

stewardess does her work; there is no "foreman" watching her on the job in the air. The stewardess therefore must be a "self-starter" who responds with a young girl's enthusiasm for an exciting job.

This self-generated enthusiasm becomes diminished when flying has lost its thrill and the job has become a matter of routine. Additional factors also develop to affect motivation. Senior stewardesses may experience emotional problems resulting from the absence of a permanent home and family relationship. Consciousness of growing age disparity may prevent a cooperative team spirit from developing in the cabin.

Poor motivation causes poor service. Poor service results in loss of business and good will.

Another reason young stewardesses serve the public better is that they have the physical agility and endurance to do a good job. A stewardess must be able to serve dozens of means in a short period of flying time—often in turbulent air—at a cabin pressure equivalent to about 6,000 feet altitude. Round the clock airline schedules and changes in time zones result in irregular hours. Long periods of time are spent walking, bending and lifting. Stewardesses must be able to complete meal and beverage service quickly enough to meet jet schedules. Yet they must also retain sufficient vigor to give courteous, sympathetic attention to passengers requiring assistance.

Periodically each stewardess is given recurrent training which includes participation in strenuous emergency drills. Practice aircraft evacuations must be completed within two minutes, under standards fixed by the Federal Aviation Agency. During that time, stewardesses open emergency exits (requiring a force of 50 to 80 pounds pressure), handle escape chutes, and otherwise assist in the evacuation of the aircraft. The more rapidly these duties can be performed, the greater is the margin of safety in an emergency.

D. POSSIBLE ALTERNATIVES.

No one can reasonably contend that stewardesses should be retained until normal retirement at age 65. Between ages 38 and 50, women are subject to changes in metabolism and in the endocrine, circulatory, digestive, nervous and cutaneous systems, symptoms of which would interfere with the desirable performance of such a job. Problems associated with the climacteric stage of life frequently develop. Personality traits may alter; emotional reactions may become heightened and unsure in times of stress or emergency. In addition, older women would not be able to respond well to the physical requirements of the job. For this reason, the New York State Unemployment Insurance Appeal Board, after investigating the reassignment policy of American Airlines, reached the following conclusion:

"We take official notice of the fact that the position of an airline stewardess involves at times extraordinary physical effort in handling passengers, administering first aid and coping with emergencies and airline disasters. By its very nature, the job of airline stewardess is a hazardous one. For unemployment insurance purposes, the age limitation of 33 imposed by company and union agreement is a reasonable one and not discriminatory." (Appeal No. 118,040, March 9, 1965.)

Similarly, the Pennsylvania Fair Employment Practice Commission issued the following statement:

"Our Commission made the policy decision that the imposition of age limits less than forty for the position of airline stewardess or hostess constitutes a bona fide occupational qualification under Section 5 of the Pennsylvania Fair Employment Practice Act. This was decided principally on the ground that the rigorous training required to qualify a woman as an airline stewardess or hostess could not ordinarily be undertaken by women of age forty or more." (Letter from Pennsylvania Fair Employment Practices Commission to United Air Lines, signed by Nathan Agran, General Counsel, dated August 27, 1959.)

Thus, since women cannot continue to serve as stewardesses until the Company's normal retirement age of 65, two alternatives can be considered:

1. An individual determination—case by case and year by year—of which senior stewardesses could no longer continue; or
2. A stated policy which is equally applicable to all stewardesses—such as the American Airlines reassignment program.

As shown below, the American Airlines reassignment program is the more desirable of the two. Under it, a senior stewardess is guaranteed a position which will provide a career until normal retirement at age 65.