and Committees. Written by our EC. Emeritus and Founding Member Maggie Rose, the Manual provides the "how to" carry out ISA programs as they exist today. The Operations Manual is as changeable and as fluid as we need. It's not a set of rules so much as a set of instructions. As ISA develops and changes, the Ops Manual can also change. Since these details mainly affect the operation of the Board and the officers, they are changeable by the Board and officers, as necessary.

By keeping the daily details separate from our Bylaws and Standing Rules, we avoid expensive and time consuming membership voting over minor administrative items. In this way, ISA's operation has been significantly streamlined, yet still answerable to interested members.

The tally as of today, May 31, indicates that these Bylaws will be officially adopted by the time you receive this newsletter.

*(Continued on page 6)*

## BOARD OF DIRECTORS REPORTS

### CORPORATION (continued)

Let me address a few issues that have been raised by some of you.

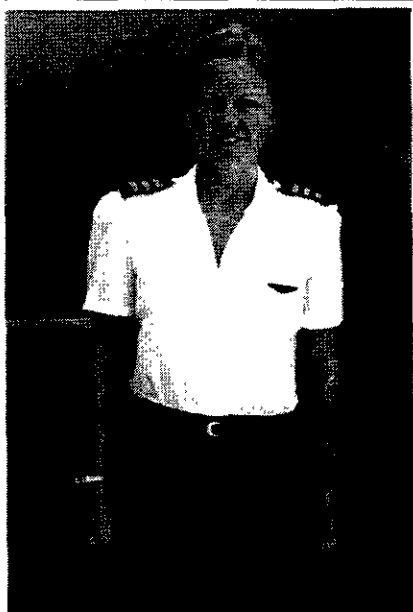
Article VI, Section 3 B: BOD elections: the Board positions of Chairwoman and Vice Chairwoman are directly elected by the members of the Board. One member felt that these positions should be elected by membership vote. For many years now, the Executive Council (now the Board of Directors) has consisted of

nine selected chairwoman positions. The position of Chairwoman was set up so this woman would lead the EC. As a de facto member of every committee and chair, she provides continuity for ISA, a single point of reference for all the activities we undertake. Since this is someone the Board must work with, it was felt that the Board should choose their Chairwoman. Remember, it is the Board which runs ISA by majority vote, not any single individual.

Fiscal year: the state of Nevada re-

quires us to have our fiscal year as the calendar year.

Thanks to all of you for taking the time to read and comment on the By-laws. Any organization is always a work-in-progress, since change is the essence of life. If you are interested in heading up a Committee or Chair, you are warmly welcomed to contact any of us. If you have some project ideas, or a hot book, script or pamphlet waiting to be written, we eagerly await your call.



### MEMBERSHIP

**Cindy Shonk**

A couple of months ago, I was passing through Chicago Midway, with Paul and Muffie in tow, non-revving. In the terminal, I saw another woman airline pilot, in a uniform that I didn't recognize. Before she could stride away, I hustled on up to her and introduced myself. After she told me her airline and airplane, I asked if she was a member or familiar with ISA. She wasn't, and accepted the application that I dug out of my suitcase.

By the time I got home from my next trip, I had received her membership

application, and a nice note. Within two weeks after I'd sent her the most recent newsletter, I got a call from this same pilot, saying that she was so excited to be a new member, loved the newsletter, and just wanted to visit. It wasn't a week later, I received just the opposite reaction from a woman pilot that I didn't recognize in our crew room. My point is, that time that you don't introduce yourself, may be the one pilot that would really enjoy being a member, or may be highly qualified for one of our ISA scholarships. Its difficult to do, after the last woman told you that she "doesn't join girls groups". But, please, just 'Do it!' ISA has so much to offer.

I hand over the Membership Chair to Carolyn Pasqualino. I know that she will come love and respect her computer and the data base as I have. I just hope that she learns early on, that computers don't work the way that you want them to, after midnight. As I leave my position on the ISA Board of Directors, I realize that this two years has gone so quickly. I have been a member of a number of organizations, but until two years ago, had never really been a real contributor of my time. And, yes, being on the ISA Board of Directors, takes a lot of time. I have made friends that I know I'll have for a lifetime. Yes, I can see us at 70, still going on adventures (not just trips)

together. I look forward to many more ISA adventures.

Welcome to our new members:

Wendy Albright Ryan 727 SO, Dayton DOH 94/08/28

Lisa Ash Federal Express B727 SO, Memphis DOH 95/03/22

Catherine Beirne USAir MD-80 FO PIT DOH 87/03/02

Lucie ChaPdelAine Canada Int. B737 FO Quebec 83/01/01

Heather Crittenden Kiwi 727 SO ATL DOH 93/11/01

Jill Develin British Airways CA 737-400 DOH 87/05/14

Aliya Mannan Bangladesh Biman FO F-28 DOH 92/07/03

Tina Mocker Air Berlin FO B737-400 DOH 95/01/01

Linda Nalwak (was on our Moscow trip) United B737 FO ORD DOH 95/02/27

Lisa Norman Qantas 747 SO DOH 89/07/31

Wendy Paver Zantop CV-640 FO YIP DOH 94/11/01

Glenys Robison Air Canada DC9 FO DOH 80/02/04

Katie Stinson Southwest 737 FO OAK DOH 95/01/05

Connie Troyer American 727 FE MIA furloughed DOH 92/07/24

Dorothy Westby Miami Air Int'l 727 CA DOH 92/11/02

## BOARD OF DIRECTORS REPORTS



### SCHOLARSHIP

#### Morgen A. Greschel Reeb

Once again I am able to start another newsletter scholarship report with terrific news!

At the Women in Aviation Conference, Northwest Airlines presented ISA + 21 with a check for \$5,000 for the Aviatrix Scholarship Trust Fund!

#### Scholarship Training Update

From our Airline Scholarships awarded, three out of the four have completed their training. As reported in the last newsletter, two recipients were in school. Julie Chapleau now has a B-747 Type Rating thanks to United Airlines. Tiffany Tokar-Vlasek now has a B-727 Flight Engineer Rating thanks to Northwest Airlines.

It is with regret that I report that Laura Smythe, our Northwest Airlines Type Rating recipient, will not be able to get the time off from her new job to go to school at Northwest. Laura wrote me a letter to forfeit the Scholarship. In her letter Laura said, "I am so honored to receive this opportunity from an organization that I

strive to become a member of. I feel badly that my job has caused conflicts in completing the training. I thank you so much for this opportunity".

The runner-up for the Northwest Airlines Scholarships, Karen Arendt, will take her place for the June 15th B-757 class. And yes, we will be selecting a runner-up for each Airline Scholarship again this year. Isabelle Villier de Boves, our career Scholarship winner, has completed her training and now has her French Professional Multi-engine IFR rating. She is now job searching.

#### 1995 Scholarship Application Process

This year's application process is well underway. I received 29 applications from 27 applicants. One person submitted three applications, one each for the Merit, Career, and Airline Scholarships. She only meets the hour requirement for the Merit Scholarship. One other applicant did not meet the hour requirement. It was reported at the Convention that we would be conducting 26 interviews. Since the Convention, I have found out that one of our Airline Scholarship applicants does not have her Flight Engineer written test completed, so she does not meet the minimum requirements for this year.

Karen Arendt, the runner-up for last year's Northwest Scholarships, reapplied for a Scholarship this year. Since she will be going to training at Northwest, we obviously don't need to interview her. At the time this report is being written, we will be conducting 24 interviews. This is a few more than last year.

#### Adding to our Scholarship Program

Another dimension I would like to

add to our Scholarship Program is Turbo-prop training. I am finding out that one of the most difficult areas for women pilots is getting the multi-engine time required by the airlines. Many commuters require new hires to pay \$10,000 and some more than that for training. Many of our applicants are maxed out on credit just paying for their ratings. If we could give some turbo-prop training scholarships, this would help some women to be marketable for the commuters and acquire the multi-engine time required by the airlines. If you have any contacts at any commuters, or companies like Flight Safety, please let me know.

#### Scholarship Committee

It will be another busy summer for the Scholarship Committee. Many ISA members are conducting interviews. The deadline for the applications to be postmarked back to me is July 21st. The Scholarship Selection Committee will meet during the first two weeks of August in the Washington D.C. area. I will have the Scholarship results in the next newsletter. Enjoy your summer!

### ISA BOARD OF DIRECTORS MEETING

**August 23, 1995  
Atlanta, Georgia**

**All members welcome!**

*Date Tentative*

Contact Betsy Landon  
407-750-8854

or

Kathleen Malone  
305-473-8793

for exact location and  
schedule times.

## BOARD OF DIRECTORS REPORTS



### FAMILY

#### Carolyn Pasqualino

What a great convention we had in Bangkok! Those of you who were unable to join us really missed out on a

special event. Thailand is a fascinating country and a wonderful introduction to Asia for myself and many others who came. From the breathtaking temples to the mountains in the north, the extraordinary shopping, the unforgettable elephant ride, and yes even the "near-drowning" in the wooden boat during a raging thunderstorm, I loved it all! Unfortunately my Visa card may never recover! I think we all returned with some gorgeous jewelry and silk clothing. Pam, can we go again soon? Please??

Now on to the Family news.

### New Babies

Linda Larson has a new daughter, Kimberly Diane Larson, born 7-6-94. Nancy Parnell also has a new daughter, Allison Lynn on 1-13-95. She weighed 9 lbs 8 oz and already looks to the sky whenever she hears an airplane flying over!

### Upgrades

Jill Develin to 737-400 Captain, British Airways first female Captain! Angie Wilkerson Voigtsberger to United 737-300 F/O Linda Larson upgraded to A320 F/O for Northwest and new base of DTW

### Name Changes

Chris Kruemmel is now Chris Doig, and she has a Compuserve #74223,1636.

Angie Wilkerson married Charles Voigtsberger and is now Angie Voigtsberger.

This article is ending my two years as your Family Chairwoman. Denise VanGrunsvan is our new Family person and I'm sure she will enjoy this position as much as I have. I'm taking over the Membership Chair from Cindy Shonk. Please be patient with me as I try to assume this awesome task!



### SECRETARY

#### Kathleen Malone

Khawp Khun Kha scarcely begins to express the tremendous thanks due Pam Mitchell for her superb job in coordinating the activities and itineraries of close to one hundred world travelers in the exotic kingdom of Thailand last month. Undaunted by the unending influx of minutia

and the logistical challenges associated with last-minute schedule changes, Pam orchestrated the eighteenth annual ISA convention with the characteristic composure and aplomb recently displayed to millions of television viewers worldwide. We sincerely appreciate the boundless efforts contributed by Pam and countless other members to ensure the overwhelming success of this convention.

### Bylaws Vote

More than twenty-five percent of our membership responded to the request to approve the Bylaws proposed in conjunction with ISA's incorporation as a non-profit organization. The final vote was 118 in favor of accepting the Bylaws and two against, due to certain provisions included in the proposed document. Corporation Chair Nancy Novaes presents an in-depth treatment of the issues involved in her report. Many thanks to those members who took the time to vote on these Bylaws which outline the basic parameters ISA will operate under as we position ourselves to meet the challenges of the future as a dynamic, professional organization.

### Board of Director Elections

Four Director positions will be open next year with the following associated committee chairs available: Convention, Corporation, Newsletter, and Scholarship. Formalized details of the nomination and election procedure will be presented in the October newsletter. If you would like to express an interest in contributing your talents toward serving ISA in this capacity, please contact any Board member for preliminary information on the areas in which you would like to work.

Many sincere thanks go to Treasurer Binka Bone who has volunteered to extend her term an additional year. The need for this extension arose when the Treasurer and Scholarship Chairs were designated as additional trustees for the Aviatrix Trust Fund, and it was determined that these positions should be overlapping to ensure continuity. This will make five years of service for Binka as a member of the Board of Directors. Thanks, Binka, for your dedication



## BOARD OF DIRECTORS REPORTS

and enthusiasm--you are truly an inspiration!

### ISA Store

ISA's continuing world tour provides the inspiration for the newest product available from the ISA Store--the Bangkok commemorative T-shirts! These high-quality shirts may be recognized as the new and improved version of last year's remarkable Vancouver T-shirts. Emblazoned with a Bangkok logo, these wardrobe-expanding units are available in limited quantities in light blue and pink for just \$8 (plus shipping). Please use the order form at the back of this newsletter to rush one of these treasures to your

doorstep. Don't forget the Vancouver T-shirts which are also still available at the terrific price of just \$6!

Carol Cansdale has graciously volunteered to take on the responsibilities of the ISA Store in addition to her many other contributions to ISA. Effective with the October newsletter, Carol will be managing the store with her tireless dedication and providing new opportunities for expansion and growth. Many thanks, Carol!

### Correspondence

Airshow Canada '95, billed as North America's International Aviation and Aerospace Tradeshow, will be held August 9-13 in conjunction with the

annual Abbotsford International Airshow. Information on this event may be obtained by contacting Airshow Canada at P.O. Box 6, Abbotsford, BC, Canada V2S 4N9; 604-852-4600.

AirLifeLine is a non-profit organization dedicated to providing free transportation to patients in financial need traveling to and from medical treatment. To assist this humanitarian organization, contact them at 800-446-1231.

Bill Phelps's Airline Ground Schools is offering free resume critiques. To obtain this service, resumes may be sent with a SASE to AGS, 6576 Starfire Ln., Reno, NV 89523.



### CONVENTION

**Pam Mitchell**

Now that the 1995 Convention in Bangkok is just pictures and memories, I wanted to turn this column's thoughts to 1996, in Dallas/Ft. Worth. The dates will be May 14-16, 1996 and the debate between Dallas and Fort Worth continues. Anyone with strong feelings (and valid reasons) either way, please contact me!

Along with our rewrites of policy and procedures, I'm still working on making Convention a little easier position by delegating some duties. Of course, to delegate you have to have volunteers to which to do so! One of the bigger jobs this year was fund-raising for the silent auction, and Cammy Montgomery's fund-raising for the raffle. I want to make this a separate committee for future years and I am looking for volunteers. I have a sample letter which was sent to all our donors, and the only other duties are receiving the prizes and donors' brochures to stuff in welcome bags, making up sign cards for the silent auction tables and setting up the displays, selling raffle tickets and conducting the drawing, and finally thanking everyone by mail after the convention.

The donors are limited only by your imagination. Any resort, hotel, sport, product, activity which might interest the group can be contacted for a donation. And since we are a non-profit organization and the proceeds go to the Scholarship Fund, any donation can usually be written off. I'd really like to get a lot more participation from our own members, too, next

year! If you have a condo or a time-share, or a product or skill to donate, please do so!

So, I am looking for a few volunteers to handle the fund-raising committee. This can be as large or small a job as you desire, and can be done throughout the year, though usually the earlier the better. Please give me a call, fax or E-mail if you're interested!

And finally, many, many thanks for all the help both before and during this year's convention: Sandra Lloyd for hints on pitfalls and organization, Cammy Montgomery for the raffle, Molly Barr for all the silent auction signs and bidsheets, Gail Redden for managing the registration line, all the ISA Board Members for immeasurable help and support, and the many others who made the convention a success! And special thanks to the man who started the ball rolling by inviting ISA to the beautiful country of Thailand, Mr. Bill Heinecke. If anyone wants to drop him a note to thank him individually, his address is c/o Marriott Royal Garden Riverside Hotel, 257/1-3 Charoen Nakorn Rd., Thonburi, Bangkok 10600 Thailand. Fax number is 66-2-460-1805.

## BOARD OF DIRECTORS REPORTS



**Denise Van Grunsven**

It's June already and that means I am your new Family Chairperson, having filled the slot opened by Carolyn Pasqualino as she sidesteps over to become our new Membership Chair.

The Convention in Bangkok, Thailand is now history and, though I was unable to attend, have heard the activities and side trips in and

around this exotic country were outstanding. Hope all those who attended had a wonderful time.

Let me take a few minutes now to reintroduce myself. I am in my tenth year at Northwest Airlines based in Minneapolis. Until recently I had been first officer on the 727, however, since May 1st, have been training as an A320 F/O. The course has been exciting and challenging (having never flown 'glass' before), but am very impressed with this complex aircraft and its technology. Perhaps the hardest part was learning the 453 abbreviations and acronyms! I look forward to flying the line soon and bidding trips with my father who is a 'Bus' captain also based in MSP. Consider me 'plane crazy' since I also fly planes on my days off and live on a 3000 ft grass airstrip near River Falls, Wisconsin. Riviera Airpark is located along the beautiful St. Croix river 20 miles east of MSP on the 090 radial. If anyone ever happens to be flying through the area in a light plane, stop on by for a visit, lemonade, lunch or overnight. It's an open invitation. Though my hangar is cur-

rently empty I am in the process of purchasing my first airplane. It is not an average general aviation plane, in fact it is fairly rare and exotic, at least in the states. I'm excited about its arrival, but because it is coming in from a foreign country, I'm not certain when that will be. My goal is to get it here, reassembled, flight tested and all FAA paperwork completed before August so I can fly it to the annual EAA fly-in at Oshkosh. Expect more on my 'mystery ship' with photos and story in a later *ISA Members Duty Free* article.

ISA has many dynamic and interesting members doing many exciting things. We would love to hear from you. Write or E-mail me anything newsy about yourself or other ISA members such as, engagements, marriages, births, promotions or upgrades, events you are participating in or any other achievements you feel are noteworthy and want to share with our members.

Keep in touch and have a great summer.

## ISA COMMITTEE REPORTS

### ISA GRAPHIC ARTIST & POST OFFICE BOX

*Lisa Kuehl*

Happy summer, everyone!

Are you in search of an exciting, rewarding and beneficial volunteering job? If you are and live within driving distance of ORD, you might be just perfect as an assistant mail collector for ISA's multitude of written correspondences. I have been performing this duty since 1991 and, while I enjoy very much remaining an important link in ISA's communication network, my new life as a commuter and a wife (can you believe it?) have taken me further and further away from my life in the

Chicago 'burbs.

So, I am once again sending out my feelers and requesting help in the form of either a back-up collector or a full-time replacement for myself. The role of mail collector is very important, but unlike many ISA positions, requires very little time but a set of wheels. The ORD mail facility is just across the airport, next to the FedEx/UPS cargo area. Primary access is via a 10-15 drive around to the west and south boundaries of ORD...just a hop, skip and jump from the United and American employee parking lots.

Total hours of service per week runs about one-half to one hours, depending on mail volume. Certain times of the year draw more

mail—for example during scholarship submittal and review. The ORD mail facility is, by the way, open 24 hours, 7 days a week. So you can also do your own postal errands day or night (even after an all-nighter, if you still have the desire.)

I hope that there is an energetic individual out there who would like to be intricately involved in ISA's coming and goings...this position is the perfect starting point to learn about ISA, meet other committee members and provide an important service to the greatest group of aviatrixes in the world!

Please call, write, fax, or E-mail me if you are that individual. I look forward to hearing from someone...anyone!

## ISA COMMITTEE REPORTS

### FAST TRACK

#### News for ISA Job Seekers

*Luan Meredith & Laurie Wilde*

For those career seekers, there are five major airlines currently interviewing plus 22 national airlines interviewing/accepting applications.

The majors interviewing are Fed Ex (from a pre-selected pool), Northwest (hiring 26 in May), Southwest (hiring 20 in May), United (hiring 122 in May, May hire 1000 in 95) and UPS (hiring 22 in May, already hired 92 year to date).

The Nationals interviewing/accepting applications are: Airborne Express, Alaska Airlines, Aloha Airlines, AMR Eagle/Simmons, American Int'l Airways, American Trans Air, Atlantic Coast Airlines, Atlantic Southeast Airlines, Business Express, Carnival

Airlines, Comair, DHL Airways, Emery Worldwide Airlines, Express One Int'l Airlines, Horizon Air, Kiwi Int'l Airlines, Reno Air, Southern Air Transport, Tower Air, Trans States Airlines, and USAir Express/Piedmont.

As you can see, there is a lot of hiring going on. If you are interested in where and who to send your resume/application to please call or CompuServe me. I will give you the details of each airline you are interested in. Captain Kit Darby is giving us information in the form of his Airline Pilot, Job Monthly publication which is a wonderful searching tool for anyone looking for a career in the airline flying business. You can call him at 1-800-AIR-APPS. Thanks to Kit.

We continue to solicit information in the aviation related fields of employment for our medically disqualified members. If you know of any

dispatcher, crew scheduler, etc., position available at your airline please let us know. Also, if you want to contact your personnel office and give them my name, address and numbers, I will pass any information on via *Fast Track* to our members.

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

**Laurie Wilde**  
201 No. Emerald Dr.,  
McHenry, IL 60050  
708-854-0097  
CompuServe 76140,1056 or

**Luan Meredith**  
1175 Willoby Ln.  
Elgin, IL 60120  
708-888-2446  
CompuServe 76221,2731

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.

### 1995 IFALPA Conference Bali, Indonesia

*Pam Mitchell*

In March, 1995, I attended IFALPA's 50th Anniversary Conference in Indonesia, coinciding with Indonesia's 50th anniversary of their independence. It was sponsored primarily by Garuda Airlines and by FORUM, the Indonesian Pilots Association. Opening the conference was the president of Indonesia, Suharto, and I got a chance to meet and speak with him during a coffee afterward.

ISA+21 has had observer status at IFALPA Conferences for about ten years now, and I feel that both organizations benefit from the association. We gain valuable information on women pilots in countries all over the world, not to mention many new members from our dissemination of ISA+21 membership applications. We have also gained some status within the member associations of IFALPA because of our professional interest in IFALPA concerns.

We have been asked by one of IFALPA's principal officers, Capt. Wim van Beek, to study the feasibility of having a women pilots' advisory

sory committee to IFALPA, which would meet during our convention week to discuss IFALPA policies which directly concern women. At present, there are only a few items which they are formulating policy for: flying while pregnant, and the effects of radiation on pregnant pilots flying long-haul, high altitude flights. Wim was scheduled to speak to us at our conference, but got caught in formidable Bangkok traffic for three hours and missed the meeting as well as the luncheon! He did, however, get a chance to talk with a few of our members during the afternoon and evening activities.

I feel that the officers of IFALPA are realizing that ISA+21 is the best forum for getting input from large numbers of women pilots from all over the world and they would like to use this input in their policy-making when applicable.

Some of the things I think ISA can learn from IFALPA's organizational structure are regional membership officers, and a formal policy of subsidizing members from financially-depressed countries.

After speaking with IFALPA representatives, I've heard of women pilots from all over whom we have not been able to contact for membership. If we

had regional membership chairpeople in Europe, Asia, and the Americas, for example, they could concentrate on these women, dues could possibly be paid in local currency instead of having to convert to U.S., and members in these areas could have a more local contact with ISA+21. If any of our members would be interested in volunteering for a position like this, or helping us to set something up, please contact anyone on the board of directors.

IFALPA's policy for subsidy requires member organizations to formally apply for financial assistance, either in the form of dues reductions or assistance with conference expenses. Since we have established a fund for international assistance, ISA is trying to come up with more formal method of administering it and can hopefully use some of IFALPA's knowledge for our needs.

In closing, I would like to encourage our members to get involved with IFALPA through your own member organizations. Though there are a few women active in the various committees, I would really like to see more and more female faces in an active role in this organization. Talk to your union reps!

## OF SPECIAL INTEREST TO ISA MEMBERS

### ISA On-line: GO WIAONLINE

by Nancy Novaes

For the electronically literate, ISA is now on-line. Hook up your computer modem and dial up CompuServe's Women in Aviation forum (GO WIAONLINE). ISA maintains a presence there, courtesy of Women in Aviation, headed up by Peggy Baty, Gary Eiff, and Lesley Stewart.

#### ISA On-Line Library

Current uploads to Library 12, our own ISA library, include the ISA calendar, scholarship information, and articles excerpted from the newsletter.

#### Chat On-Line

Each Wednesday evening at 21:00 Eastern time, you can meet "live" with people from all over the world. Weekly Conferences in The Blue Sky room are open to all.

If you are not already "wired" you can contact Compuserve at 1-800-848-890 and request a membership kit. You

will be provided with a diskette with one of CompuServe's interfaces on it. Once on line, type GO WIAONLINE at the prompt and check out this extraordinary medium.

Compuserve has a very knowledgeable and helpful staff to assist you with your first log-on.

If you have any questions or ideas about ISA on-line, please feel free to contact me. I look forward to exchanging MESSAGES and maybe even CONFERENCING with you on Wednesdays.

### ISA Members: Are You on CompuServe, Prodigy, AOL, other E-Mail?

Special ISA events and news often arise between the quarterly *ISA News* mailings. We'd like to be able to communicate with as many ISA members as possible via E-Mail for this information. Since eight of the nine members of the Board of Directors and a great many ISA members are on CompuServe, this is the most effective medium for us to use.

We will also be able to communicate via Prodigy and perhaps a few other on-line services.

A number of ISA members have noted their Compuserve or other electronic addresses on their membership forms, but there are probably a hundred or more members who have not listed their numbers. Some of you may not have a Compuserve or other electronic account in *your* name, but have access to one in the name of your husband or roommate or even a friend or close neighbor.

If you're willing to be contacted via E-Mail for ISA business and do not see your E-Mail number listed in the ISA Directory, please send a short E-Mail message noting your **name, electronic service** (CompuServe, Prodigy, AOL, etc.) **electronic "address"**, and that you are an **ISA member**, and E-Mail to: For **CompuServe** subscribers:

Carolyn Pasqualino,  
ISA Membership Chair,  
CompuServe 76250,372.  
For **Prodigy** subscribers:  
Nancy Novaes,  
ISA Corporation Chair,  
Prodigy WS5G29A

For **other electronic** subscribers:  
Send the requested info through US Mail, Fax or phone to:

Carolyn Pasqualino, ISA Membership Chair, 1111 Edgewood Circle Rockford, IL 61108 815-229-7759; Fax 815-229-7236

NOTE: Rumor has it that there are plans for an ISA Fall Bicycle Tour in New England. Since the October ISA News will not be out in time for the bicycle trip, information will be available electronically to those members for whom we have an electronic address.

#### ISA Operations Manual

Maggie Rose

Under the new ISA Constitution and By-Laws, routine operation of the different Chairs and Committees are detailed the ISA Operations Manual. The operations manual is now finished, printed and mailed out to members of the Board of Directors and Committee Chairs. There are also four manuals in the ISA library for anyone else interested. We want this manual to be as complete as possible so if you do something for ISA in an official capacity and are not included, please let me know. We are planning on revising the manual annually so if anyone has any revision, addition, or correction, please send it to either me, Maggie Rose 70774, 1022 or Nancy Novaes, the Corporation Chair. After this initial period, the Corporation Chair (formerly the Constitution Chair) will be in charge of the manual. Thank you.

#### ISA International Fund

Chris Doig

The International Fund was created to provide financial assistance to international members who need help. In the past it has been fairly informal. Collections have been taken at prior conventions to help international members with expenses incurred in traveling to the convention. Membership dues have also been paid for on a sponsor type basis by some of our members. As I said earlier it's been fairly informal. Maggie Rose with all of her insight realized that as we expand this fund should become more organized. She got me motivated so over the next few months I'll be looking into how we can better organize this fund. If anyone has any suggestions or comments please send them to me.

Thanks. Chris Doig (formerly Kruemmel)  
Compuserve # 74223,1636

## WOMEN IN AVIATION CONFERENCE: *Essential Power*

by Sandy Anderson

This year's ISA participation in the 6th Annual Women in Aviation Conference began by calling for the "the loss of all generators checklist!" As we commenced the Airline Pilot Careers concurrent session, the room lights began to oscillate from bright to dim to darkness. However, by use of "standby power," and the perseverance of the panel members, we continued with the session while a second officer (hotel technician) ran down the source of the problem via the checklist. Needless to say, we captured the passenger's (audience's) attention with the electrical malfunction.

The theme of the WIA conference was *"Each one-Reach one: Navigating Aviation's Future,"* aimed to introduce more people to the world of aviation. The conference set the tone for the future by featuring women who have made a significant contribution to aviation. The four panelists shared their individual background stories, how they achieved their airline positions, and provided encouragement to members of the audience interested in obtaining airline jobs.

Sixteen years ago, gliders enticed Heidi Porch into her flying career. She later accumulated a significant amount of flying time by ferrying aircraft from Wichita, Kansas to Australia and New Zealand. After flying the Pacific blue skies, Pioneer Airlines hired Heidi to fly metro-liners out of Denver. In 1985, she transitioned to jets with Republic Airlines and is currently upgrading to Captain on the DC-9 with Northwest Airlines. Congratulations, Heidi!

Lou Anne Gibson, an American Air-

lines MD-80 first officer, began flying thirteen years ago. Dissatisfied with a highway patrol officer's career, she learned how to fly from the world famous Wally Funk. She became a CFI-SMEL instructor and taught at a 141 school, then later flew bank checks, blood, and bodies out of Albuquerque, New Mexico. Lou Anne's experience includes flight experience with two commuters, Braniff Airlines, and American Airlines.

In 1977, the military began accepting ROTC college women for pilot training. Stayce Harris spent over eight years flying C-141's on active duty and continues flying with the reserves. She has been with United Airlines four and a half years, and is presently based in Honolulu as a B-747 first officer. She is actively involved with the Organization of Black Airline Pilots, FAA ACE Academy, and serves as a university graduate research advisor and faculty member teaching aviation management.

Just for fun, Carrie Muehlbauer learned to fly in college and later continued to gain experience flying cropdusters in Hawaii. The United States Air Force is where she began her official aviation career. She was based in Japan and flew KC-135's for the military for over seven years. She is flying for American Airlines as a first officer on the MD-80. Carrie promotes women in aviation by volunteering her time doing school speeches and talks.

The moderator of the concurrent session was Sandy Anderson, B-727 Fleet Check Captain with Northwest Airlines. A skydiving date introduced

Sandy to a flying career over twenty-two years ago. "Why jump out of a perfectly good airplane, when you can fly it". She has over fifteen years with NWA flying the B-747 internationally, and the B-727 as a line pilot, captain instructor and check pilot. Sandy actively promotes women in aviation by participating in numerous community outreach programs and organizations.

Each one of the ladies was a great inspiration to aspiring women airline pilots. Other women airline and commuter pilots present in the concurrent session were introduced and recognized. Each one of the ladies was a great inspiration to aspiring women airline pilots. Other women airline and commuter pilots present in the concurrent session were introduced and recognized.

Oh, by the way, the second officer (hotel technician) was able to restore "essential power" and the concurrent session was successfully concluded by these professional pilots remaining after the session to share their expertise with future women airline pilots.

Over 1,000 participants ranging from professional pilots to aviation maintenance technicians, to airport managers, to college students, to those who love aviation attended this year's conference in St. Louis. The theme for the 1996 WIA conference will be "Aviation Taking Flight" and will be held in Minneapolis, MN. on March 7-9, 1996. This is an exciting and growing conference. Please consider attending next year, enjoying the networking, and sharing your expertise.

## A Child's Shopping Paradise

by Carol Cansdale

A window of opportunity opened for Michele Dionne when Continental Airlines recently offered its pilots leaves of absence for 90 days to five years. With a Bachelor of Science degree in Textiles and Clothing and a maternal desire to be home for her 5-year old son Erik, Michele decided to take advantage of the opportunity and open a children's clothing store near her home in Colorado.

Currently based in IAH (Houston-Intercontinental), Michele found the commuting from Denver difficult when Continental closed its base there. She chose a one-year leave, which includes paid medical, accrued seniority and free unlimited passes and decided to use it to see how normal people live! She started her research in January and read everything she could on retail sales. Michele also took some classes at a local community college as well as networking with other store owners. At the same time, she found an ideal location just three miles from Michele's home and two blocks from Erik's school. A three-year lease was signed and then Michele started on the interior by getting bids from contractors. Erik, her son, is also involved. He has picked out the toys of his that will be in the

store for the children to play with. The only problem is he wants to sell everything for one dollar!

Clothing merchandise is usually ordered far in advance of the season, so Michele ordered in March for 'back-to-school', which is what the store will start with. She has already ordered \$23,000 worth of inventory from twenty different manufacturers. (Where do I sign up for one of these shopping sprees?) The store will be carrying high-quality, mid to upper price range garments for infants through 6X. Eventually, Michele would like to design and manufac-

ture her own line of children's clothes.

For short term plans, Michele has projected to be operating in the black in two and one half years. Initially, she is using her savings but plans to pay herself back. And, if the store does as well as expected, she plans to open up a second store three years from now.

"Just For Kids" is located at 12850 West 64th Avenue, Arvada, CO 80003 and will open July 15, 1995. If you're in the area, be sure to stop in! Best wishes to Michele and *much success!*



Erik consults with the store "buyer" to make sure the latest toys are in stock.

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 September 1**

# Convention '95 Bangkok, Thailand

by Pam Mitchell

**T**hailand has captivated all who participated in the 1995 Convention and ISA+21 has captivated the Thais! Attendance at this year's convention was great! Over 90 people attended the welcome cocktail party, sponsored by the Marriott Royal Garden Hotel and the Thai-style dinner, sponsored by Northwest Airlines, held on the terrace overlooking the Chao Praya river. The twinkling lights on the trees and riverfront pier added to the atmosphere of the beautiful, uniquely Thai architecture of the hotel's garden pool area to make it an enjoyable, if tropically-hot, evening! A bidding war heated things up even more during the silent auction, as almost \$6000 was raised for the Scholarship Fund! Some great golf, tennis, and resort vacations were won along with many other prizes. A list of donors follows with addresses (phone numbers will follow if I get back to the States in time to get them in the newsletter!) so I hope many of you make the effort to thank these companies for their support of ISA (hopefully by giving them business and identifying yourself as a



Lori Griffith (standing) at ISA Press Conference in Thailand with ISA Board members (L-R) Pam Mitchell, Cindy Shonk, Nancy Novaes, Carolyn Pasqualino, Betsy Landon, Kathy Malone, and Binka Bone

grateful ISA member!). Additionally, donations were made by Fiorenza deBernardi to the Fiorenza deBernardi Scholarship and Kim Hinshaw to the International Fund.

The Wednesday business meeting welcomed 61 ISA members from all over the world. Representing the U.S., Canada, Curacao, Switzerland, Bulgaria, Russia, Philippines, Bangladesh, Germany, France, and Italy, everyone joined in welcoming Kanchala, Thailand's first female airline pilot, and Rungnara, one of

three female pilots for Bangkok Airways.

ISA welcomed representatives from THAIPA, the Thai Pilots Association; our host and benefactor, Mr. Bill Heinecke; and all H.A.L.P. members and guests to the post-meeting luncheon which gave stomachs unused to spicy Thai food a break! A thoroughly-Western menu was followed by the raffle conducted by Cammy Montgomery.

**T**he afternoon was rounded out by a press conference sponsored by Northwest Airlines which introduced many members of the Asian press to the somewhat new (in Asia) notion of women in the cockpit! Lori Griffith gave an overview of ISA's goals and purpose and a panel of board members answered questions. Several articles came out in Bangkok newspapers while we were in the country and seemed to put a very positive light on ISA as well as the whole idea of women airline pilots. In addition, Nancy Novaes, Pam Mitchell, and Kanchala Sriyanong were invited to appear on a talk show called "Thailand International" which was aired in English throughout Thailand and parts of Malaysia.



Enjoying the welcome dinner are (L-R) Nancy Novaes, Binka Bone, Maggie Rose, Kathleen Malone, Yasmin Rahman, Colleen O'Neill (Marriott Director of Sales), Convention Chair Pam Mitchell and Gail Redden.





Convention Chair Pam Mitchell (with parasol) rides a bamboo raft with Cindy Shonk and Maggie Rose.



Intrepid ISA travelers astride elephant.

## Convention '95

Wednesday evening, the entire group boarded rice barges bound for the Sala Rim Nam, a beautiful riverfront restaurant where we ate traditional Thai food and watched Thai classical dances, complete with glittering costumes, towering jeweled head-dresses, and strange-sounding (to Western ears!) Thai music.

The return boat trip turned into an adventure at sea, with thunder and lightning crashing around us in a tropical storm, and someone's rendition of the "Gilligan's Island" theme song heard over the claps of thunder! During the mad dash from boat to hotel, the casualty of the week occurred when Maria Teresa Riga, guest of Fiorenza deBernardi, slipped on the marble floors and broke her arm badly, requiring a hospital stay and an ambulance ride. We all hope she is mending rapidly now and will join us next year in Texas! (Perhaps we can substitute a trail ride for the missed elephant ride!)

ISA has the rather dubious distinction now of having turned down the Crown Prince of Thailand for a Royal Audience on Thursday. Since nothing had been finalized with times by Wednesday, a national holiday, it was decided to respectfully cancel the request for the audience rather than leave the whole group hanging all day waiting for confirmation from the Palace. So Thursday brought a free day for individual tours, shopping (are there any gems left in Thailand???), sunning, and mingling with old and new friends.

Over 60 people made it up early on Friday for an all-day trip to the ancient capital of Ayutthaya and the summer palace of Bang Pa-In followed by a long, lazy trip back down the river by boat to the hotel.

We almost ran out of elephants for the Chiang Mai trip! Saturday morn-



ing almost 50 people flew to the northern Thai city of Chiang Mai for temples, tours, more shopping, and a Southeast Asia adventure! Sunday, before watching the trainers, or mahouts, parade almost twenty elephants and baby elephants into the river for their baths, we fed the elephants bunches of bananas bought from vendors and took pictures. One baby elephant simply eliminated the





phants prepare to board their sturdy bamboo rafts in Chiang Mai



Glenys Robinson and Nancy Novaes are having **way** too much fun on the Chaig Mai Elephant Trek.



trip back, we grabbed drinks, donned sunhats, and boarded bamboo rafts to be poled leisurely down the Ping River. When the sky opened up once again, the ponchos came out along with umbrellas and we looked like a flotilla of boat people, refugees on rafts fleeing Cuba or worse! This was an amazingly resilient

and intrepid group of adventurers, however, who shook off the rain, dug into lunch at the Royal Ping Gardens, and went on to the Orchid Farm!

That evening a much smaller group were guests of Khun Savat and Mr. Simon Hirst for sunset drinks and hors d'oeuvres at the magnificent Regent Four Seasons Chiang Mai, a resort also built by Bill Heinecke overlooking rice paddies and water buf-

falo, a true Thai retreat. After a delicious dinner, we returned to our (slightly more modest) hotel in time for last-minute, frenzied shopping at the night market.

Monday morning the adventure continued on for the most intrepid and dauntless 22, who braved full loads, bureaucratic red tape, and propaganda to venture into Vietnam! Nancy Novaes' accompanying article chronicles our Saigon experiences. I think everyone considered it a very worthwhile, interesting and thought-provoking trip.

Although I know a few stomachs rumbled a bit at the strange and exotic foods they were introduced to, and many succumbed to jet lag/ date-line/ time zone exhaustion on their return home, I hope all-in-all that everyone enjoyed this truly exotic ISA+21 Convention 1995. I hope it brought to our members new friends, experiences, sights, and sounds and more importantly, I hope it brought to Asia a new awareness of the women in our profession throughout the world, and of the amazingly won-

middleman. He took the 20-baht bill I offered in his trunk, went to the banana stand himself, paid the vendor, and picked out his own bananas!

Then we all climbed aboard these huge, magnificent animals and trekked through jungle and mountain streams for almost an hour to a Lisu hill tribe village. Light rain kept the temperature pleasant, but also kept away the hundreds of butterflies usually on the trail. After the

# Invitation to Vietnam

by Nancy Novaes

Saigon beckoned, irresistibly alluring. The very name invokes images of colonialism and culture, war reports, and a generation torn apart by a divisive shattering war. I had to see it for myself. Many people with whom I work saw action in Vietnam, and have stories of their own to tell. I wanted to see and hear the country and its people, at least as much as a two and a half day tour could show me.

The contrast with Thailand was stark. Thailand presented a rich tradition and culture, independent of undue Western influence.

Vietnam, however, was deeply opposite to the elaborate rituals and customs that color daily Thai life. Vietnam is a nation of simple farmers. Their written language was invented by French missionaries in the 1700's and uses Western lettering, unlike ornate Thai script. Vietnamese look, point, smile or frown frankly when they meet American eyes.

There were no fancy costumes, no hierarchical greetings or elaborate courtesies. Simple people, simply dressed, stared back at us. A smile and wave from me would surprise them into sunny, engaging grins.

Our bus with its crew of three was one of the newer vehicles on the road, immaculately clean and frighteningly air-conditioned. White pressed doilies adorned the headrest of each vertical seat. Shock absorption was minimal, but the roads were good. Our proud driver cut his way through the mass of human traffic, steering wheel in one hand and horn in the other, following directions from the English-speaking guide. A third silent man stood by the side door, presumably to assist big clumsy tourists in mounting and dismounting a bus made for munchkins. We raced along at 25 mph, brushing by unblinking pedestrians and cyclists who fearlessly crossed in front of the bus or rode alongside.

The streets overflowed with recycled

mopeds, bicycles, and a few faded vintage trucks of uncertain origins. Pretty young women in hats and elbow length gloves motored through the congested streets. Whole families rode mopeds. A father motored along with a child tucked against his chest, his wife holding on behind with a baby on her back. A young man wove his way through the crush of traffic on a bicycle. His grandmother sat carefully and com-

bus ride north to Tay Ninh province. The countryside was a window onto the past, with little changed along the highway for two hundred years except the road itself (well paved) and the few trucks and cars which picked their way past the oxcarts and tricycles. Rice paddies spread out along both sides of the road, alternating with small roadside villages. Water buffalo yoked to ancient wooden plows are still the tools

of choice for the intense, back-breaking labor of rice cultivation. Our guide told me the farmers didn't like tractors and machinery, because these required considerable repair in the tropical climate and wore out without reproducing. Old brick-baking kilns were still in use, although most of the houses were woven of wood, thatch and wat-



Rice paddy farmer with water buffalo on road from Ho Chi Minh City to Tay Ninh

fortably sideways on the back wheel holding her shopping in her lap. Older women keep knees and skirts together when they ride. The young women are more daring and boldly straddle their mopeds, unintimidated by the crush of humanity going about the daily business of living. Only schoolgirls still wore the white high-collared and long-sleeved traditional robes seen in the movies.

We saw only exteriors the first day: Notre Dame Cathedral, the Catholic legacy of French colonialism; the main street market; City Hall, the former presidential office building; and the former American embassy, site of those heartrending 1975 pictures of helicopters lifting off with hands seeking desperately to grab hold. The Embassy is now shuttered and decrepit. It is scheduled for use as an oil company's headquarters in the near future, but today it is a dismal reminder of the 1960's, a shell of a building.

The second day, we took a two-hour

There were a few more modern houses, occasionally of brick and plaster. Once, an abandoned colonial mansion bravely showed dingy white through heavy overgrowth, a relic of French occupation from the 1800's. Narrow wooden boats cruised the river that ran parallel to the highway, their bows loaded with produce, poled by women. Huge loads of products—hay, thatch, bananas, etc—seemed to move along the highway of their own accord. Not until they passed could we see that these enormous loads were being sturdily cycled south into the city by a single man or woman operating an old tricycle.

Tay Ninh was the location of the curious Cao Dai temple. Invented in 1925, this religion embodies one teacher's dedication to world peace. He included a symbol from each of the religions and political systems of his day in a vain attempt to demonstrate the universality of human thought and avoid war. Even a Nazi swastika adorned a

gazebo in the rear of the temple grounds. Walking into this temple of innocence was like walking into a child's castle. Blazing pink was the dominant color. Brilliant black, blue and white dragons, turtles and other animals wove their way up around the dozen or so pink columns that lined either side of the cathedral-like interior. The back part of the temple was designed like a western church, with a choir and instrument section on the second level. The forward area contained a crimson and gold lacquered throne surrounded by ornate columns and flagpoles, perhaps a rich and wondrous seat awaiting the Buddha, or a great Bodhisatva.



Cholon (Chinatown) in Ho Chi Minh City

itive wood-fired kitchen in the back. An occasional cat roamed past the tables seeking handouts. Toilet facilities were clean, but spare—buckets were required to "flush."

A temple of peace had provided our morning excursion, whereas a temple of war furnished the subject of the afternoon tour. After lunch, we headed for the Cu Chi underground tunnels. We disembarked the bus at a small one-story museum situated in the middle of the Cu Chi park. Enroute to the tunnel entrances, we were walked through a Booby Trap Path, loaded with hidden

worshippers seemed remarkably cool and calm, despite their voluminous robes. Young people in the "choir" sang and played for their respected elders below.

We left before the end of the lengthy ceremony, hungrily piling back onto the bus for lunch at a roadside restaurant. The food was amazing. The whole

tripwires and noisy caps which "popped" every time a careless step triggered them. We "lost" several members this way, until we all learned to watch where we were walking. At the end of this path was a deadly swinging door which rotated freely around a central axis. When stepped on, this door would swing down to drop the hapless victim onto sharpened bamboo spikes.

**W**e got a good view of the noon ceremony by climbing to the second level and spreading ourselves out along the narrow walkways that lined ei-

ther side of the interior. Led by an ancient and peaceful-looking woman wearing a white veiled head-dress and white robes, a solemn procession of elders advanced toward the Bodhisatva's throne. Women on the left, men on the right, they stepped slowly to the sound of chanting accompanied by echoing stringed instruments and the rhythmic

Toc...Toc...Toc of two polished hollow sticks. A few men wore similar robes and high headdresses of bright colors, each of which represented a leading Eastern religion: Tao, Confucianism, or Buddhism. Barely a breeze stirred in the wet tropical air, yet this crowd of



Surprised to find a Baskin Robbins in Vietnam are (L-R) Diane Casavant, Kathleen Malone, Randy McEndree, Annette Worthington, John Kleber, Chris Krummel Doig, Debra McEndree

trip continued to be a gourmet feast in Vietnam as it had been in Thailand. Even the fare at this simple roadside restaurant was dazzling. Young women scrubbed and cooked in a prim-

connect underground chambers which served as bedrooms, offices, mess halls and whatever else was necessary to keep the Viet Cong in South Vietnam

These were sobering and sad sights when we considered these primitive but deadly effective traps. A blasted and rusting American tank crumbled nearby partly covered by overgrowing weeds.

The extensive Cu Chi tunnel system was first dug against the French. It was greatly enlarged and expanded during the American conflict. Three levels of tunnels

(Continued on page 20)

sheltered and cared for. Those of us who didn't mind the seven-inch hard-shelled centipedes grazing along the walls crawled through part of the first level, guided by a thirtyish man in a VC uniform. Later, we saw a partial diagram of the tunnel system, including booby traps and deadfalls that only the knowing could avoid. More of these primitive traps were on display inside the low roofed building that housed the Tunnel diagrams. There was a kind of pride on the face of the Museum guide as he showed us around Cu Chi, as if these weapons of canvas, rusted metal and bamboo had actually won the war. I remembered reading about these weapons and the debilitating and demoralizing effects they had on even those who escaped them.

**A**nother stellar gourmet dinner at the Royal Garden cafe downtown lifted our spirits. Our gracious French host was busy preparing his restaurant and training

his help for future tourism. This bastion of capitalism was a refreshing and delicious interlude. A tired, war-worn city was emerging from its doldrums. Youthful faces for whom the war was only a childhood memory watched us expectantly. A young server eagerly and gratefully practiced his English. He explained he was looking forward to a lifetime of service in the budding tourist industry currently encouraged by the Hanoi government.

What kind of tourism is Hanoi soliciting from the West? The star attractions in Ho Chi Minh City are war memorials—the War Crimes Museum and Reunification Hall, which we saw only the morning of our departure. A pictorial history of American atrocities in Vietnam carefully explained in English is exhibited at the War Crimes Museum. An entire room was devoted to the devastating effects of Agent Orange, featuring pictures of American GIs at home who had been affected by this poison. Perhaps this was the most horrifying of crimes to an farm population—the destruction of the earth and agriculture upon which they lived. It was an odd feeling to tour these pitiful

rooms and see these war stories. There was nothing we hadn't already heard and read from newspaper accounts and returning American soldiers, but it was emotionally dislocating to see such vivid pictures and gory accounts.

This was the war that changed America forever. This war was the first to be successfully challenged by the American public. In the course of this controversy, American youth, raised in the 1950's and coming of age in the 1960's, lost its innocence and unquestioning trust in government decision-making. I thought about the American soldiers who had given their lives here, and about the lives that had been saved by our withdrawal.

"Saigon" is no romantic testimonial to Vietnam's colonial past—that past is ugly and tortured. "Saigon" exists no more. Now there is only Ho Chi Minh City, where the Westerner is a visitor, no longer a master. It is the leading city of this agricultural nation, poor but hopeful, looking to a future decided by the Vietnamese themselves. This time, we Americans were invited and honored guests.

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**Heartfelt thanks from all at ISA+21 to the following people and companies for donations to the ISA Scholarship Fund and the 1995 ISA Convention:**

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Mr. John Kern, his secretary Lana, and Capt. G.T. Martin, **Northwest Airlines** (612) 726-6271 (Fax: 612-726-0374) for system passes, sponsorship of press conference, welcome dinner, large scholarship donations and much more!

Mr. Bill Heinecke and Ms. Colleen O'Neill, **Marriott Royal Garden Riverside Hotel**, (Fax: 66-2-460-1805,) 257/1-3 Charoen Nakorn Rd. Thonburi, Bangkok 10600 Thailand.

Mr. Simon Hirst and Khun Savas Rattakunjara, Regent **Chiang Mai Resort**, Fax: 66-53-298-189.

Ms. Ann McMahon, **Aviation Week/ McGraw-Hill**, 1221 Avenue of the Americas, New York, NY 10020-1095. (They are offering a special \$40 rate for ISA members for a 1-year subscription.)

Mr. Joe Azzara, **Las Vegas Hilton/ Gaming Operations**, 3000 Paradise Road, Las Vegas, NV 89109

Ms. Terry Leitner-Rice, **David Leadbetter Golf Academy**, 6303 Burnham Road, Naples, FL 33999.

Mr. Oivind Sorvald, Director of Tennis, **Van Der Meer Tennis University**, 6 Country Club Lane, Imperial Lakes, Mulberry, FL 33860.

Mr. Clint Lolly, **Nick Bollittieri Tennis Academy**, P.O. Box 1088, Tarpon Springs, FL 43688

Ms. Joan Lipsitz, **Double JJ Ranch**, 6844 S. Water Road, Rothbury, MI 49452

Mr. Jack Vandelaar, **Discovery Dives**, 100750 Overseas Highway, Key Largo, FL 33037

Mr. Bob Scott, **Scott Leather Co.**, 606 Highway 377 N., P.O. Box 10, Argyle, TX 76226

Mr. Matt Mullins, **Fast Track Driving Schools**, P.O. Box 160, Harrisburg, NC 28075-0160

Ms. Anita Shaw, Executive Producer, **SyberVision Systems**, One Sansome St., Ste 810, San Francisco, CA 94104

Mr. Bill DeForrest, Vice Pres. Sales, **Copper Mountain Resort**, P.O. Box 3001, Copper Mountain, CO 80443

Mr. Lee Lauderback, **Stallion 51 Corporation**, 804 N. Hoagland Blvd., Kissimmee, FL 34741

Capt. Dutch Wellman, **Jet-Eze Corporation**, 2150 Dodd Road, Mendota Heights, MN 55120

Mr. Dick Sutton, **Ben Sutton Golf School**, P.O. Box 9199, Canton, OH 44711

Mr. Bob Lutz, **Richard Petty Driving Experience**, Fax: 704-455-5343

And special thanks to our own members for donating vacation homes and condos in Colorado, Florida, Hawaii, and the Bahamas: **Ms. Sharon Finch**, 32300 East Hwy 40, Steamboat Springs, CO 80487; **Ms. Binka Bone**, 64 College St., Newnan, GA 30263; **Ms. Suzanne Skeeters**, P.O. Box 4582, Kailua-Kona, HI 96745-4582; **Ms. Pam Mitchell**, 12502 Mission Hills Cir. S. Jacksonville, FL

## ISA BOARD OF DIRECTORS QUARTERLY MEETING MINUTES

The quarterly Board of Directors meeting was held May 9, 1995 at the Marriott Hotel in Bangkok, Thailand in conjunction with the annual ISA + 21 convention. Board Chairwoman Betsy Landon called the meeting to order at 10:00 am LT. Board members in attendance were Binka Bone, Kathleen Malone, Pam Mitchell, Nancy Novaes, Carolyn Pasqualino, Cindy Shonk, Board Advisor Maggie Rose, and Sylvia Otypka.

The majority of the meeting was devoted to discussion of the details presented during the general business meeting. To avoid duplication, a more complete treatment of these items may be found in the minutes of that meeting located elsewhere in this newsletter.

### Committee reports

1. Final details of the 1995 convention and preliminary plans for the 1996 convention to be held in Dallas were presented by Convention Chair Pam Mitchell. 2. Consideration was given to the option of setting up regional directorships to assist international members with currency exchanges. 3. Corporation Chair Nancy Novaes' work culminating in the recent publication of new Bylaws for ISA was commended, and details of

the amending procedure were discussed. 4. To ensure overlapping terms necessitated by the recent designation of the Treasurer and Scholarship positions as trustees of the Aviatrix Trust Fund, Treasurer Binka Bone volunteered to extend her term an additional year. 5. Binka presented the credit card imprinter she obtained for use in convention fee and dues collection. This will eliminate the difficulties associated with international fund transactions for our international members. 6. Historian Betsy Landon reported on recent requests she's received for information on ISA to be used in educational endeavors. 7. Membership Chair Cindy Shonk reported current membership statistics and summarized the changes she's implemented during her term. 8. Chris Kruegel Doig will be directing the international membership sponsorship program. 9. Articles submitted to the "ISA News" may be distributed for educational purposes unless the author specifically states otherwise. Discussion ensued about the possibility of reprinting some of the recent newsletter articles for future distribution to educational and professional organizations. 10. The agenda of the business meeting was presented

and discussed.

### Old Business

1. The Operations Manual developed by Maggie Rose will be distributed to all Directors, Committee and Sub-Committee Chairs, and will be updated and revised annually. 2. ISA Librarian Denise Van Grunsven is compiling a list of materials available for inclusion in the Women in Aviation (WIA) electronic forum. 3. The Vancouver T-shirts have been updated with a Bangkok logo and are being sold for \$8.

### New Business

1. Amsterdam is being given strong consideration as the site for ISA's 1997 convention, in the interest of promoting membership among the European women. 2. The feasibility of establishing a Women Pilots Advisory Committee for IFALPA was discussed. The proposed committee would optimally meet in conjunction with the ISA convention. 3. The WIA electronic forum is available to ISA for private meetings inaccessible to the public.

The meeting was adjourned at 2:30 LT.

Respectfully submitted.

Kathleen A. Malone, Secretary

## ISA ANNUAL BUSINESS MEETING

### Minutes of the Eighteenth Annual ISA + 21 Business Meeting May 10, 1995 Bangkok, Thailand

#### I Opening Statements

The eighteenth annual ISA + 21 business meeting was called to order by Board of Directors Chairwoman Betsy Landon at 8:30 am LT. Betsy began by welcoming all members and expressing great thanks to Convention Chair Pam Mitchell for her work in organizing the convention. Following these comments, Betsy invited each member to introduce themselves stating their name, position, equipment, company affiliation, base, and to indicate if this was their first convention. Sixty-two members were present representing twenty airlines and included founding member Beverly Bass and charter members Norah O'Neil and Maggie Rose. Additional Board of Directors present were Binka Bone, Kathleen Malone, Pam Mitchell, Nancy Novaes, Carolyn Pasqualino, and Cindy Shonk.

#### II Committee Reports

A **Secretary:** Kathleen Malone The membership was asked for any corrections to the minutes of the 1994 annual business meeting as published in the July 1994 newsletter and redistributed to the membership in the convention registration packets. The motion to accept

the minutes as published was made by Sylvia Otypka and seconded by Gail Redden, and passed unanimously. A brief outline of the duties of the Secretary was given to include planning the quarterly board meetings and annual business meetings, overseeing mail retrieval and distribution, disseminating career information to interested students and educational institutions, and conducting board elections. An invitation to join the board was made and it was noted that four board members recently signed on to extend their terms. The recent reorganization of ISA and the implementation of an Operations Manual developed by Maggie Rose has greatly streamlined the duties associated with each position.

B **Treasurer:** Binka Bone Binka reviewed some of the most important accomplishments ISA has achieved during the last several years as we continue to develop as a professional, efficient organization, most notably in the area of the scholarship program where some of our goals are realized as we nurture the careers of aspiring women aviators. She reported that the Aviatrix Scholarship Trust now comprises over \$20,000 total and highlighted some of the recent contributions: \$2500 by UPS, \$5000 by Northwest Airlines, and \$3200 this year to date in contributions by members. Binka reread her poignant January newsletter article

in which she inspired us to become a truly international organization by expanding our influence globally and inviting our international members to become actively involved in ISA.

C **Convention:** Pam Mitchell Numerous details of the convention were discussed including upcoming events and the itineraries for the side trips. Pam encouraged the membership to return the surveys for the informal get-togethers and the convention evaluation forms with suggestions for improving future conventions. She also outlined the goals of the press conference scheduled later in the day to increase the awareness of women pilots from all over the world and to inspire Asian airlines to hire more women. Pam recognized the wonderful job Cammy Montgomery has done over the years in obtaining fabulous raffle and auction items from companies donating to our Scholarship Fund. She urged everyone to patronize these companies who give so generously to support our programs.

D. **Historian/Speaker's Bank:** Betsy Landon The materials available to the membership for educational engagements and the procedures for obtaining them were reviewed.

E. **Family:** Carolyn Pasqualino A lot of activity was reported among the membership for

(Continued on page 22)

## ISA Business Meeting

the previous year including seven weddings, seventeen babies born, and fifty upgrades. Carolyn introduced our newest bride, Annette Worthington, married four days earlier. The duties of the Family Chair were described including providing information to the membership on nanny services, maternity policies, and flying while pregnant. Updated information on maternity policies for all airlines is solicited and should be sent to incoming Family Chair Denise Van Grunsven. Carolyn has copies of the current policies on file and will distribute them upon request.

**F. Newsletter:** Kathleen Wentworth, reported by Kathleen Malone *ISA News* editor Kathleen Wentworth was unable to attend and sent her regrets along with her committee report. She included a detailed questionnaire requesting a critique of the newsletter and soliciting ideas for improving the newsletter. Kathleen thanked the membership for the wealth of great ideas provided her in the past, which led to the evolution of the *ISA News* in its current form. In an effort to share the multitude of information possessed by the many talented and accomplished writers among our ranks, and in accordance with our charter as an educational organization, any articles submitted for publication in the newsletter may be distributed widely for educational purposes unless specified otherwise by the author at the time of submission.

**G. Corporation:** Nancy Novaes Nancy detailed the history of events leading up to the incorporation of ISA as a nonprofit organization, evolving from a social organization into an educational and charitable organization as evidenced by such activities as the establishment of a scholarship fund, the development of museum exhibits and a library, and involvement with organizations such as IFALPA. ISA is now incorporated in the state of Nevada and the 501(c)(3) exemption is awaiting final approval by the IRS. When this tax ID number is attained, all dues and contributions to ISA will be fully deductible, and ISA can engage in fundraising, soliciting money and material donations from any corporate entity. With these additional funds, our educational activities can be greatly expanded, limited only by time and imagination. Nancy described the three layers defining the reorganization: the Bylaws which provide the operating parameters and are changeable only by membership vote, the Standing Rules which contain important items suggested by the Bylaws; and the Operations Manual written by charter member Maggie Rose which detail the activities of the Board members and Committee Chairs. The proposed Bylaws are currently being distributed to the membership for ratification. Nancy encouraged everyone to return the ballots and offer comments and suggestions, and to continue to support the organization. She gave special thanks to Maggie Rose for her dedication and the knowledgeable support she provided during this reorganization. Nancy also emphasized the viability of the Women in Aviation forum on CompuServe as an excellent tool for communication, and encouraged all members

to participate.

**H. Membership:** Cindy Shonk ISA currently comprises 438 members representing 68 airlines and 30 countries. Although this represents an increase from last year, Cindy indicated that 60 members from the US did not renew their membership, and implored everyone to make the effort to welcome new members and encourage non-members to join ISA. Cindy reported the success of some of the changes she's implemented since last year. By sending out separate membership renewal cards in November, a greater response has been generated. The renewal date for international members was changed to May as a result of one member's suggestion and has greatly alleviated the difficulty experienced by international members in acquiring US funds. The international sponsorship program allows members to sponsor an international member from an economically disadvantaged country for \$25, which covers the cost of the newsletter mailing only. The suggestion was made to have two members sponsor one international member for \$40, instead of lowering the dues. Anyone interested in sponsoring an international member is requested to leave a check for Cindy. The responsibilities of the Membership Chair were described including receiving applications, preparing welcome packets for new members, producing mailing labels when required, editing the membership directory, responding to membership inquiries, and coordinating with the Treasurer for membership drives. Cindy expressed how much participating on the Board of Directors has meant to her and invited members to become involved. She welcomed Carolyn Pasqualino as the new Membership Chair. Several poignant comments were made from the general membership, and Cindy closed by inviting everyone to actively seek new members, emphasizing that ISA has something for everyone.

**I. Scholarship:** Morgen Reeb, reported by Carolyn Pasqualino Morgen was unable to attend the convention and sent her report summarizing the activities of her Scholarship committee for the past year. She highlighted the Flight Engineer and Type ratings donated by United Airlines and Northwest Airlines, the \$5000 donation made by Northwest and the \$2500 donation made by UPS to the Aviatix Scholarship Trust Fund, and the generous donations made by ISA members. The Trust Fund was moved to Fidelity Investments in Florida, and Binka Bone and Morgen Greschel Reeb were designated additional trustees as Treasurer and Scholarship Chair, respectively. Permanent trustees are Charlene Sammis and Mimi Tompkins. Three of the four Airline Scholarship recipients have completed their training and the fourth will be given a class date later this year. Comments from the thank-you letters received from each of the recipients were excerpted. Morgen thanked Krisan Wismer and Denise Van Grunsven for generously opening their homes to last year's Airline Scholarship recipients. This year, United Airlines will donate two Type ratings and Northwest Airlines will donate a Flight Engineer rating and a Type rating to the scholarship program. Twenty-six applicants will be interviewed this year, and Morgen is request-

ing volunteers to assist with interviewing the candidates and to serve on the scholarship selection committee. Members interested in interviewing are requested to use the Interview Sign Up sheets and she will contact you with the interview information. Morgen would like to explore the option of expanding the scholarship program to include turbo-prop training, and is soliciting membership contacts with any companies that provide this type of training. She also requested any suggestions for improving the scholarship program.

### III. Old Business

**A. IFALPA Report:** Pam Mitchell ISA has "observer status" with the International Federation of Airline Pilots Association, a political organization comprised of over eighty of the world's airline pilots associations. Pam attended their convention this year as ISA's representative, and reports that through this very worthwhile connection she has been able to contact several women working for international airlines. Through the use of a survey she distributed to member associations, she's learned of women employed with South African Airways, Dragon Air in Hongkong, and has brought women from Bulgaria, Philippine Airlines, and Sabina into the ranks of membership in ISA. Pam is encouraging IFALPA to utilize ISA in an advisory capacity in dealing with issues relating to women. Some of IFALPA's programs which we may wish to incorporate in our operations include establishing regional membership directors responsible for distributing information and gathering statistics in areas such as Europe, Africa, and the Americas, and developing a formalized application process for subsidizing membership and convention costs from economically disadvantaged countries. The 1996 IFALPA convention will be in Dublin, Ireland in March or April. Any member interested in attending is requested to contact the Board.

**B. Loss of License Committee:** Carole Danis Litten Carole summarized the points brought out during conversations this past year with four members that she and LOL committee member Ginger Cutter have had the opportunity to provide with assistance. Coordinating with other pilots in similar situations is one of the best sources of help; a suggested resource is the ALPA national bulletin board for ALPA members. Notify your Union Medical doctors if you find yourself in a situation where a doctor is threatening FAA notification unless you continue treatment with him or her. They can help with erroneous data on your medical record and recommend steps to take to prevent possible license revocation. Some antibiotics are now approved for use while flying, check with a Union Medical doctor. When facing imminent loss of license, contact a specialist who is dual qualified as a lawyer. Both ALPA and APA maintain lists of these doctors for referrals. Some FAA doctor/lawyers also serve as contractors to the NTSB and are familiar with the appeals process should the FAA deny your medical. In difficult cases apply for a special issuance medical which requires periodic check-ups with your specialist, who will be required to submit letters to the FAA verifying that your progress is good and recommending continued flight status. Consider maintaining



extra savings or enrolling in a Mutual Aid program to cover yourself during the potentially stressful waiting period the first year before insurance policies go into effect. If injured on the job, it is extremely important to report the incident immediately as having occurred on company property and obtain statements from as many witnesses as possible. Worker's Comp is regulated by State Law, which varies from state to state. Company lawyers will try to find evidence of a pre-existing condition to rule against your claim

**C. ISA Librarian:** Denise Van Grunsven, reported by Kathleen Malone Denise began Airbus training with Northwest May 1st and was unable to attend the meeting. She is in the process of compiling a list of the materials she has available for loan which will be listed in a library for members only through the CompuServe Women in Aviation forum. She is soliciting updated information on the Airbus series subsequent to the 300, the MD11, the Fokker 100, and any other items that may be of interest to us such as tapes on CRM, radiation, etc. If you have information on any of these items, please contact Denise.

**D. ISA Store:** Kathleen Malone Several ISA logo items are available for sale from the ISA store with all proceeds going to support the Scholarship Trust Fund. The hot items this year are the ISA World Tour T-shirts, bearing a strong resemblance to last year's Vancouver T-shirts. These are the new and improved versions, updated with a Bangkok logo to reflect ISA's expanding global coverage and are available for \$8. Members are reminded that any products sold displaying the ISA logo must be approved by the Board of Directors.

#### E. Other Old Business

1 Carol Cansdale, author of the *ISA News* column entitled "ISA Members Duty Free", encouraged everyone to submit the names of interesting members to her directly or through Kathleen Wentworth's newsletter survey. Everyone enjoys reading about the diverse extracurricular activities of our membership but Carol needs your assistance in highlighting our members

#### IV. New Business

**A Women Airline Pilot Museum Exhibits:** Lori Griffith ISA Museum Exhibits Committee Chair Lori Griffith reported the successful opening of the Woman Airline Pilot Exhibit in the Women in Aviation Gallery of the San Diego Aerospace Museum July 17, 1994. The unveiling of this exhibit drew the highest attendance of any opening in the history of the museum and continues to be one of the most popular exhibits in the museum. The New England Air Museum at the Bradley International Airport will be the site of the fifth permanent Woman Airline Pilot Exhibit. The opening date will be determined when the museum completes work on designing a section specifically for the ISA exhibit

**B 1996 Convention:** Pam Mitchell Bids for the 1996 convention were received from Dallas, Boston, and Amsterdam, and Pam explained the reasoning behind the selection process. Europe was given strong consideration in the interest of promoting membership among

the European women pilots. However, since we have not traditionally held international conventions in consecutive years, and we would like to promote a strong membership drive among our North American members and have many volunteers in the local area willing to help out, Dallas was chosen to be the best location for the convention. Pam is soliciting suggestions for one and three day side trips originating from the Dallas area. Claudia Sorenson has volunteered to help and has done much of the preliminary work on hotel selection.

**C 1997 Convention Bids:** Pam Mitchell Bid proposals for the 1997 convention are due to the Board of Directors by August 15, 1995. Pam outlined the criterion for selection including the possibility of airline or hotel sponsorship and the availability of members in the local area willing to help. At this time Amsterdam is the leading contender for selection.

**D. Winter Ski Days:** Cindy Shonk Cindy has hosted the highly successful ISA Winter Ski Days for the past two years for 35+ members and their guests at her home in Keystone, Colorado. She has graciously volunteered to host next year's event February 12-15, 1996

#### E. Other New Business

1 Greeting from Aviatrissa: Lucy Young presented a letter from Galina Korchuganova, president of Aviatrissa, the Women's Club of flying specialties in Moscow, Russia, and an invitation from the Russian women to join them for the second International Forum of Women Pilots, September 14-18, 1995 in Moscow. Galina's letter reads as follows. "I greet all the airline pilots that have gathered together at this wonderful forum. On this day 50 years ago Russian soldiers together with American, British and soldiers from other countries put an end to the biggest war of the 20th century. Peace is not guaranteed by the politicians but instead through the efforts of ordinary people from different countries. Aviation shortens the distance putting people closer together. Hearts of those who love aviation and devote themselves to the sky, always beat together. Even though we are not all here with you at this conference, our hearts and souls are with you. We, the Russian women pilots of "Aviatrissa", wish you successful work and a pleasant time. We are looking forward to meeting you at the II International Forum of Women Pilots in Moscow in September. Sincerely Yours In the name of the Women's Club of Flying Specialties "Aviatrissa" The President, Absolute Champion of World Acrobatics, Test-pilot Galina Korchuganova" The International Forum is planned to celebrate the 50th Anniversary of the end of World War II and will focus on "the contribution of women-pilots to the victory over fascist Germany and a significant role of the women as peace-keepers". The registration fee is \$400 and includes hotel accommodations, airport transportation, sightseeing and tour guides, the Bolshoi Theater, and business lunches. The reservation deadline is July 15, 1995. Lucy recounted some of her experiences during the 1993 ISA trip to Russia and mentioned that it was the most profound trip she'd ever taken. Transcending cross-cultural boundaries by getting to know our aviation

counterparts in Russia was an extremely moving experience. Members interested in attending the II International Forum may contact Lucy for further information.

2 Johnnie Olsen expressed an interest in assisting with the 1996 convention and sought input from the membership on desired hotel locations, contrasting the night life and shopping attraction of the Dallas area with the more western influence and flavor of the upgraded downtown area of Fort Worth.

3. Jane Saddler proposed dropping the "+21" from ISA's name and changing it to just "ISA" for simplicity, without denying the recognition due the original twenty-one charter and founding members. Corporation Chair Nancy Novaes responded by indicating this was covered in Article 1 of the new proposed Bylaws which states "The name of the organization is International Society of Women Airline Pilots, also known as 'ISA + 21' or 'ISA'."

4 Krisan Wismer announced that the first woman Boeing 777 rated airline pilot is employed by United Airlines as an instructor at their training center.

5. Gabrielle Musy-Leuthi presented information provided by Vicki Karnes on obtaining tickets for the 1996 Summer Olympic Games to be held in Atlanta July 19-August 4

6. Susan Horstman requested travel information for a round-the-world trip she's planning for herself and her eleven-year old son next year

7 Luba Rylova presented Lucy Young with an Aeroflot pilot's watch, traditionally given upon attaining a higher qualification, for her upgrade to B-767 International. The watch is inscribed with the words "For Higher Flight Qualification" (in Russian, of course, transcribed by Valentina Tzvetkova).

8. Renita Herrmann issued a warning to all E-mail subscribers for the lethal virus "Good Times", affecting CompuServe, America on Line, and the Internet. The virus is carried with other messages and should be deleted immediately. If inadvertently opened, the computer should be turned off to prevent extreme damage to the hard drive.

**V. Outgoing/Incoming Board of Directors** Betsy presented outgoing Board member Cindy Shonk with a gift as a token of appreciation for her service to ISA. Carole Danis Litten was also given a gift of appreciation belatedly for her term which was completed last year (In charge of obtaining the gifts last year, Carole declined to give herself one in the interest of saving money.)

The new and returning Board members elected for the 1995-1997 term were welcomed: Denise Van Grunsven, Family; Betsy Landon, Historian/Speaker's Bank; Kathleen Malone, Secretary, and Carolyn Pasqualino, Membership. Betsy will be continuing in the capacity of Chairwoman

**VI Meeting Adjournment** The motion was made by Sylvia Otypka and seconded by Jane Saddler to adjourn the meeting at 12:15 LT

Respectfully submitted, Kathleen A. Malone, Secretary

## Honeymoon's Over

(Continued from page 1)

opinion would even be heard or considered. Unfortunately, his aggressive style of communicating resulted in him running roughshod over his passive captain.

### "Can we talk?"

The power struggle between these two pilots was not caused by one or the other doing anything "wrong" or "out of line", but in their mutual inability to communicate effectively. This failing, sadly, is a very common one. Dr. Robert Bolton, Ph.D., in his book *People Skills*, estimates that 80% of the population does not communicate well on a consistent basis. This isn't surprising, considering that human beings were raised by previous generations of equally poor communicators.

In our everyday conversations, and in the majority of our working relationships, we all manage to interact fairly well; our differences of opinion are minor, and are usually resolved quickly and in a civil manner. The more serious interpersonal challenges are the situations that get out of hand primarily because of a **disparity in individuals' interactive styles**.

The terms *aggressive*, *passive* and *assertive* describe general personality characteristics which are more dominant in some people than in others. These individual traits are clearly not exclusive to any gender or

rank—however, women tend to be more passive and compliant, as a population, than men. This can create an awkward situation for a woman who chooses to be true to her own nature, rather than play-act a "traditional" captain's role (previously defined by men) that may not fit her personality.

For this reason, the focus is on making the transition from *passive* to *assertive*. The less effective, as well as more effective, communication styles are discussed so that the reader may both recognize such behaviors in herself (if such is the case) and also in others. She will then, hopefully, be able to deal with these unavoidable challenges more capably and confidently when they arise in the future.

### **Aggressive behavior violates the basic human rights of others**

The word "aggressive" has been used so many times as a compliment when referring to pilots, that it is necessary to redefine it in a sociological context.

An aggressive person's philosophy is "My needs/wants/ideas take priority over everyone else's", aiming for an "I win, you lose" end result. Such a person is like a steamroller, boldly insisting on getting his or her own way at the expense of others, and often using retaliation as coercive power. They can be domineering, controlling, rude, abusive and sarcastic. These people deal with conflict by blaming and accusing others—a "Get them before they get me" approach. Their manner is supported by threatening body language—thrusting fingers, pointed staring, loud or angry vocalization and physically invading others' space. It is important for them to appear "right" at all costs. They would rather argue than negotiate.

The negative payoff of aggression is that it can also provoke counter-aggression when used on the wrong person. (An astonishing 70% of job firings have been attributed to employees' aggressive behavior.) But in spite of such a person's pushiness, guilt feelings do arise from consistent abuse of others. Unfortunately, the aggressor feels it is an insurmountable task to make amends for the scores of deeply negative impressions he or she has made in the past. The ultimate result is alienation from people.

### **Passive behavior fails to respect one's own basic rights**

The passive person believes "My needs aren't as important as other people's"; a subtle "You win, I lose" attitude. This person is a doormat, but doesn't realize it; his or her lack of confidence and self-respect is confused with being "nice" or "considerate"—qualities that are valued. Unfortunately, such people *allow* others to dominate them, and rarely state their own needs or desires even when there is little possibility of a refusal. They speak tentatively, using qualifiers, and apologize even when no pardon is required. They have difficulty making eye contact, and withdraw if a person appears to challenge them in any way. Passive people fear conflict, as well as responsibility in case anything should go wrong. They would rather run than fight. If an interpersonal problem does occur, such an individual isn't likely to think of an

appropriate response until after the opportunity has passed.

The negative aspect of this mode of behavior is low self-esteem, as well as an accumulation of stifled resentment and anger, which often explodes upon an inappropriate person. Passive individuals may also sulk and withdraw, hoping others will "notice" and offer to take care of their problems for them.

### **Assertive behavior respects the rights of all people involved**

Assertiveness is a term which describes the most effective, desirable and ideal level of human interaction. It enables you to maintain respect, satisfy your needs, and defend your rights without dominating, manipulating, abusing or controlling others. It is a mature outlook, in which an individual accepts full responsibility for his or her own feelings and actions, while declining to assume responsibility for others'. As defined by the AT&T School of Business course *Assert Yourself!*, it is "Direct, open, honest communication whereby respect for self as well as respect for others is demonstrated."

The assertive person practices a "Win/Win" approach to human interactions, emphasizing flexibility and mutual cooperation. This person speaks his or her own mind in a calm, non-threatening and non-judgmental way, increasing the chance that others will respond in a similar fashion. S/he does not react to others' anger or manipulation, nor does s/he utilize these tactics. The assertive person does not fear an engagement with others (even one involving conflict), as evidenced by her relaxed composure, direct gaze, varied voice inflections and balanced posture. Assertive people have a justifiably high sense of self worth and very little "people-induced" anxiety or tension in their lives, either at home or at work.

### **So—how do we reach this lofty goal?**

These personality "models" are research-derived generalizations and represent a somewhat exaggerated extreme. Most people fall into the in-between areas (what would be described as "normal" behavior), with occasional forays into all three types of behavior.

The good news is that poor conversational habits can, with effort and practice, be replaced by more effective responses. Good communica-



tion—regardless of one's personality—is as much a **learned skill** as playing a musical instrument or flying an airplane. No one is doomed to be a victim of his or her own aggression or passivity, or that of anyone else's. Some attitudinal "housecleaning," however, may need to be done before embarking upon the journey of becoming a more assertive person. Some common misconceptions (perhaps even some we value) are worthy of reexamination.

### **"He makes me so mad!"**

This idea is contrary to almost everyone's upbringing and society's perceptions; but the truth is that nobody can take responsibility for (or control) your emotional response to any situation except yourself. Conversely, you are not responsible for how any other individual chooses to respond to something you say or do. If you have behaved assertively (have shown respect for that person's rights and feelings) and s/he still behaves in an angry or hurt manner, then that is their choice, not yours. We are only responsible for ourselves; and countless ulcers have been caused by people's time-honored misunderstanding of this basic concept.

### **"I'm not supposed to make mistakes—I'm the Captain."**

We all have our weaknesses and make errors. But how our pride is bruised when caught in the act of committing them—especially when it happens in front of someone with whom we are not getting along very well! Women, who have a general tendency towards perfectionism anyway, seem to berate themselves most harshly over their own oversights, even insignificant ones. This undermining of self-confidence begins and prolongs a vicious cycle of dragging around one's own failings like a bag of bricks, distracting the pilot from the more important job at hand and making her prone to even more errors. (Ever felt that way in the simulator on a tough check-ride?) Many people—especially captains—feel that *we must be perfect*—and if we're not, then we have to have a very good reason why this is not so.

This attitude is unhealthy. In the honest acceptance of one's own human fallibility, a person must forgive herself—and others—quickly and painlessly, and *move on*. (This doesn't

mean you can't talk about or critique whatever happened—in fact, it's the **best** way to deal with the aftermath of errors.) The self-imposed burden of inadequacy, however, can be eventually left behind when the person learns to absolve herself of the habit of feeling guilty or humiliated about something that everybody does upon occasion. Then when an honest mistake occurs in the presence of a person with whom she is having a "challenging" time, there is less chance of emotional snowballing, and subsequent degradation of performance.

### **The Assertiveness "Bill of Rights"**

(From AT&T School of Business and *When I Say No, I Feel Guilty* by Manuel J. Smith, Ph.D.)

#### **You have a right:**

♦ **To express your own thoughts and feelings.** One sometimes inhibits her worthwhile input in the presence of an aggressively voluble speaker who rambles on and on without pause.

♦ **To have your thoughts, feelings and rights respected.** Lack of practice in speaking up may contribute to not feeling confident about insisting upon respectful treatment. Regardless of your rank, however, you are entitled to it—*especially* when you're the captain.

♦ **To be listened to and taken seriously** This often requires an insistence that some people are uncomfortable attempting, because they haven't done it successfully before. It is more likely to be a problem for first and second officers, although it's not unheard-of for captains.

♦ **To ask for what you want.** Not as hard as it sounds; and it gets easier with practice.

♦ **To make mistakes.** (But you know *that!*)

♦ **To ask for information.** Remember the "I've got to be perfect" albatross? Add in "I've got to know everything." (Again, this misconception is most likely to reappear in the event of strained crewmember relationships.) Keep in mind one of the most basic elements of CRM (or C/L/R) is *resource management*—and that often means asking questions. In The Ginnett Study (United Airlines Captain C/L/R Course) one of the descriptions of what constitutes an "Effective Captain" is the term *disavowal of perfection*. What

this means is that the captain finds some way of letting the crew know that A) she *doesn't* know everything—and B) she is dependent upon the other crew members' input and expertise as much as they are on hers. In other words, the captain conveys that "You are an important, needed, and essential member of this crew."

♦ **To say "I don't know" or "I don't understand",** (See above.) There is sometimes the apprehension that admitting such a thing will make the speaker appear stupid, lazy or (horrors!) *unprofessional*, especially when she's the captain. Actually, it's not as much of a risk as is feared, since nobody likes to work with a "know-it-all". (Of course, it is easier to say in the presence of a crewmember with whom you are *not* engaged in a needlessly antagonistic relationship.) On a more useful note, these "ignorant" responses can be quite handy in dealing with manipulative statements. (Example: "What would the world be like if everyone believed the way you do?") When this happens, author Smith suggests that you express your lack of knowledge honestly until the manipulator sees that such ploys do not work on you.

♦ **To say "no".** In everyday life or in cockpit management, it is often harder to say than it is to hear. With practice, however, it can be stated decisively as well as respectfully, and without undue discomfort on your part.

♦ **To make a decision on your own terms.** As a captain, you have the right to make an operational decision based on your knowledge, past experience or personal preference, even if a fellow crewmember would rather do it differently.

♦ **To not feel guilty.** Guilt is an appropriate sentiment only when you feel regret for having done something that is truly wrong—but not because an operational decision you have made disappoints fellow crewmembers, passengers or anyone who was counting on the flight to turn out differently.

♦ **To offer no reasons or excuses for justifying your decisions.** This technique is useful when dealing with aggressive salespeople or unwanted phone solicitors (they don't need to know why you're not interested), but it is not always appropriate when dealing with co-workers. If your phase of flight precludes adequate time for dis-

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## Honeymoon's Over

cussion at the moment a difference of opinion arises, giving your reasons at the first available opportunity will improve crew climate and mutual understanding. It also passes on helpful information to your copilot, who will one day be a captain herself.

♦ **To change your mind.** Don't feel that a change of mind about anything indicates instability on your part, although some will try to make you feel that way. In the working world, very few plans are cast in granite; and flexibility in our rapidly-changing work environment is a necessity, not a frivolity.

♦ **To choose not to be assertive.** Sometimes you won't always have the energy, inclination or ambition to handle every situation in the best possible way. And this, too, is your assertive choice—to simply let a situation slide.

### Basic ground rules of consistently effective communication

**Speaking honestly** is the art of presenting your viewpoint in the clearest possible language—devoid of exaggeration or understatement, and showing respect for both yourself and the listener—thereby insuring a minimum risk of misunderstanding or conflict. It sounds fairly straightforward; unfortunately, most people's everyday conversations are loaded with needless barriers to communication.

Common "spoilers" which trigger a listener's defensiveness, resistance and resentment include habitual criticizing, name-calling (such as stereotypical put-downs, even when done in jest), diagnosing the listener's problems, ordering around (whether the speaker is the boss or not), moralizing (preaching, using judgment-laden words like "should" or "ought to"), excessive or inappropriate questioning, giving unasked-for advice, dismissing the listener's concerns as irrelevant, insensitively changing a subject important to the listener, "talking down", using patronizing language or habitual arguing.

All these barriers spring from human beings' basic tendency to be judgmental towards one other. It's something almost everybody does at one time or another, but nobody likes having done to them. Fortunately, the pattern can be broken. At the same time a person

is disciplining herself to stop using these communication roadblocks on others, she also recognizes the same when they are being used on her; and this is the first step in personal "reprogramming" to not react with old defensive habits.

**Empathetic listening** is the art of accepting others' opinions and feelings as valid from their point of view. This requires that a listener suspend judgment of the speaker and actively take in everything s/he is saying, allowing as much silence as necessary for him/her to complete their thoughts, without the listener composing or delivering a verbal "rebuttal". This has the twofold benefit of releasing the speaker's tension by allowing him/her to have their say without interruption, while simultaneously lowering his/her resistance to you when s/he sees that you are sincerely interested in his/her feelings and opinions. Later, after you have affirmed the validity of what s/he has to say, s/he will be much more willing to hear your (possibly) opposing viewpoint.

Although this is a technique which requires great personal discipline to adopt (it is such a departure from typical American speech!), the rewards of actively demonstrating this kind of respect are an increase in trust and dramatically improved communication. (Remember, always having the last word is an *aggressive* trait.)

**The workable compromise.** After the Empathic Listening stage comes the point where both people discuss a solution that is mutually acceptable. This alternative may not be appropriate in situations requiring quick decisions and command leadership by the captain, or where the end result is clearly stated by FARs or SOP. However, it can go a long way towards improving work relations in the areas of protocol or individual choice.

**Timeliness of corrections...** "Most of us verbally assert ourselves with other people only when we have had enough frustration to become irritated and angry," states author Manuel J. Smith, Ph.D. This is the reason why some captains and most first or second officers habitually hesitate to speak up in a timely manner about something a person is doing (probably unintentionally) that is annoying, offensive, unacceptable or nonstandard.

Unfortunately, a person's continual silence only reinforces the unwanted be-

havior. Under the mistaken pretense of not wanting to appear "nitpicky", (or perhaps not knowing how to deliver the correction) the offended party repeatedly endures the aggravation until it becomes unbearable, then "suddenly" erupts with unnecessary force—and no warning—on the unsuspecting perpetrator.

This choice of response is disrespectful to one's self as well as to the co-worker. If a captain's initial gut reaction to something a crewmember does is disapproval, regardless of whether or not it "makes sense," then the sooner it is mentioned, the better.

...or, **making a correction at all**, It can be difficult for many sensitive captains to correct or admonish someone with whom they are trying to establish a good working relationship. And strange as it might sound that a captain would ever hesitate to correct a copilot, it does happen—we've all seen it! Annoyed glances, looks of disappointment, long-suffering sighs and exasperated head-shaking—all of these non-assertive messages confuse and unsettle a co-worker, and don't help her in the slightest.

Such behavior is a violation of the "honest communication" rule; and no co-worker can be expected to be a mind reader. The first officer would be most willing to comply with the captain's wishes, if she only knew what they were. Remember, it is a trait of passive people to rarely state their own needs or desires, *even when there is little possibility of a refusal*. (This includes brooding in silence—hoping others will notice a person's dilemma and approach her/him with an apology or a solution.)

This bears repeating—it is the captain's right to manage the cockpit on her own terms—including respectfully requesting the subordinate crewmembers to refrain from doing things which annoy her. It is often the little irritants which provoke the biggest conflicts. Author Bolton points out that a person's habitual inhibition of this right actually projects disrespect of her co-worker, as if the captain assumes he or she must be far too fragile to deal with a directive.

On the other hand, a lower-ranking crewmember should never tolerate personally disrespectful treatment from a captain, just because he or she happens to be more senior. Be tactful to the boss, of course, but definitely speak

up if you feel mistreated.

### Getting those difficult words out

Asking for a change in behavior or critiquing ("asserting") can be made easier by following a format Dr. Bolton calls the "Three Part Message."

*"When you..."* State objectionable behavior in plain language, without emotional 'loading' (character assassinations, absolutes, profanity, judgmental words) and make it as brief as possible.

*...I feel..."* State your feelings honestly, without exaggeration or understatement.

*...because..."* give your viewpoint of how such behavior affects you.

Example: "John, *when you* initiate the Approach Descent checklist before I call for it, *I feel* rushed trying to catch up to you, *because* I'm not ready for the challenge items yet."

But no matter how objectively such a statement is worded, the possibility always exists that the person to whom the statement was directed will react with offense, resistance, counter-statements or arguing. This is called the "Push-Push Back" phenomenon. **Expect it in all interactive dealings.** At this point, an aggressive person usually overpowers the listener by saying something similar to "Don't argue with me, do as I say!" while the passive person sits there in open-mouthed astonishment, thinking "She just refused to do what I asked!...but she may have a point...what if she's right..." etc.—and the needs go unmet.

The assertive person hears out the listener's objections and answers with a "reflective listening response", a neutral statement which indicates that the other's viewpoint has been heard and has merit. (This may require a few repetitions until the other person has had an opportunity to state all his or her feelings or objections.) After this point, the speaker re-asserts; and repeats the process *as many times as is necessary* until her needs have been satisfied. This method often requires patience and persistence, as some assertions require anywhere from two to six repetitions, depending upon the degree of the listener's resistance.

But would this work in a busy cockpit, especially during a critical phase of flight? Any technique needs to be modified to the environment; in which case a captain might have to say "Do it this way for now—we'll talk more about it

later." Then be sure to follow through at the first available opportunity.

### Now I'm really angry!

If an individual should happen to react to an assertion with hostility, it becomes even more important to stick to the format; refuse to react to verbal "arrows", and tenaciously adhere to the subject matter at hand without getting sidetracked into defending yourself from the listener's anger. (Granted, such a situation can be very upsetting, and clear thought is often difficult.)

Anger control is crucially important to assertive behavior. While it is a natural human reaction, it can also be highly destructive and damage-inflicting. Psychologist Charles Allen, Ph.D., states quite succinctly "Anger makes a smart person stupid." Acknowledging "I am feeling very angry right now" can do a lot to begin the resolution process. If communication with the other person is impossible because of flaring tempers, it is important to disengage emotionally until such a time that the conflict can be talked through in a more rational manner. When doing so, it is important to *acknowledge* both your own and the other person's strong feelings, which has the effect of decelerating the spiral of negative emotion. An aggressive person escalates anger, a passive person cowers at the emergence of it and the assertive person deals with it.

### Is anger or aggression ever appropriate?

Even the experts agree, however, that there are times when the use of assertion must be abandoned.

I heard of a story that allegedly happened at my own airline, in which a crew was involved in a ground collision with a vehicle during pushback. The captain, fearing a fire hazard, ordered the tug driver to return the aircraft to the gate immediately for passenger deplaning. The driver said "No, we can't move the airplane now. The FAA has to investigate." The captain restated his concern with greater urgency, saying that he was more worried about the safety aspect than protocol. The tug driver again refused, saying that he had experience with this kind of incident before and that he was leaving to call the FSDO office. At this point he unplugged his headset and began to walk away.

The captain ripped off his own minitel

headset, opened his side window, leaned out and—in a voice loud enough to be heard by everyone within two hundred yards of the airplane—bellowed, "You bring that \*\*\*\*ing tug back here and pull this \*\*\*\*ing airplane back to the \*\*\*\*ing gate **right now, you \*\*\*\*head!!!**"

Needless to say, the entire ground crew couldn't have moved any faster if they had been set on fire! (As it turned out, the FAA investigator had no problem with the captain's decision to move the aircraft.) While I personally might have deleted the "You \*\*\*\*head", such an extraordinarily aggressive response does have a place in emergency situations. (It's something for captains to keep in their back pocket.)

### The Assertive Person's Toolbox

In the absence of such extenuating circumstances, however, the following techniques are very effective in the assertion process.

#### The "Broken Record"

Author Smith contends that most people give up far too quickly when faced with manipulative resistance to getting their needs met, **even when they are well within their rights.** The technique he recommends is to persistently and calmly keep saying what you want over and over again, *without getting angry, irritated or loud.* It involves empathetically acknowledging others' objections or "reasons" why you can't have what you want, but persisting nonetheless.

When the resister has run out of reasons or energy, you may then enter into the "Workable Compromise" phase; or (more likely) you will simply get what you asked for in the first place. There may be times when the person with whom you are dealing becomes frustrated or abusive with you; but your refusal to react in anger or to be swayed by aggressive (read: manipulative) emotions—and avoid being sidetracked into verbal self-defense—will usually get you what you originally wanted.

#### "Fogging"

A person's rational state of mind flies out the window when s/he becomes angry or flustered. Aggressive people commonly put themselves in control of situations by the intentional use of provocation. Typically, the person being attacked or criticized becomes defensive and denies the criticism. The

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closer the judgmental comments come to sounding true, however, the more nervous, upset and anxious the person becomes; and the more intensely s/he denies the accusations.

The technique of "fogging" means not denying any criticism, getting defensive, or counter-attacking with criticism of our own. The name comes from figuratively using any kind of a weapon (gun, knife, baseball bat) on a bank of fog. The fog bank offers no resistance to penetration, does not fight back, and remains unaffected by whatever damage happens to it. In using this response, the person responds by "fogging"—*agrees to the possible truth of such statements, while purposely not reacting emotionally to them.*

While this approach may sound too much like being pointlessly self-deprecating, it is actually a means of showing respect for both yourself as well as the person who is dealing with you in a very confrontational manner. You neutrally agree with their point of view, while remaining emotionally unthreatened yourself. Such a response is disarming to the attacker, and it considerably reduces the tension of the situation.

Example.

"You are the worst pilot I've ever seen"

"Well, that may very well be."

(Fogging)

This technique requires honest self-evaluation to remember that we are not perfect, that people will not always think well of us, and (most importantly of all) that *it doesn't really matter.*

### Negative Assertion and Negative Inquiry

These two concepts are helpful in both dealing with criticism yourself and in helping the person doing the critiquing to realize that you are not "fighting" him/her, but rather trying to get some

benefit out of his/her comments. All the while, of course, you purposely remain unfazed by whatever you hear. These techniques require practice, as well as a fair amount of maturity and personal honesty to initiate.

Examples:

"That was really a stupid thing you did!"

"Yes, it certainly was." (Negative assertion)

"...and that's why I'm uncomfortable about what you're doing."

"Okay...is there anything else I do that you don't like?" (Negative inquiry.)

### So when do we start?

The systematic practice of assertion does not guarantee that you will always "get your way"; but it will certainly go far in promoting clear communication and mutual understanding, thereby making that outcome far more likely. It also doesn't ensure that everybody you deal with will *like* you (a tough concept for a lot of us to accept), but it usually inspires respect in the long run.

Assertiveness has sometimes been misunderstood to be an attitude a person suddenly puts on as the need arises, like a "Don't Tread on Me" flag that is publicly waved by the adoption of a strident or louder-than-necessary voice, or the abandonment of consideration and courtesy in work and business dealings. (This is an attitudinal trait, but it's the "other" A-word.)

Every reader of this article is either a captain already, or she will be a captain one day. But in spite all the challenges and problems the upgrade carries along with it, the left seat is still the finest one there is. I always want to be friendly and easy to work with; and I try to instill confidence and demonstrate the same respect for subordinate crewmembers that I expect of them. And when the trip is done, I

want that person's experience of flying with me to be one that is remembered positively—that both crewmembers learned something new, and we all had fun in the process.

Suggested Reading:

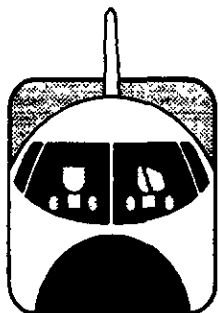
*People Skills* by Robert Bolton, Ph.D.

*When I Say No, I Feel Guilty* by Manuel J. Smith, Ph.D.



*Jean Haley Harper is a Boeing 737-300 Captain for United Airlines, based in Denver. She is a part-time administrator for United's C/L/R department, and a contributing writer to the United SAFETYLINER magazine on C/L/R subjects. She is a charter member and past president (1980-1982) of ISA+21, back in the days when we had such offices. She is married to Victor Harper, a B-727 first officer for United, and they are the parents of Annie Harper, 9, and Sam Harper, 6.*

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## 1995 ISA CAPTAIN'S CLUB INDUCTEES

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# 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 world-wide 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 presentations, 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. Those 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 Aviation Scholarship Trust, P.O. Box 66268, Chicago, IL 60666-0268.

## ...IS ENTERTAINMENT.

Hubbards 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
<b>Vancouver '94 T-Shirts:</b>					
Women's Short Sleeve (lt blue, pink; L-XL)	\$6.00	_____	_____	\$2.00	\$ _____
Women's Long Sleeve (oatmeal beige; M-L-XL)	\$8.00	_____	_____	\$2.00	\$ _____
HALP Long Sleeve mock turtle neck (oatmeal; L-XL)	\$8.00	_____	_____	\$2.00	\$ _____
ISA Lapel Pin	\$4.00	_____	_____	\$2.00	\$ _____
ISA T-Shirts (white with gray ISA logo lettering (S-M-L)	\$15.00	_____	_____	\$2.00	\$ _____
ISA Notecards and Envelopes (silver on white)	\$5.00/15	_____	_____	\$2.00	\$ _____
ISA Travel Alarm Clocks	\$12.00	_____	_____	\$1.50	\$ _____
ISA Decals (blue and gray on glossy white -2 1/2" round)	\$1.00/ea	_____	_____	none	\$ _____
ISA Business cards (light blue and gray on gray, generic)	\$.50/10	_____	_____	none	\$ _____
<b>Bangkok '95 T-Shirts</b>					
Women's Short Sleeve (lt blue, pink; L-XL)	\$8.00	_____	_____	\$2.00	\$ _____
Convention Photos		_____	_____		
1995 Bangkok Group Photo	\$3.00	_____	_____	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: Carolyn Pasqualino, ISA Membership Chair  
 P.O. Box 66268, Chicago, IL 60666-0268 USA**

**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: Denise Van Grunsven, W12347 848th Avenue, River Falls, WI 54022 CServe 70264,2006**



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



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

Date First Signed Release \_\_\_\_\_ Aircraft Type \_\_\_\_\_

(After IOE, Safety Time, OK to solo or whatever your company may call it)

**Mail/Fax to: Lisa Kuehl, 1727 250th St, Boone, IA 50036-7552; Fax: 515-432-2860**

## ISA COMMITTEE CHAIRS

<b>Executive Committee Chair</b> Betsy London	407-750-8854 CServe 76637,2776
<b>Aeromedical</b> Carole D. Litten	301-365-5670 CServe 70774,1354
<b>Corporation</b> Nancy Novaes	212-535-9865 CServe 76147,514
<b>Convention</b> Pam Mitchell	Phone/Fax: 904-646-9995 CServe 70263,3037
<b>Family</b> Denise Van Grunsven	715-426-5202 CServe 70264,2006
<b>Finance</b> Binka Bone	404-251-2932 Fax:404-251-6485 CServe 70273,2773
<b>Historian</b> Betsy London	407-750-8854 CServe 76637,2776
<b>ISA Graphics</b> Lisa K. Kuehl	515-432-6019 Fax:515-432-2860 CServe/3761,2674
<b>ISA Mail Collection</b> Lisa K. Kuehl	515-432-6019 Fax:515-432-2860 CServe/3761,2674
<b>ISA Video</b> Florence Sanders-Higdon	901-755-4771
<b>Librarian</b> Denise Van Grunsven	715-426-5202 CServe 70264,2006
<b>Newsletter</b> Kathleen Wentworth	24 Hr Message/ Fax: 415-697-0930 CServe 76627,2775
<b>Master Seniority</b> Lori Griffith	704-892-4743 CServe 70773,1706
<b>Membership</b> Carolyn Pasquallino	815-229-7759, CServe 76250,372
<b>Museum/Exhibits</b> Lori Griffith	704-892-4743 CServe 70773,1706
<b>Scholarship</b> Morgan A. Greschel Reeb	804-493-0518
<b>Scrapbook</b> Norah O'Neill	509-529-5256
<b>Secretary</b> Kathleen Malone	305-473-8793 CServe 76140,3516
<b>Speakers Bank</b> Betsy London	407-750-8854 CServe 76637,2776

Revised July 1995

## ISA MEMBERS SPEAK



May 8, 1995

Dear Friends:

March 30, 1995!!!! Today is the happiest day of the year for Larry and me. William came home!!!!

With the doctors giving us no better than 20% odds for his survival, two liver transplants and one life threatening adenovirus later, William is a happy, chubby laughing boy.

If we haven't seen you or talked to you yet, please accept this as a sincere thank-you until we have that opportunity. We know William would not be here today if it wasn't for all of you. All your thoughts and prayers helped to bring him home again. For that we are forever grateful.

We don't know how soon we will get to see all of you. The first few months the doctors want us to limit William's "social life" until he gets bigger and his immune system strengthens. But we're so happy to be home it'll seem like a vacation. Hopefully after that we will be able to take William visiting to thank you all in person!

Sincerely,

The Prossers

Pat, Larry, Larisa, and William

ISA Member Pat Socha

Editor: For those of you who'd like to send best wishes, their address and phone are:

2264 N. Forest Dr., Marietta, GA 30062; (404)641-8039.

# ISA NEWS YOU CAN USE...

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

Binka Bone, ISA Finance Chair  
64 College Street, Newnan, GA 30263  
Taxpayer ID #996062459 IRS Code 501(c)(3)

## **ISA International Fund**

Chris (Kruemmel) Daig  
Compuserve 74223.1636

## **Membership Application \***

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

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

Denise Van Grunsven  
W12347 848th Avenue, River Falls, WI 54022  
715-426-5202; Compuserve 70264.2006

## **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 Cutter, 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)

## ISA CONVENTION '95 BANGKOK — STORIES AND PHOTOS

SEE PAGE 15

JULY 1995

### INTERNATIONAL SOCIETY OF WOMEN AIRLINE PILOTS

Newsletter Mailing Address  
1851 Queens Courtyard Drive  
Las Vegas, NV 89109

First Class Mail  
U.S. Postage Paid  
Las Vegas, NV  
Permit Number 1997

**FIRST CLASS MAIL**





# ISA News

INTERNATIONAL SOCIETY OF WOMEN AIRLINE PILOTS

OCTOBER 1995

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**1996 ISA Dues are now payable. Payment by November 15 will save ISA the cost of mailing out a reminder notice to you. Renewal form on page 24.**

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## Critical Incident Stress Management Preparing for the Aftermath

*by Mimi Tompkins*

*An aircraft rolls upside and slams into the ground on downwind...Landing at Dallas an aircraft touches down short of the runway then manages to successfully go around...Taking off from Phoenix, an aircraft hits and kills a man on the runway...Cruising in clear air, an aircraft hits turbulence and a flight attendant is seriously injured.*

**H**ijackings, passenger medical emergencies, system malfunctions: as professional pilots, our jobs place us in a high risk category. We must perform routine duties with a constant awareness that routine could turn to crisis in a split second. What is often forgotten is that stress reactions as a result of trauma are normal.

In fact, the definition given for critical incident stress by Jeffrey Mitchell, Ph.D., professor at the University of Maryland and co-founder of the International Critical Incident Stress Foundation (ICISF) is that stress reactions are "a normal reaction of a normal person to an abnormal situation." However, post-traumatic stress disorder is a more serious psychiatric diagnosis.

### **ALPA Established CIRP**

In 1994, the Air Line Pilots Association Executive Board established the Critical Incident Response Program

(CIRP) to educate members about critical incident stress, and to help prevent the onset of Post-Traumatic Stress Disorder (PTSD) among crewmembers following a critical incident or accident. The program is composed of two parts: to educate pilots on what is critical incident stress; and to provide an avenue for pilots to resolve a stress reaction.

### **Critical Incident Defined**

A critical incident has been defined as: (1) an aircraft accident; (2) an aircraft incident that results in injury to a crewmember or passenger; (3) an aircraft incident that results in damage to equipment; (4) an on-the-job incident where there exists the real or perceived threat of death or serious injury to a crewmember or passenger; and the most recently addition to this list, (5) an aircraft evacuation.

*(Continued on page 18)*

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