

- c. Stewardess Instructor
- d. Passenger Service Manager
- e. Receptionist
- f. Ticket Agent
- g. Reservations Service Agent
- h. Secretary
- i. Flight Recruitment Representative

3. 34 American Airlines stewardesses became 32 in 1966. Of them, 9 accepted positions with American.

4. Some stewardesses reaching age 32 prefer to leave the Company. They are given the opportunity to serve up to 12 additional months as a stewardess. Upon resignation, they receive severance pay of \$250 for each year of service, with a maximum of \$3,000.

B. NUMBER OF STEWARDESSES AFFECTED

In actual practice, very few stewardesses remain until age 32—less than one percent of American's 3,126 stewardesses or an average of 28 a year. Thus relatively few stewardesses are affected by the reassignment policy. There are two main reasons:

1. The stewardess position is of interest primarily to young women.
 - a. More than 23,600 applicants sought employment as stewardesses with American Airlines last year. Their average age was 20 years.
 - b. The average age of the 1,170 girls who will graduate from American's Stewardess College at Fort Worth, Texas, in 1967 is about 21 years.
 - c. The average age of American's stewardesses now employed is 23.5. Only 3 percent are over 30.
2. There is a high turnover rate for stewardesses. Based on past experience, American can expect a new stewardess to serve about 24 months.

C. BENEFITS OF THE STEWARDESS REASSIGNMENT POLICY

1. *The airlines benefit*

The stewardess is the "Welcome Aboard!" of the airline industry—she is an airline's most important good will ambassador. Last year, passengers wrote 29,887 complimentary letters to American Airlines about stewardesses, far more than the total number of letters written with respect to all other groups of employees. The stewardess has become the image of the industry, symbolizing the youth and vitality of the airlines: she is featured in airline advertising; her uniform and accessories are carefully designed by professional agencies; she is trained in modeling skills—grooming, posture, poise, etc.—and stewardesses are present as airline representatives at all important public functions (such as the inauguration of new services). Her importance as the image of the industry is indicated by the care with which she is selected (only about one and one-half percent of the applicants were accepted by American in 1966).

2. *The stewardesses benefit*

The stewardess position offers an excellent opportunity for young women. The training required is supplied solely by the airline. In American's case, each stewardess is a graduate of a six-week training course at the American Airlines Stewardess College in Fort Worth, Texas. The Company invests about \$8,100 in the first year for each stewardess hired. Salaries range up to \$565 per month in addition to expenses and extensive fringe benefits.

The stewardess position offers an unparalleled opportunity for travel. It also leads directly to marriage for a large majority of the stewardesses hired, and statistics show that stewardess marriages are phenomenally successful: the divorce rate is only 1 out of 47 marriages compared with a national divorce rate of 1 out of 4.

The reassignment policy does not cause unemployment; instead, it creates employment. Each senior stewardess is guaranteed a career position, and her reassignment provides an opening for another young woman who wishes to fly. With an average turnover rate of two years, the reassignment of just one senior stewardess can be expected to create openings for five more new stewardesses in a ten-year period—in addition to the original replacement.

3. *The public benefits*

To serve the public well, a stewardess must be highly motivated. Unlike most other jobs, there is no effective direct supervision of the manner in which a