

# IAL3308

## Cabin Crew Management



Picture from: <http://thai.listedcompany.com/misc/sdreport/20150326-thai-sdreport2014-th.pdf>

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# Unit 1 IAL3308 Cabin Crew Management

## Introduction to Cabin Crew Management

### Cabin Crew

Flight attendants or cabin crew can be called as stewards/stewardesses, air hosts/hostesses. They are members of an aircrew employed by airlines. Their primary duty is to ensure the safety and comfort of passengers aboard commercial flights on select business jet aircraft, and on some military aircraft.

### History

The role of a flight attendant derives from that of similar positions on passenger ships or passenger trains, but it has more direct involvement with passengers because of the confined quarters and often longer travel times on aircraft. Additionally, the job of a flight attendant revolves around safety to a much greater extent than those of similar staff on other forms of transportation. Flight attendants on board a flight collectively form a *cabin crew*, as distinguished from pilots and engineers in the cockpit.

*Heinrich Kubis was Germany's (and the world's)  
first flight attendant, in 1912.*

Origins of the word "steward" in transportation are reflected in the term "chief steward" as used in maritime transport terminology. The term purser and chief steward are often used interchangeably describing personnel with similar duties among seafaring occupations.

Imperial Airways of the United Kingdom had "cabin boys" or "stewards"; in the 1920s. In the USA, Stout Airways was the first to employ stewards in 1926, working on Ford Trimotor planes between Detroit and Grand Rapid, Michigan. Western Airlines (1928) and Pan American World Airways (Pan Am) (1929) were the first US carriers to employ stewards to serve food. Ten-passenger Fokker aircraft used in the Caribbean had stewards in the era of gambling trips to Havana, Cuba from Key West, Florida. Lead flight attendants would in many instances also perform the role of purser, steward, or chief steward in modern aviation terminology.

The first female flight attendant was a 25-year-old registered nurse named Ellen Church. Hired by United Airlines in 1930, she also first envisioned nurses on aircraft. Other airlines followed suit, hiring nurses to serve as flight attendants, then called "stewardesses" or "air hostesses", on most of their flights. In the United States, the job was one of only a few in the 1930s to permit women, which, coupled with The Great Depression, led to large numbers of applicants for the few positions available. Two thousand women applied for just 43 positions offered by Transcontinental and Western Airlines in December 1935.

Female flight attendants rapidly replaced male ones, and by 1936, they had all but taken over the role. They were selected not only for their knowledge but also for their characteristics. A 1936 *New York Times* article described the requirements: "The girls who qualify for hostesses must be petite; weight 100 to 118 pounds; height 5 feet to 5 feet 4 inches; age 20 to 26 years. Add to that the rigid physical examination each must undergo four times every year, and you are assured of the bloom that goes with perfect health."

Three decades later, a 1966 *New York Times* classified ad for stewardesses at Eastern Airlines listed these requirements: "A high school graduate, single (widows and divorcees with no children considered), 20 years of age (girls 19 1/2 may apply for future consideration). 5'2" but no more than 5'9," weight 105 to 135 in proportion to height and have at least 20/40 vision without glasses."

In the United States, they were required to be unmarried and were fired if they decided to wed. The requirement to be a registered nurse on an American airline was relaxed as more women were hired, and it disappeared almost entirely during World War II as many nurses enlisted in the armed forces.

## **Overview**

The primary role of a flight attendant is to ensure passenger safety. In addition to this, flight attendants are often tasked with customer service duties such as serving meals and drinks, as a secondary responsibility.

The numbers of flight attendants required on flights are mandated by international safety regulations. For planes with up to 19 passenger seats,

no flight attendant is needed. For larger planes, one flight attendant per 50 passenger seats is needed.

The majority of flight attendants for most airlines are female, though a substantial number of males have entered the industry since the 1970s.

Source: Wikipedia. 2016. *Flight Attendant*. Retrieved from [en.wikipedia.org](http://en.wikipedia.org)

## **Responsibilities**

### **Pre-flight Briefing**

Prior to each flight, flight attendants attend a safety briefing with the pilots and lead flight attendant. During this briefing they go over these important topics as follows;

- safety and emergency checklists
- the locations and amounts of emergency equipment specific to that aircraft type
- special requirements during boarding, such as unaccompanied or VIPs
- weather conditions and turbulence

### **On Ground Preparation**

Prior to boarding passengers, flight attendants will perform these following duties.

- a safety check to ensure all equipment such as life-vests, torches (flashlights) and firefighting equipment are on board
- a safety check to ensure the right quantity, proper condition of safety equipment
- a safety check for unserviceable or missing safety equipment must be reported and rectified prior to takeoff
- a safety check in the cabin for any unusual smells or situations.

## **Welcome Services or Pre Take-off Service**

During the passengers get on board the aircraft, flight attendants will perform duties as follows;

- assist with the loading of carry-on baggage
- check for weight, size and dangerous goods which may be packed in the passengers' carry-on baggage
- make sure passengers who sit in emergency exit rows are willing and able to assist in an evacuation and move those who are not willing or able out of the row into another seat.
- perform a safety demonstration or monitor passengers as they watch a safety video.
- perform "secure the cabin" to ensure tray tables are stowed, seats are in their upright positions, armrests down and carry-on stowed correctly and seat belts are fastened prior to takeoff.

## **After Take-off Services**

Once up in the air, flight attendants will usually serve drinks and/or food to passengers. When not performing customer service duties, flight attendants will perform these following duties.

- periodically conduct cabin checks and listen for any unusual noises or situations.
- check lavatories to ensure the smoke detector hasn't been deactivated and to restock supplies as needed.
- regular cockpit checks must be done to ensure the pilot's health and safety.
- respond to call lights dealing with special requests.
- ensure the cabin is secure during turbulence.

## **Pre-landing Duties**

Prior to landing, flight attendant will perform these duties as follows;

- collect and secured all loose items, trays, rubbish, and all galley equipment.
- complete a final cabin check
- remain awareness of emergencies that can be occurred during landing.

## **Post Landing Duties**

Upon landing, flight attendants must remain stationed at exits and monitor the airplane and cabin as passengers disembark the plane. They also assist any special needs passengers and small children off the airplane and escort children, while following the proper paperwork and ID process to escort them to the designated person picking them up.

Adapted from: Wikipedia. (2016). *Flight Attendant*. Retrieved from [en.wikipedia.org](http://en.wikipedia.org)

# Flight non-attendants

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**Nervous flyers may have to ask several times for that reassuring brandy. Jet lag, David Adam discovers, can affect the memory of the cabin crew. David Adam**

Years of jet lag stalls the short-term memory of flight attendants, new research suggests. Constant travel across time zones floods their bodies with stress hormones, which may make them absentminded and less attentive.

Air hostesses (the research studied only women) who criss-cross time zones every week have slower reactions and poorer memories than their colleagues on airport check-in desks, according to Kwangwook Cho of Durham University, UK, and colleagues. Sufficient rest between long flights is the only way to prevent this, they explain in the *Journal of Neuroscience*<sup>1</sup>.

Time zones change from east to west. Lunchtime in London is breakfast at Tiffany's, New York. This throws the body clock of people flying east or west into turmoil. Passengers feel tired for days after the flight but are still woken in the middle of the night by the hormonal cascade that signifies 'morning'. Jet lag can also upset people's stomachs, delay ovulation and disturb menstrual cycles. Flights from north to south, in contrast, stay in the same time zone and do not cause jet lag.

For business travellers and tourists jet lag is a nuisance but its effects quickly wear off. More serious problems begin when an individual's internal clock has no time to reset itself between long journeys.

The problem is the stress hormone 'cortisol'. When we get cold, run for the bus or even fall in love, our bodies secrete cortisol, a chemical messenger that is also part of the body's daily routine. High cortisol levels in the morning help us through the day, but the supply drains away as the body anticipates a quiet night (except for those in love).

Chronic jet lag jams open the body's cortisol tap, Cho's team finds. The body cannot tell whether it is night or day and produces the hormone just in case. Cabin crew who cross more than eight time zones have one-third more cortisol in their saliva than ground staff. Flight attendants serving on shorter flights have lower levels.



Research indicates that cortisol can influence the structure of nerve cells. Long-term exposure to high levels may affect some brain functions, including memory.

Tests show that air hostesses with more than four years service have slower reactions and poorer memories than average. Cabin crews and ground staff were shown sequences of pictures, either 5 or 25 seconds apart, and asked whether the images matched. Flight attendants took between a fifth and half a second longer to respond, and made up to 9% more mistakes.

Cabin crew who work on domestic flights for two weeks, between long-haul treks across the world, are not affected. But the air hostesses surveyed by Cho's team are not so lucky. They all cross different time zones at least once a week. Some only have a two-day break between flights.

Several airlines cooperated with the study but they are sensitive about the issue and wish to remain anonymous, says Cho, a psychologist. He is surprised at how much damage long-term jet lag seems to cause and is currently trying to find out whether the effects are permanent.

Paul Moore, spokesman for Virgin Atlantic, says that the Civil Aviation Authority and the Federal Aviation Authority regulate cabin crew schedules. "We are not aware of any ill-effects," he adds.

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<http://www.nature.com/news/2000/000315/full/news000316-8.html>

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Wikipedia. (2016). *Flight Attendant*. Retrieved from [en.wikipedia.org](http://en.wikipedia.org)

# Unit 2 IAL3308 Cabin Crew Management

## Cabin Crew Roster and Using Time Zone

Airline business operational demands require 24-hour-a-day activities that can include shift work, night work, irregular and unpredictable work schedule, and time zone changes. Cabin crew also work in 24 hours operational environment because flights that depart and arrive at the airport during days and nights (Flight Safety Foundation). Crew scheduling department will assign cabin crew their rosters or cabin crew's working schedules in advance. The roster can be assigned as monthly or bimonthly roster depends on each airline's policy. There are constraints and rules that crew schedulers must consider before planning roster for each cabin crew. These constraints and rules are such as cabin crew's qualification and licensing, regulations concerning flight time, duty time, and required rest time.

Constraints and rules for planning cabin crew's roster are essential because they help airlines promote aviation safety and limit crew fatigue. The general regulations on cabin crew's roster planning are as follows;

- Qualification and licensing

Cabin crew is certified to fly specific aircraft types. The training about emergency procedure of each aircraft type must be provided to cabin crew by the airline.

- Flight duty periods and rest periods of crew members

According to Notification of the Civil Aviation Authority of Thailand (ACAAT) on Flight Time and Flight Duty Period Limitation B.E. 2559, flight duty periods and rest periods for crew members are described as follows;

Article 6. Rest periods of crew members.

(1) Flight duty periods not exceeding 8 hrs shall have continuous rest periods not less than 8 hrs then flight duty can be continued.

(2) Flight duty periods are more than 8 hrs, but not exceeding 10 hrs, shall have continuous rest periods not less than 10 hrs then flight duty can be continued.

(3) Flight duty periods are more than 10 hrs, but not exceeding 12 hrs, shall have continuous rest periods not less than 12 hrs then flight duty can be continued.

(4) Flight duty periods are more than 12 hrs, but not exceeding 14 hrs, shall have continuous rest periods not less than 14 hrs then flight duty can be continued.

(5) Flight duty periods are more than 14 hrs, but not exceeding 16 hrs shall have continuous rest periods not less than 16 hrs then flight duty can be continued.

(6) Flight duty periods are more than 16 hrs, but not exceeding 20 hrs shall have continuous rest periods not less than 24 hrs then flight duty can be continued.

(7) Flight duty periods under Article 3 (8) shall have continuous rest periods not less than 18 hrs then flight duty can be continued.

(8) The CAAT may allow the operator to reduce the rest periods under the criteria above if the operator demonstrate that reducing the rest periods still retain safety, based on the experience of the past including the principles of science.

#### Article 5. The flight duty periods requirement of crew members

(13) In calculating flight times of a cabin crew member shall be done as follow:

(a) 80 % of flight times, for a sector which have flight times more than 8 hrs.

(b) 75% of flight times, for a sector which have flight times more than 10 hrs.

(c) 70% of flight times, for a sector which have flight times more than 12 hrs.

(14) In case of flight was delayed due to force majeure. The flight duty periods of the crew member may be extended by no more than 3 hrs, only at the discretion of the PIC and shall report to the CAAT within a period not exceeding 14 days after the incident.

(15) The operator have to plan the days off for crew members and let them know in advance.

(16) Crew members had no flight operations if they find that their fatigue which could be dangerous if perform flight operations or find themselves in a state is not ready to make a flight for reasons of health, body and mind.

Another example that can show the constraints and rules for planning cabin crew's roster according to Civil Aviation Department of Hong Kong are as follows;

### Example of Flight Time Limitations - Cabin Crew

#### 1. Duty Hours

The maximum duty hours, shall not exceed:

- 1.1 65 hours in any consecutive 7 days.
- 1.2 105 hours in any consecutive 14 days.
- 1.3 210 hours in any consecutive 28 days.

#### 2. Days Off

Flight Crew and Cabin Crew shall:

- 2.1 Not be rostered for duty on more than 7 consecutive days before being given a day off.
- 2.2 Shall have a minimum of 8 Days Off in any consecutive 28 days.

Day	Qatar Airways
1	PEK-DOH
2	DOH-CPH
3	CPH-DOH
4	DOH-IST-DOH
5	OFF
6	OFF
7	OFF
8	Standby
9	Standby
10	Standby
11	Standby
12	Standby
13	OFF
14	DOH-IST
15	IST-DOH
16	DOH-SGN
17	SGN-DOH
18	OFF
19	OFF
20	OFF
21	OFF
22	DOH-IAD
23	IAD
24	IAD-DOH
25	OFF
26	DOH-SIN
27	SIN
28	SIN-DOH
29	DOH-LHE
30	LHE-DOH
31	OFF

Figure 1 Qatar Airways cabin crew's roster

Source: www. <http://become-cabincrew.com/airlines/qatar.html>

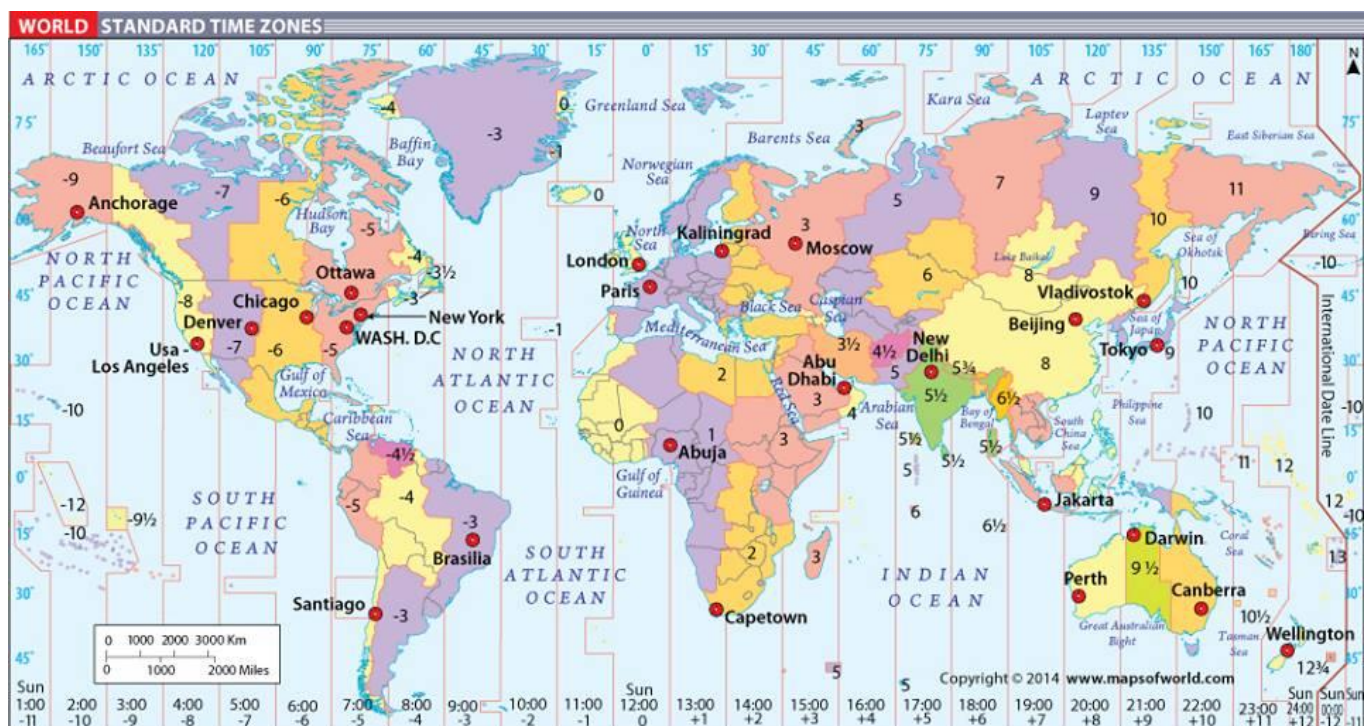
Start Date	Day	Flight Number	Sector	A/C	Duty	Pairing Duty	Crew Rank	Rpt	STD	STA	Flt Time	Duty Time	Hotel
01JAN17	SUN	TG 0686	BKK PEK	787	FLY	ASR	ASR			0417			
			PEK	-	LO		ASR					0	PEK006
02JAN17	MON		PEK	-	LO		ASR						
		<a href="#">TG 0687</a>	PEK BKK	787	FLY	ASR	ASR	0455	0653	1117	05:24	07:52	
03JAN17	TUE	<a href="#">TG 0331</a>	BKK DEL	787	FLY	ASR	ASR	2125	2345		04:17	12:13	
04JAN17	WED		BKK DEL	787	FLY	ASR	ASR			0232			
		<a href="#">TG 0332</a>	DEL BKK	787	FLY	ASR	ASR		0340	0908	03:58		
05JAN17	THU											0	
06JAN17	FRI											0	
07JAN17	SAT	<a href="#">TG 0517</a>	BKK DXB	33H	FLY	ASR	ASR	1420	1620	2030	07:10	09:40	
			DXB		LO		ASR					0	DXB007
08JAN17	SUN		DXB		LO		ASR						
		<a href="#">TG 0518</a>	DXB BKK	33H	FLY	ASR	ASR	2030	2130		06:20	07:50	
09JAN17	MON		DXB BKK	33H	FLY	ASR	ASR			0650			
10JAN17	TUE											0	
11JAN17	WED	<a href="#">TG 0415</a>	BKK KUL	77R	FLY	ASR	ASR	0645	0845	1155	02:10	07:55	
		<a href="#">TG 0416</a>	KUL BKK	77R	FLY	ASR	ASR		1305	1410	02:05		
12JAN17	THU											0	
13JAN17	FRI	<a href="#">TG 0331</a>	BKK DEL	787	FLY	ASR	ASR	2125	2325		04:25	12:05	
14JAN17	SAT		BKK DEL	787	FLY	ASR	ASR			0220			
		<a href="#">TG 0332</a>	DEL BKK	787	FLY	ASR	ASR		0330	0900	04:00		

Figure 2 Thai Airways cabin crew's roster

## Using Time Zone

Flying across the time zone is the job of cabin crew, especially the group of long-haul cabin crew who always work on long flights. They sometimes fly across multiple zones which can cause them time zone confusion and fatigue. However, understanding about time different on each time zone is necessary for cabin crew because they need to manage their own working schedules and help passengers to calculate the time difference and read travel schedules.

The world is a big place. It rotates 15 degrees every one hour. Then the world can be divided into 24 time zones and each time zone span a 15° longitude in width. All of the people in a given zone set their clocks the same way, and each zone is one hour different from the next. If you live in Bangkok and you want to call your friend in London, you have to remember that the local time in Bangkok is seven hours 'ahead' of London local time (UTC +7h or GMT +7h). Beside this, if you want to call your friend in Sydney, you have to know that the local time in Bangkok is four hours 'behind' Sydney local time (UTC -4h or GMT -4h).



## Greenwich Mean Time (GMT)

The above diagram shows 24 time zones around the world. The starting point for the time zone is at 0° longitude and is located at the Greenwich Meridian, in London, England. The mean solar time at the



Greenwich meridian is traditionally known as Greenwich Mean Time (GMT) or Greenwich Civil Time (GCT). (IATA, 2010) There is another term as Coordinated Universal Time (UTC) which refers to the international time standard or Greenwich Mean Time (GMT).

### **International Date Line (IDL)**

International Date Line is an imaginary line the most northern and southern point on earth that goes through the Pacific Ocean. The date on the west side of the line is one day earlier than the date on the east side of the line. ([www.dictionary.cambridge.org](http://www.dictionary.cambridge.org))

### **Standard and Local Time**

Standard time is also known as winter time. It is the official time of a particular region or country which is located in the same longitude. The standard time of a region is the local time used outside of the Daylight Saving Time (DST) period.

### **Daylight Saving Time (DST)**

Daylight Saving Time (DST) is the practice of setting the clocks forward one hour from standard time during the summer months, and back again in the fall, in order to make better use of natural daylight ([www.timeanddate.com](http://www.timeanddate.com)). In areas of the United States that observe Daylight Saving Time local residents will move their clocks ahead one hour when Daylight Saving Time begins. As a result, their UTC or GMT offset would change from UTC -5h or GMT - 5h to UTC -4h or GMT - 4h. In places not observing Daylight Saving Time the local UTC or GMT offset will remain the same year round. Arizona, Puerto Rico, Hawaii, U.S. Virgin Islands and American Samoa do not observe Daylight Saving Time ([www.timetemperature.com](http://www.timetemperature.com)). DST is used in some countries because they want to reduce the amount of energy needed for artificial lighting during the evening hours ([www.timeanddate.com](http://www.timeanddate.com)).

### **Time Zone Question**

1. In which time zone is Bangkok, Thailand?
2. If it is 6.00 pm in Bangkok, what time is it in Chiangmai?
3. If it is 6.00 pm in Bangkok, what time is it in Singapore?
4. In which time zone is Paris, France?
5. If it is 11.00 am in Paris, what time is it in Bangkok?



6. If it is 11.00 am in Bangkok, what time is it in Paris?
7. List three cities that have UTC +3h?
8. If it is 2.00 am on Friday, in Bangkok, what is the time and date in Los Angeles?

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# Unit 3 IAL3308 Cabin Crew Management

## **Aircraft and Aviation Familiarization**

IATA Aviation Training Program. 2010. *Airline Cabin Crew Training Course Textbook*. IATA Training and Development Institute: Montreal.

As cabin crew will spend a considerable amount of time in the air, travelling to many different destinations around the world. They will become a part of an industry that has its own vocabulary and ways of communicating. With training and practice this vocabulary will soon become second nature to you. This unit also includes terminology that cabin crew need to master efficient conversation with other crew and passengers.

### **Aircraft Types**

There are many types of aircraft of various sizes and capabilities, which are placed in the following 3 categories.

#### **1. Commercial Transport Aircraft**

As cabin crew, you will be flying in commercial transport aircraft. These are large aircraft owned by airline companies and used for making a profit by carrying cargo or passengers. Most of these are also airliners, a term which refers to an aircraft that carries passengers and cargo together. Some aircrafts are designed to carry cargo only.

#### **2. General Aviation Aircraft**

General aviation aircraft are smaller than most commercial aircraft and are certified for and intended for noncommercial or private use. They can land and take off at smaller airfields. These aircraft are often used for personal transportation and enjoyment. Business also own this type of aircraft – often referred to as “corporate aircraft” and used to fly employees as needed to conduct business. General aviation aircraft are also used for emergency aid and are often used to teach student pilots to fly. Farming and agriculture also use a type of general aviation aircraft.

### 3. Military Aircraft

Military aircrafts are used for a country's armed forces. There are many types, sizes and capabilities of this type of aircraft.

#### Aircraft Layout and Terminology

There are 5 basic parts found in all large or small aircraft. Note that you may find differences in some experimental aircraft. The five basic parts of an aircraft are: (1) fuselage, (2) wing, (3) tail, (4) landing gear, and (5) engine. The wing, fuselage, tail and landing gear are referred to as the airframe.

1. **Fuselage:** the body of the aircraft that spans from nose to tail. The fuselage contains the aircraft controls, the crew, passengers, and cargo. Most large aircrafts have a 'cockpit' for the crew and 'cabin' for the passengers. Larger aircrafts also have separate decks (floors) for passengers and cargo.

2. **Wing:** extends from each side of fuselage. A wing is almost flat on the bottom and curved on the top. This shape called an airfoil helps create the force called lift, which gets the aircraft off the ground and keeps it in the air. A wing has other specific parts called the root, tip, leading edge and trailing edge. Most aircraft wings have moveable control surfaces that balance the aircraft in flight called ailerons, flaps and spoilers.

3. **Tail:** also called the empennage is located in the rear of the aircraft. It guides the aircraft and keeps it balanced in flight. Most tails consist of a fin, rudder, stabilizer, and elevator.

4. **Landing Gear:** also called 'undercarriage' is made up of wheels (for aircraft that move on the ground) or floats (for aircraft that move on water). The landing gear supports the weight of the aircraft. The landing gear is fixed or retractable. Most high-speed aircraft use retractable landing gear that is drawn into the wing or fuselage after take-off.

5. **Engine:** not considered part of the airframe. The engine produce power that makes the aircraft move fast enough to fly. Nearly all newer airliners and some private aircrafts have jet engines. The other two types of engines are reciprocating and rocket.

## Aircraft Furnishing, Systems and Terminology

The following terms are used to describe aircraft furnishings and systems. Cabin crew will use these terms regularly as they perform their tasks, and when they have conversations with other members of cabin crew and flight crew. These terms and their definitions are also found in the Glossary.

Term	Definition
1. ABLE BODIE PASSENGER	
2. ABORT	
3. AED (AUTOMATIC EXTERNAL DEFIBRILLATOR)	
4. AIRBORN	
5. AIRCRAFT MAINTENANCE LOGBOOK	
6. AIRCRAFT REGISTRATION	
7. AIRPORT CODE	

Term	Definition
8. AIR SPEED	
9. AIRWAY	
10. AUXILIARLY POWER UNIT (APU)	
11. GROUND POWER UNIT (GPU)	
12. AIRWORTHY	

<b>Term</b>	<b>Definition</b>
13. ALTERNATE AIRPORT	
14. PASSENGER SERVICE UNIT	
15. WATER SYSTEMS	
16. ALTITUDE	

## Aviation Glossary

Term	Definition
17. APPROACH PHASE	
18. ARMED	
19. ARRIVALS	
20. AIR TRAFFIC CONTROL (ATC)	
21. AVIATION	
22. BAGGAGE CLAIM	

Term	Definition
23. BEVERAGE TROLLEY	
24. BOARDING PASS	
25. BIDDING (flight schedule)	
26. BLOCKS, CHOCS	
27. BLOCK TO BLOCK (BLOCK TIME)	
28. BLOCK IN	
29. BLOCK OUT	



Term	Definition
30. BOARD (BOARDING)	
31. BOARDING STAIRS	
32. CARRY ON LUGGAGE	
33. CATERING	
34. CALL LIGHT	
35. CUSTOMER SERVICE AGENT (also referred to as Passenger Service Agent)	
36. DE-ICE	
37. DEAIRCRAFT	

Term	Definition
38. DIVERSION	
39. ECONOMY CLASS	
40. CARGO	
41. BRACE POSITION	
42. DEAIRCRAFT/ DISEMBARK	
43. DEPARTURE LOUNGE (GATE AREA)	
44. DISPATCH	
45. E-TICKET	

Term	Definition
46. ESTIMATED TIME OF ARRIVAL (ETA)	
47. ESTIMATED TIME OF DEPARTURE (ETD)	
48. ENROUTE	
49. ESTIMATED FLIGHT TIME	
50. F	
51. FERRY FLIGHT	
52. FLIGHT PLAN	
53. FLIGHT SHEDULE	
54. GATE	

Term	Definition
55. GROUND TIME	
56. HANGAR	
57. HOLDING (HOLDING PATTERN)	
58. HUB (HUB and SPOKE)	
59. IMMIGRATION	
60. CONFIGURATION	
61. INBOUND	
62. INTERMEDIATE STOP (TRANSIT)	
63. J	

Term	Definition
64. JETWAY (JETTY)	
65. LANDING CARD	
66. LAYOVER	
67. MANIFEST	
68. NO SHOW	
69. NON REVENUE PASSENGER	
70. OUTBOUND	
71. DECOMPRESSION	

Term	Definition
72. PASSENGER LOAD	
73. DANGEROUS GOODS	
74. RAMP SERVICE AGENT	
75. REVENUE PASSENGER	
76. RUNWAY	
77. SCHEDULED FLIGHT TIME	
78. SEAT ASSIGNMENT	
79. SECURITY CHECK	
80. SLOT	

Term	Definition
81. SPECIAL MEAL	
82. STAND-BY PASSENGER	
83. TAXI WAY	
84. TERMINAL BUILDING	
85. TRANSIT PASSENGER	
86. WIND SHEAR	
87. THROUGH PASSENGER (THRU PASSENGER)	
88. DUTY TIME	

Term	Definition
89. TURN TIME	
90. UM	
91. VISA	
92. WEIGHT AND BALANCE	
93. WHEELS ON	
94. WHEELS UP (WHEELS OFF)	
95. PUSHBACK	
96. EMERGENCY LANDING	



Term	Definition
97. JET STREAM	
98. HEADWINDS	
99. QUARANTINE	
100. SILENT REVIEW	

## Reference

IATA Aviation Training Program. 2010. *Airline Cabin Crew Training Course Textbook*. IATA Training and Development Institute: Montreal.

# Unit 4 IAL3308 Cabin Crew Management

## Crew Member Coordination and Communication

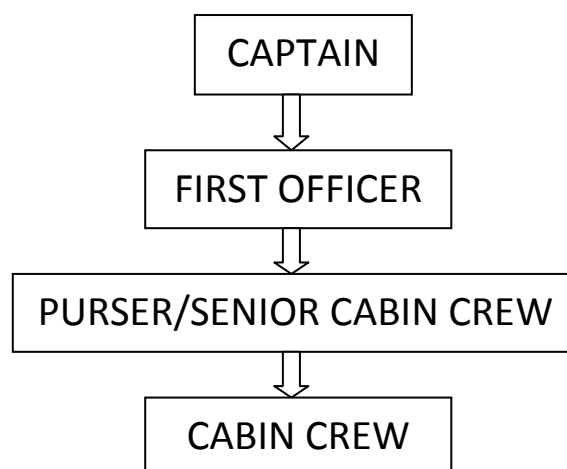
Source: IATA Aviation Training Program. 2010. *Airline Cabin Crew Training Course Textbook*. IATA Training and Development Institute: Montreal.

Each flight has a team that includes the members of the cabin crew and flight crew. In order to understand how a member of the cabin crew fits into the team, you must first get to know all the members of the entire team. The flight crew includes the captain (or commander) and the co-pilot or first officer. The leader of the cabin crew is the purser or in-charge flight attendant.

The captain is completely in charge of the entire team as well as the passengers. The captain is responsible for and has authority over everything that happens on an aircraft before, during and at the end of a flight. As a member of the cabin crew you will take your orders and assignments for each flight from the purser who then reports to the captain.

### Chain of Command

The captain is in charge of all crew and passengers. The first officer or co-pilot is the second in command. The purser or in-charge flight attendant is the leader of the cabin crew. Each of these individual has specific roles and responsibilities within the chain of command.

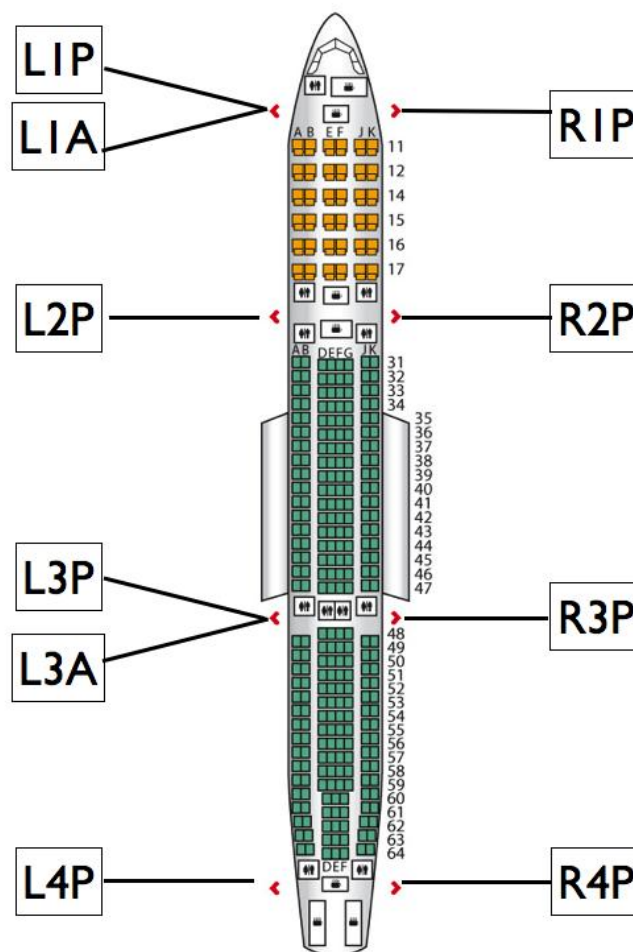


## Cabin Crew Team Structure

The number of cabin crew on a particular flight depends on the size and type of the aircraft. Regulations require a minimum crew (the minimum number of cabin crew required to operate the flight). Airlines will sometimes add cabin crew based on the number of passengers on board and the service level required for the flight. The cabin crew is a team that must work in harmony. This is essential in order to ensure safety and comfort of the passengers aboard the aircraft.

- Purser or Senior Cabin Crew is usually the designated leader of the cabin crew and takes orders directly from the captain.
- Cabin Crew are determined by the positions they are assigned in the aircraft of each flight. The number of cabin crew depends on the size of the aircraft, the length of the flight and the number of passengers.

## A330-300 SEATING POSITION, TAKEOFF AND LANDING



## A330-300 RESPONSIBILITIES

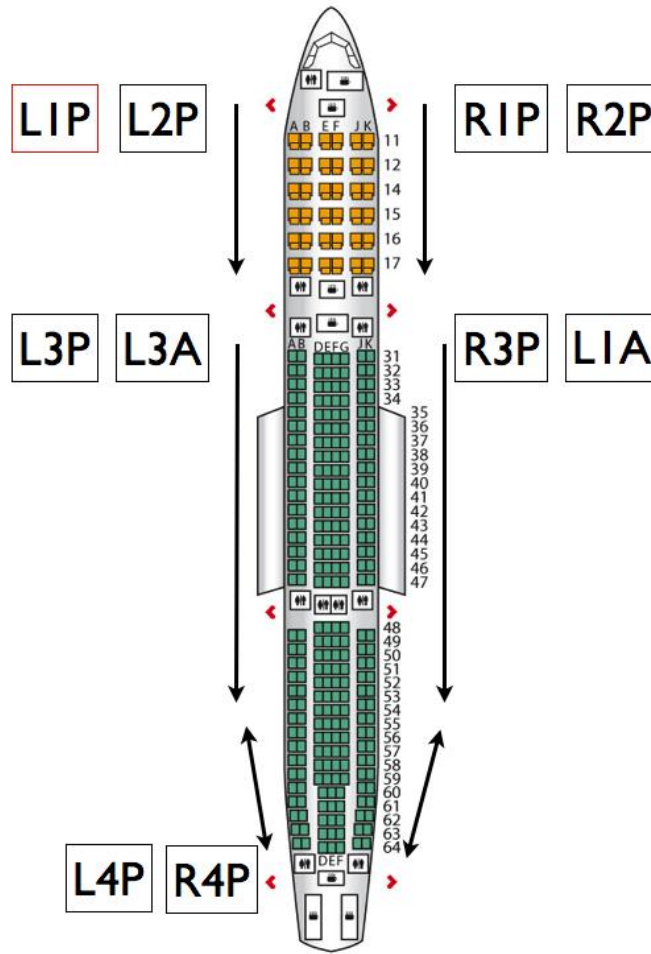
### Business

Position	Demo	Board Disembark	Cabin Preparation	Specific Responsibilities	Special Handling Area	Inflight Sales
L1P Purser				B/C for bar and main meal delivery		
R1P	ROW 11R	R1	Check bassinets, children amenity packs	B/C cabin	B/C toilets & B/C bar	Offer & take orders
L2P	ROW 11L	L2	Check bassinets, children amenity packs	B/C cabin	B/C toilets & B/C bar	Offer & take orders
R2P	ROW 31R	R2	Check catering and stow B/C amenity uplift	B/C galley	B/C zone & SPML	Assist as require d

### Economy

Position	Demo	Board Disembark	Cabin Preparation	Specific Responsibilities	Special Handling Area	Inflight Sales
L1A	ROW 31L		Assist B/C – tidy magazine racks, pre-set headsets & video guides in seat pockets	B/C for bar and return to Y/C for main meal delivery	Assist in B/C & where required	Assist as required
L3P	ROW 48L	L1 with Purser	Check bassinets, children amenity packs, & mid toilets	Y/C B zone	Mid toilets & assist Duty Free	Offer & take orders
L3A	ROW 56L	L3	Check bassinets, children amenity packs, & mid toilets	Y/C B zone	Mid toilets & assist Duty Free	Offer & take orders
R3P	ROW 48R	R3	Check bassinets & tidy magazine racks	Y/C C zone	Aft toilets & alcohol bars	Assist as required
L4P Super- visor	ROW 56L	L4		Y/C bar & meal service, tea & coffee preparation. Aft galley assist		
R4P	ROW 60R	R4	Check Y/C catering	Y/C galley	Y/C galley	Assist as required

# BAR & MEAL SERVICE LAYUP



## Pre-flight briefing

Before all flight, the entire crew will gather together to discuss and review the information regarding that day's flight, this is called a Pre-flight briefing. It is also the time that cabin crew share information, begin to work together and make their first impressions upon one another.

Point covered will be safety, first aid and in-flight service information. The purser will allocate positions and in-flight responsibilities. This is the time to ask questions and clarify any concerns that you may have. The information that the purser usually give to the cabin crew team are as follow.

- Validate that the required minimum crew is present.
- Assign duty positions with assigned stations and emergency duties.
- Review communication procedures.
- Review selected emergency procedure and equipment.
- Review safety demonstration procedures.
- Give out general information about the flight.
- Discuss reported equipment irregularities that may affect the service or the passengers directly (inoperative lavatories, broken entertainment units, seats that cannot be reclined, inoperative coffee machines, etc.)
- Coordinate rest breaks (particularly on flights with long durations or where it is required).
- Discuss service routine, catering and food service, duty free sales.

### Sample Briefing Scenario no. 1

Ted            Good morning everyone, and welcome to DZ107 flight to Boston. For those who haven't flown with me before, my name's Ted. I'm your purser in charge of today's flight. I'd also like to introduce you to your cabin supervisors: Katrin Larsson is going to be in charge of Business today and Leila Ahmed is in charge of Economy.

Katrin        Hello, everyone.

Leila         Hi, everyone. It's nice to see some new and familiar faces.

Ted Can I just check that everyone has got their working positions and door responsibilities?

All crew Yes.

Ted And I see we have a new long haul crew member joining us today – Jutta Weber. Welcome to long-haul, Jutta. You'll be working with Leila and Hermal, so if you're unsure of any of your responsibilities, I'm sure they'll be glad to help you out.

Jutta Thanks. I'm really excited about my first long-haul flight!

Leila Hi, Jutta, I'm Leila, the FA7 galley leader. I'll be sitting at door 4, Left, working with you and Hermal. When we get on board, if you need any help with your pre-take-off duties or stowage areas, just let us know.

Jutta Thank you very much.

Ted OK. Before I give you any flight details....

## **Sample Briefing Scenario no. 2**

Captain Good morning, everyone. My name is Kurt Ostermeier and I'm your captain today. This is my first officer, Rick Schultz. You'll be pleased to hear that we've got really quick flight time today of nine hours 20 minutes and, apparently, the weather in Boston is good, but cold. Rick, you wanted a word about the weather during the flight.

First Officer Yes, thanks. I just wanted to warn the crew of some moderate turbulence during flight – this is due to strong winds and storms over the Atlantic. We anticipate this turbulence about 3 ½ hours into the flight.

Ted Oh, right! The main cabin service should be over by then.

First Officer Good. We'll try to give you as much warning as possible and it may be necessary for the crew to be seated and strapped in during the worst of it.

Ted Thanks, Rick – we'll try to get the drinks and meal service finished early, then.

Leila Excuse me, can I clarify something?

Ted Sure.

Leila Can we delay the main meal service until the turbulence is over?

Ted No, sorry, we'll have to follow normal procedure. You can never schedule the weather.

Captain Ted, can you confirm that your crew is familiar with the cockpit procedures?

Ted Yes, Captain. All crewmembers are familiar with the rules and procedures regarding the cockpit.

Captain Great. OK then. Let's go and have a good flight!

## Customer Service Manager Briefing Format

<b>Welcome and Introduction</b>	<p>Good morning ladies and gentlemen, my name is....., your Customer Service Manager.</p> <p>I would like to introduce our Customer Service Supervisor....., and, as your onboard management team we are here to assist and support you throughout the flight to..... and also during your slip time.</p>
<b>Operational Information</b>	<ul style="list-style-type: none"> <li>- Aircraft Rego</li> <li>- Captain</li> <li>- Preboard Information and Time</li> <li>- Boarding Time</li> <li>- ETD</li> <li>- Flight Time</li> <li>- Service Sequence</li> <li>- ETA</li> <li>- Load of Passenger</li> <li>- Special Meals</li> <li>- Special Handling</li> <li>- Medical</li> <li>- UM/YP</li> </ul>



<b>Worksheet</b>	<p>Next we need to define the work positions for our Ground Handling Team, Cabin Crew Team, Galley Operation Team and Flight Support Team.</p> <p>Firstly, the Ground Handling Team, please introduce yourself.</p> <p>Secondly, the Cabin Crew Team, please introduce yourself.</p> <p>Next, the Galley Operation Team, please introduce yourself.</p> <p>Then, the Flight Support Team, please introduce yourself.</p>
<b>Safety and Service Focus</b>	<ul style="list-style-type: none"> <li>- OHS care and safety</li> <li>- Slip port safety</li> <li>- Team work</li> <li>- Brand</li> <li>- Destination Information</li> <li>- Customer Expectations</li> </ul>
<b>Conclusion</b>	<p>A quick comment/line to leave the team unified, positive and ready for duty ahead. This is a chance to end on positive note.</p>

## Reference

IATA Aviation Training Program. (2010). *Airline Cabin Crew Training Course Textbook*. IATA Training and Development Institute: Montreal.

Sue Ellis and Lewis Lansford (2010). *English for Cabin Crew*. China:Oxford University Press.

# Unit 5 IAL3308 Cabin Crew Management

## **In-flight Communication and Public Announcement**

### **Cabin Interphone System**

Cabin interphone system provides voice communications between the pilots, cabin crew, and passengers on the aircraft. It is essential in terms of safety procedures and customer service. The pilots can use headset microphones or oxygen mask microphones to contact cabin interphone stations by selecting the CAB (cabin) on an audio control panel. Then, the interphone at selected stations will ring and alert the cabin crew to pick up the call. On the other hand, if the cabin crew uses interphone to contact the flight deck, the EICAS communications alert messages and chimes will alert the pilots to incoming cabin calls. The calling station will be displayed as the CABIN ALERT EICAS message.



Cabin crew also use cabin interphone to call other crew members by dialing the working station that are displayed on the handset. Cabin interphone from some aircraft types need to press push-to-talk while the cabin crew speaks on the phone. The push-to-talk button is also required to operate for Public Announcement or PA when cabin crew communicates with passengers during the flight.

Source: Adapted from 787om.air.cc. (2015). *787 Flight Crew Operation Manual, Communication: Interphone System*. [Online]  
<http://787om.air.cc/xml/05-30.xml>

## Public Announcement

Public announcements are essential parts of a flight. They deliver information and instructions to customers regarding the flight. The way the announcement is delivered affects how the customers react. Cabin crew hopes to create a warm, friendly and professional atmosphere in the cabin.

Public announcement can deliver both information and instruction. Information during the flight for passengers are such as captain's name, destination and airport's name, flight time, altitude, flight routing, local time at destination, duty free, delay and disruptions.

Instruction from public announcement are such as no smoking flight, fasten seat belts, smoking signs, use of mobile phone on board, transit precautions, and emergency instructions.

Source: Adapted from Emirates. (2016). *Ab initio Modules*. Service Training Team

### PA - Pre Take-off

- Welcome PA

Good afternoon Ladies and Gentlemen.

My name is.....and I am your Purser today. On behalf of the cabin crew team, I would like to welcome you on board SSRUIC flight to London.

- Fasten Seat Belt Sign On

Ladies and Gentlemen.

As we are now departing to London, may I ask you to please turn off your mobile phone and ensure it remains switched off for the duration of the flight. You may use your mobile phone again once the aircraft has landed and left the active runway.

Please return to your seat, fasten your seat belt, put your seat back upright, fold your table and open the window shade. Video screens, handsets, and footrests also need to be stowed.

Thank you.

- Safety Demonstration

In a short moment, cabin crew will show the safety aspects of this aircraft. Please watch and listen carefully.

- Delay on Ground

Ladies and Gentlemen.

We regret to inform you that this flight has to be delayed due to technical problems. We expect to leave shortly. Please remain on board, unfasten your seatbelt and refrain from smoking.

Please accept our apologies for the inconvenience.

#### PA - After Take-off

- All Flights

May I wish you a pleasant flight with us today. If there is anything I, or member of my team can do to assist you, please let us know.

On this flight, dinner will be served, and approximately three hours before landing, breakfast will be served.

Beverages, snacks, and fruit will be available at any time during the flight.

We will not serve alcohol to passenger under the age of 18 and those who appear intoxicated. The consumption of your own alcoholic beverage is not permitted.

Thank you.

#### PA – During Flight

- Rough Air

As we are passing through an area of rough air, please return to your seat and make sure that your seat belt is tightly fastened.

- Duty Free

Ladies and Gentlemen.

We are pleased to advise you that our cabin crew will shortly be passing through the cabin offering a wide selection of Duty Free products. Please take the opportunity to look at your duty free magazine to make your selection.

#### PA – Pre Landing

- Cabin Securing

As we shall shortly be arriving at London, would you please return to your seat. Make sure your hand luggage is placed under the seat in front of you or in the overhead locker, your seat back is upright with the armrest down. Window blinds should be opened. Tray tables and footrests should be folded and stowed and your seatbelt securely fastened. To ensure you are fully aware of the exit nearest to you and the safety features on this aircraft, read the Safety Procedure Card in your seat pocket. If you have been using your personal electronic devices, please ensure that they are switched off.

#### PA – After Landing

- Farewell

Ladies and Gentlemen.

Welcome to London, where the local time is.....and the temperature is.....degree Celsius. For your comfort and safety, remain seated with your seatbelt fastened until the aircraft has come to the complete stop and the seatbelt sign has been switched off. For those of you who would like to use your mobile phone, it is now safe to do so.

Before leaving the aircraft, make sure you take all personal belongings with you. Check your seat pocket and the overhead locker. If you are transferring to another flight and need assistance, please contact the Airport Service Staff meeting the flight.

- Final Farewell

I would like to thank you for choosing SSRUIC. I hope that you have enjoyed your flight and look forward to seeing you again soon. Good morning.

## **Reference**

Adapted from 787om.air.cc. (2015). *787 Flight Crew Operation Manual, Communication: Interphone System*. [Online]  
<http://787om.air.cc/xml/05-30.xml>

Adapted from Emirates. (2016). *Ab initio Modules*. Service Training Team

# Unit 6 IAL3308 Cabin Crew Management

## Safety and Emergency Procedure

IATA Aviation Training Program. 2010. *Airline Cabin Crew Training Course Textbook*. IATA Training and Development Institute: Montreal.

Every day more than 3 million people fly safely on commercial aircraft. In 2000, 1.9 billion people travelled around the world on more than 18 million flights, and there were only 20 accidents that involved fatalities.

Thirty years ago fatal accidents on commercial jetliners occurred approximately 1 in every 140 million miles flown. Today that statistic is 1.4 billion miles flown for every fatal accident.

In spite of the fact that aviation accidents are so rare, it is the responsibility of the cabin crew to be prepared for emergencies at all times. Rapid response in the event of an emergency can be the difference between life and death. As a result, the cabin crew receives extensive training in evacuation procedures and how to respond to emergency such as on-board fires, emergency landings, various levels of turbulence, and decompression.

**Match instructions 1-10 with the pictures on the passenger safety card.**

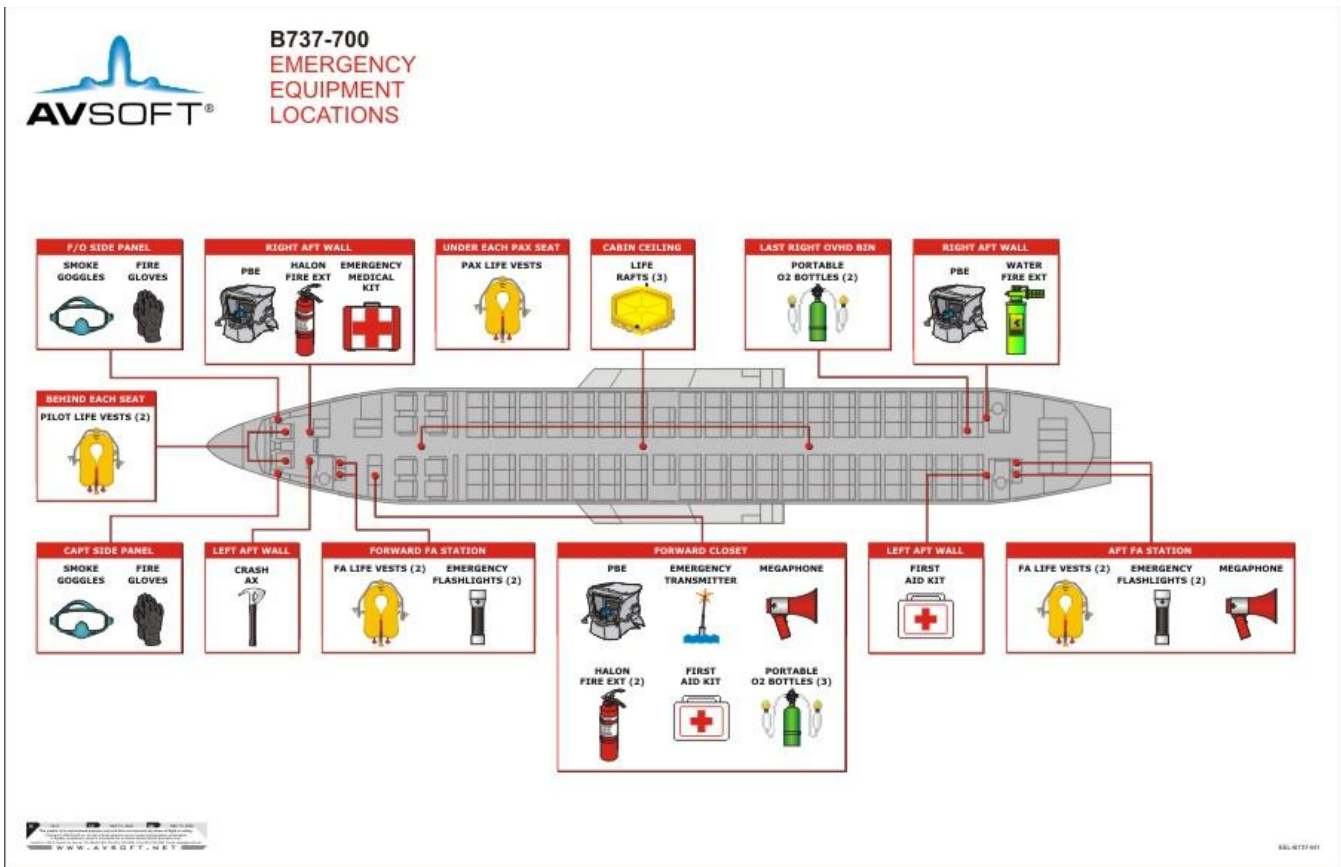
1. \_\_\_\_\_ Closed overhead lockers and stow bags under seats.
2. \_\_\_\_\_ Take your high heels off.
3. \_\_\_\_\_ Fasten your seatbelt.
4. \_\_\_\_\_ Get down low and follow the floor lighting.
5. \_\_\_\_\_ Jump onto the slide feet first.
6. \_\_\_\_\_ Open the emergency exit next to your seat.
7. \_\_\_\_\_ Put on your own oxygen mask first.
8. \_\_\_\_\_ Take up the brace position.
9. \_\_\_\_\_ Use the overwing emergency exits over water.
10. \_\_\_\_\_ Your life jacket is under your seat.





# Emergency Equipment

Emergency equipment or supplies are those intended for using in an emergency. Emergency equipment on just about any airline aircraft consists of the following: fire extinguishers, crash ax, megaphone(s), flashlights, first aid kits, life vests, escape ropes, protective breathing equipment (PBE), Emergency Locator Transmitters (ELTs), and for some - life rafts. Flight attendants are required to be trained by the airlines in order to know the emergency procedures, locations of emergency equipments on the aircraft and the emergency equipment operation in the emergency situation.



## Emergency Landing

[http://en.wikipedia.org/wiki/Emergency\\_landing](http://en.wikipedia.org/wiki/Emergency_landing)

An **emergency landing** is a landing made by an aircraft in response to a crisis which either interferes with the operation of the aircraft or involves sudden medical emergencies necessitating diversion to the nearest airport.

There are several different types of emergency landings for powered aircraft: planned landing or unplanned landing

- **Forced landing** – the aircraft is forced to make a landing due to technical problems. Landing as soon as possible is a priority, no matter where, since a major system failure has occurred or is imminent. It is caused by the failure of or damage to vital systems such as engines, hydraulics, or landing gear, and so a landing must be attempted where a runway is needed but none is available. The pilot is essentially trying to get the aircraft on the ground in a way which minimizes the possibility of injury or death to the people aboard. This means that the forced landing may even occur when the aircraft is still flyable, in order to prevent a crash or ditching situation.
- **Precautionary landing** may result from a planned landing at a location about which information is limited, from unanticipated changes during the flight, or from abnormal or even emergency situations. This may be as a result of problems with the aircraft, or a medical or police emergency. The sooner a pilot locates and inspects a potential landing site, the less the chance of additional limitations being imposed by worsening aircraft conditions, deteriorating weather, or other factors.
- **Ditching** is the same as a forced landing, only on water. After the disabled aircraft makes contact with the surface of the water, the aircraft will most likely sink if it is not designed to float, although it may float for hours, depending on damage.

### Exercise 1

Listen to the flight attendant's announcement. Which pictures from the safety card on page no. 2 apply to this situation?

If the cabin pressure falls, the oxygen masks will drop down. Reach up and pull a mask towards your face until the tubing is fully extended. Place the mask over your nose and mouth and breathe normally. The oxygen flow will start automatically. Pull the elastic over your head. Pull the elastic tab on either side of the mask to tighten the band. Remember to secure your own mask before helping others. Use your mask until further advised. Absolutely no smoking!

### Exercise 2

Listen again. Number the pictures in the right order.



A



B



C



D

### Exercise 3

Match each action with the picture in exercise 2.

1. \_\_\_\_\_ Pull a mask towards your face.
2. \_\_\_\_\_ Place the mask over your nose and mouth.
3. \_\_\_\_\_ Remember to secure your own mask before helping others.
4. \_\_\_\_\_ The oxygen masks will drop down.

### Exercise 4

Listen to the pilot's announcement. Underline the correct alternative.

Ladies and gentlemen, we're experiencing a drop in cabin air pressure. When your oxygen masks drop down, please use them while we descend to a lower altitude. Keep your masks on until we tell you to take them off. Once we get down to 10,000 feet, we'll make another announcement... We've leveled off at 10,000 feet. We're going to divert to Minsk. You may take off your oxygen masks now. There really is nothing to worry about but please feel free to ask the cabin crew if you need any

assistance before we get to Minsk. After landing we'll make alternative arrangements for you to reach your destination.

1. The Captain is concerned about the **loss of pressure/rapid descent**.
2. The aircraft is descending **slowly/quickly** in order to reach a safe altitude.
3. The aircraft is descending to **above/below** 10,000 feet because passengers can breathe without extra oxygen at the altitude.
4. The Captain is explaining the process so this is probably **a controlled/ an emergency** descent.

### Exercise 5

Read the article. Number the paragraphs in the correct order.

a \_\_\_\_\_ We all left the floor and hit the walls and ceiling. It was really scary. Thank goodness all the boxes and trolleys were secured as it could have been a lot worse. I broke my foot in three places and another crew member hurt her ankle very badly.

b \_\_\_\_\_ I haven't returned to work because of my foot. I'm now enjoying a quite summer – I just wish the weather was better! Like many others I never took turbulence seriously...but I will from now on. My advice is stay safe and strap in whenever you can!

c \_\_\_\_\_ Then, about thirty seconds after the seatbelt sign was switched on, we dropped 500 feet – twice. Luckily, all the passengers were strapped in but none of the crew was. I was in the aft galley of the B767 with six other crew members.

d \_\_\_\_\_ Once the aircraft was stable again everyone was shocked at how bad the turbulence was – and at how quickly it had happened. There was absolutely no warning.

e \_\_\_\_\_ We were inbound from Alicante and two hours from Wessex airport when the Captain switched the seatbelt sign on. It wasn't at all rough at the time but there was a thunderstorm ahead and the Captain was being careful. There was no turbulence warning.



## Story of Alberta Molina

We had a difficult situation when there was an oven fire. It happened really quickly. There were two of us in the galley when we suddenly realized there was smoke coming from one of the ovens. Our training kicked in and we reacted immediately. My colleague switched everything off and I grabbed the halon fire extinguisher. I opened the oven door very slightly, and carefully emptied the whole cylinder into the oven. The fire went out, just like it did during training.

However, passengers seated near the galley started to panic and were shouting 'Fire!' That made other passengers panic and it was quite difficult to keep control. At times like this you have to be quite forceful. You have to be quite forceful. You have to be very confident and give

instructions in a clear and positive manner. At The same time, you must be polite and stay calm, Fortunately, the purser and other colleagues helped. They calmed the passengers and explained that the fire was out.

When all the passengers were back in their seats, the crew distracted them by offering free drinks, more newspaper, and any other items which passengers asked for. Some passengers were still worried because they could smell the smoke but everything was calm again.

Finally, the purser thanked us for acting so promptly and for following the fire fighting procedures so well. A disaster had been averted!

# Safety Demonstration

hand luggage	seatbelt	oxygen mask
window	tray table	life vest
seat back	foot rest	emergency exits
devices	pamphlet	

Ladies and Gentlemen, welcome on board.

Your safety is our priority.

Please watch this demonstration from our flight attendant carefully.

Welcome to Royal Orchid Service

For your safety, please place your \_\_\_\_\_ in the overhead compartment or under the seat in front of you.

Prior to takeoff and landing, \_\_\_\_\_ shade must be pulled up

Please keep your seatbelt fastened low and tight when seated at all times.

To release your \_\_\_\_\_, just lift the latch.

For takeoff and landing, please adjust your \_\_\_\_\_ to the fully upright position.

Properly lock the \_\_\_\_\_.

Securely stow your personal screen. And stow your \_\_\_\_\_.

Cabin air pressure is controlled for your comfort.

In case of emergency, an \_\_\_\_\_ will be automatically released from above. Secure the mask over your nose and mouth with the straps. Continue wearing it until further notice. Put your own mask first, before helping others who may need assistance.

Your \_\_\_\_\_ is located under your seat, under the center armrest or where indicated otherwise.

Put it on by first placing the vest over your head. Secure by hooking with the ring and tighten it by the loose ends.

Inflate the vest just before leaving the aircraft by pulling the inflation tags. Use the mouth tubes if normal inflation is not sufficient.

At night, pull this battery tag. The light will be automatically illuminate only when in water.

In case of emergency, the lights will lead you to the \_\_\_\_\_. Please note the nearest exits which may be behind you.

Smoking in the cabin and lavatory is strictly prohibited.

For safety reasons, electronic \_\_\_\_\_ may not be used on board.

For more information, please study the safety \_\_\_\_\_ in your seat pocket or ask a flight attendant.

With the touch of Thai, it's our pleasure to ensure your comfort while traveling with us.

Thank you for your attention and have a pleasant flight.

## Reference

- IATA Aviation Training Program. (2010). *Airline Cabin Crew Training Course Textbook*. IATA Training and Development Institute: Montreal.
- Sue Ellis and Lewis Lansford. (2010). *English for Cabin Crew*. China:Oxford University Press.
- Terence Gerighty and Shon Davis.(2009). *English for Cabin Crew*. UK:Heinle, Cengage Learning EMEA
- Wikipedia.(2015). *Emergency Landing*. [Online ] [https://en.wikipedia.org/wiki/Emergency\\_landing](https://en.wikipedia.org/wiki/Emergency_landing)



# Unit 7 IAL3308 Cabin Crew Management

## **Medical Emergencies and Medical Training**

Source: Henry E. & Andy R. (2008). Aviation English. Macmillan Education. Oxford. United Kingdom.

Medical emergencies on board are one of the main reasons why an aircraft may need to divert if the emergency is serious enough and cannot be treated within the airplane itself.

Some passengers board an aircraft with an underlying medical condition which makes flying inadvisable. Airline will try to screen such passengers and they have the right to stop them at the departure gate and refuse permission to embark. But unless the symptoms are very obvious, passengers at risk will remain undetected until it is too late. Sometimes the passengers themselves may not be aware of their own condition until a problem occurs. With the increase in leisure travel and particularly long haul travel by elderly passengers the likelihood of medical emergency during flight is on the increase. No airline would want to be seen to discriminate against the older generation so there is not much an airline can do about this other than following correct procedure when problem occurs.

Cabin crew undergo first aid training for medical emergencies and the services of any doctors on board may be solicited too. The items contained in the medical bag on board are increasingly sophisticated. Airlines are also making use of the new MedLink service. When in doubt during a medical emergency, an airline pilot will divert rather than take any unnecessary risks.

**Exercise 1** Label the first-aid kit with the words from the box.

stethoscope

syringes

dressing

gloves

aspirin

cardiopulmonary resuscitation (CPR) mask

automatic external defibrillator (AED)

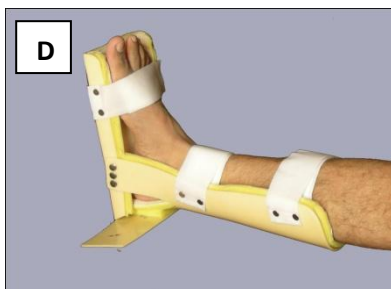
bandages

oxygen

antiseptic wipes



**Exercise 2** Label the first-aid kit with the words from the box.



Bandage \_\_\_\_\_  
 Defibrillator \_\_\_\_\_  
 EpiPen \_\_\_\_\_  
 Inhaler \_\_\_\_\_

Plaster \_\_\_\_\_  
 Insulin pen \_\_\_\_\_  
 Splint \_\_\_\_\_

**Exercise 3** Match each of the events or injuries with the item of medical equipment that treats it.

- 1 a severe allergic reaction \_\_\_\_\_
- 2 a diabetic episode \_\_\_\_\_
- 3 a cut \_\_\_\_\_
- 4 a limb fracture \_\_\_\_\_
- 5 a severe asthma attack \_\_\_\_\_
- 6 a serious head injury \_\_\_\_\_
- 7 a heart attack \_\_\_\_\_

# Is there a doctor on board?

You're midway through a routine flight, when suddenly a passenger collapses clutching his chest and struggling to breathe. This is one of the situations that cabin crew are trained to deal with, and aircraft are equipped for. So what are some of the most common medical emergencies?

This event – a heart attack – is the leading cause of in-flight death, and the leading medical cause of diversions. Medical kits include aspirin and a vasodilator spray to keep blood flowing when there is chest pain. In case of **cardiac arrest**, cabin crew are trained to give CPR, while many airlines now also carry defibrillators to restart the heart. **Cardiac monitors** are used increasingly, so that data can be transmitted to medical advisors on the ground.

A large number of diversions are caused by injuries to passengers. Items falling from the overhead storage bins are a common cause of head injury, while unexpected turbulence can easily result in broken bones. **First-aid kits** are equipped with splints and bandages to stabilize **limbs**, as well as plasters for minor cuts.

Asthma is a common condition that can be life-threatening, especially when the sufferer's inhaler is in the baggage hold. In addition to oxygen, bronchodilators and adrenaline are kept in order to open up the **airways**.

Dangerous breathing problems can also result from severe allergic reaction, which worries airlines so much that some no longer serve peanuts. Most carry EpiPens, as well as antihistamine and adrenaline to prevent **anaphylactic shock**.

Most medical kits contain glucose and glucagon **injections** to treat passengers who suffer hypoglycemic **episodes**. The disruption of regular eating habits can lead to a dangerous drop in blood sugar levels.

## Exercise 4 Answer the questions.

1. What event causes most deaths on board planes?
2. What are the two main causes of injury?
3. When can asthma be especially dangerous on flights?
4. What have some airlines done to prevent danger on flights?
5. Why do diabetics sometimes have problems when flying?

**Exercise 5** Listen to flight attendant Leila and Hemal dealing with an on-board accident and answer the questions.

- Ted** Ladies and gentlemen. The captain has switched on the seatbelt sign. Please return immediately to your seats and fasten your seatbelts. Due to air turbulence, all in-flight service is suspended and will be resumed as soon as possible.
- Leila** Hemal, can you bring your trolley back to the galley as quickly as possible and get it stowed away securely?
- Hemal** Yes...but those people in row 20 haven't sat down yet....
- Leila** What are they doing still standing around! OK, I'll deal with that...Excuse me, can you sit down and fasten your seatbelts please?
- Man** This lady's been hurt. She's bleeding.
- Leila** What's happened? [*speaks to injured passenger*] Hello...are you all right? Can you hear me?
- Man** The overhead locker flew open with the turbulence and a laptop fell onto her head. I think she's unconscious.
- Leila** OK, thank you for letting me know. I'll deal with the lady now, sir. Please take your seat and strap in securely. [*calls out to colleague, Hemal*] Hemal – I need some help. Get the first aid kit immediately.
- Hemal** OK. [*pause – takes trolley back to galley and talks to another flight attendant*] Jutta, can you secure my trolley for me please, and call Ted to inform him we have a passenger with a head injury in Zone D, and that Leila is dealing with it.

1. Who has been injured?
2. What kind of injury does the person have?
3. What caused the accident?
4. What does Leila ask the male passenger to do?
5. What does Leila ask Hemal to do?

**Exercise 6** Listen to what happens next and answer the questions.

**Leila** Is she travelling with you, sir?  
**Man** No, I think she's alone. I haven't spoken to her, but I don't think she's travelling with anyone.  
**Leila** Hello, hello. How are you feeling?  
**Woman** Ooh. Everything just went black.  
**Leila** Do you have any pain?  
**Woman** I'm a bit dizzy, that's all.  
**Leila** You have a nasty bang on your head. How are you feeling?  
**Woman** Not too bad.  
**Leila** Would you like a glass of water?  
**Woman** Yes, that would be good.  
**Leila** You've got a small cut on your forehead. It doesn't look too serious, though. I'm going to clean up the wound and put a dressing over it.  
**Leila** Do you feel well enough to sit up?  
**Woman** I'm fine.  
**Hemal** Here's the first aid kit. How is she?  
**Leila** She's feeling all right. Thanks, Hemal. Can you get her a glass of water, please?  
**Hemal** Yes, I'll get one.  
**Woman** I'm all right. I was a bit dizzy, but I'm fine now.  
**Leila** I'm glad you're feeling all right. Can you hold this compress against your forehead? The captain has switched on the seatbelts sign, so if you feel able to sit up, I could help you into your seat. I'll fasten your seatbelt for you and come back and check how you are in a few moments.

1. Who is the injured passenger travelling with?
2. How is she feeling?
3. What does Leila offer her?
4. What has the injured passenger got on her forehead?
5. What does Leila say she is going to do?
6. What two things does Leila want the injured passenger to do?

## Reference

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# Unit 8 IAL3308 Cabin Crew Management

## **In-flight Service and Service Sequence**

### **In-flight Service Objectives**

The ultimate objective of in-flight service is to persuade each and every customer to travel with the same airline on next trip. In-flight service is the total experience a customer undergoes from the moment of boarding the aircraft until the time of disembarkation. In-flight service includes the serving of food and drink, and the provision of various amenities. Most importantly, in-flight service means customer contact and care. Therefore to the customers, in-flight service should mean:

1. Being greeted with a cheerful smile and whenever possible, shown to their seats on boarding.
2. Being helped as much as possible with children, baggage, jackets etc.
3. All the announcements should be clear and audible.
4. Being offered drinks, meals and amenities in a professional and courteous manner.
5. Not being made to wait for standard requests such as special meal or a glass of water.
6. Having all debris cleared away promptly and regularly.
7. Travelling in a tidy environment at all time.
8. Being able to find the toilets clean and tidy at all time.
9. Prompt response to call bells and the requests complete as quickly as possible. The maximum time to attend to a call bell V/C is 2 minutes.
10. A full explanation and alternative solution to be given if a request cannot be fulfilled.
11. Not having to ask for the same thing twice.
12. Answers to queries will be delivered in a polite and helpful manner with as much detail as is required.
13. Assisting and looking after small children whenever possible.



14. Offer customers maximum time to rest and sleep. At no time should they be disturbed by the cabin crew activity or behavior. Galley noise should be kept to a minimum.
15. Being treated with the utmost consideration and courtesy at all times.
16. Being made to feel welcome at all times.
17. Not being disturbed or embarrassed by the unreasonable behavior of other customers.
18. Crew need to be flexible and recognize that our customers are more important than the laid down routines and service procedures.
19. Being reassured by the meticulous attention to detail by the cabin crew on all matters of safety.
20. Any possessions entrusted to the cabin crew are looked after and then returned at the end of the flight.
21. Having their needs anticipated and not having to ask for everything.
22. On a long flight, the joining crew acknowledges and appreciates the fact that transit customers may already be tired.
23. Any requests, problems or undertakings are known to the joining crew and do not have to be repeated.
24. Being kept informed of any delays, diversion and the reasons for such occurrences.
25. Receiving all possible assistance when leaving the aircraft with their baggage, children etc.
26. Receiving a polite farewell when leaving the aircraft. It is as important as a warm welcome.
27. Special customers, such as unaccompanied minors or young travelers are safely handed over to the ground service staff.

The customers expect the cabin crew to know their jobs. Technical competence is essential. However, what the customers notice and care about most is how the cabin crew relate and interact with them as an individual person. The personal touch is most important. Make it an experience they will never forget.

Source : Emirates. (2010). *Abinitio Service Training*. Dubai.

## **In-flight Service Sequence**

1. Pre-flight Briefing
2. On Ground Preparation
  - Check Safety Equipment
  - Cabin Preparation
  - Check Passenger Seat (IFE, Pillow, Blanket)
  - Lavatory Preparation
  - Reading Material
  - Amenity Kit
  - Catering Check
3. Boarding
4. Welcome Service
  - Welcome Drink
  - Towel Delivery
  - Towel Collection
  - Newspaper
  - Children's Toys
  - Kit Bags
  - Menus (if applicable)
  - Landing Cards (if applicable)

### **PA – Pre Take-off**

5. Safety Demonstration
6. Cabin Clearance before Take-off
7. Final Cabin Preparation before Take-off

### **Seatbelt Sign On**

\*\*\* Take-off \*\*\*\*

\*\*\*\* Climbing \*\*\*\*

\*\*\*\* Cruise \*\*\*\*

## Seatbelt Sign Off

### PA – After Take-off

#### 8. After Take-off Service

- Baby Bassinets
- In-flight Entertainment

#### 9. Special Meal Service

- Special Meal Delivery

#### 10. Bar Service

- Alcoholic
- Non-alcoholic

#### 11. Bar Clearance

#### 12. Meal Service

#### 13. Meal Clearance

#### 14. After Meal Clearance

### PA – During Flight

#### 15. After Meal Service

- Cleanliness
- Customer Care
- Refreshment
- Duty Free

#### 16. Pre-landing Duty

- Return All Items to Correct Location
- Seal Bars

- Close Duty Free
- Paper Work

## PA – Pre-landing

\*\*\* Descend \*\*\*

### 17. Final Cabin Preparation for Landing

## Seatbelt Sign On

\*\*\* Final Approach \*\*\*

\*\*\* Landing \*\*\*

## PA – After Landing

### 18. Post Landing Duties

- Customer Farewell
- Assist Special Category Customer

## Service Sequences

### Pre-flight

Service Sequences	Service Standard	Non-verbal	Verbal
Boarding/Greeting Passenger	<ul style="list-style-type: none"> <li>Stand by at the welcome position before passenger boarding</li> </ul>	<ul style="list-style-type: none"> <li>Wai in gentle manner</li> </ul>	<ul style="list-style-type: none"> <li>Sawasdee krab/Sawasdee kha. Welcome on board, sir/madam.</li> </ul>
	<ul style="list-style-type: none"> <li>Greet passengers with warm and friendly attitude.</li> </ul>	<ul style="list-style-type: none"> <li>Bend towards the passengers in gentle manners with eye contact and warm smile.</li> </ul>	<ul style="list-style-type: none"> <li>Welcome on board. May I direct you to your seat, sir/ madam?</li> </ul>
	<ul style="list-style-type: none"> <li>Use gentle tone of voice.</li> </ul>	<ul style="list-style-type: none"> <li>Extend hand for boarding pass.</li> </ul>	<ul style="list-style-type: none"> <li>How are you today, sir/madam?</li> </ul>
	<ul style="list-style-type: none"> <li>Request for boarding pass, direct them to their seat, and get into conversation</li> </ul>	<ul style="list-style-type: none"> <li>Show the seat location or direct with palm fully extended towards the cabin.</li> </ul>	<ul style="list-style-type: none"> <li>It's nice to see you again, sir/madam.</li> </ul>
			<ul style="list-style-type: none"> <li>I'm pleased to see you again, sir/madam.</li> </ul>
			<ul style="list-style-type: none"> <li>It's always nice to have you with us, sir/madam.</li> </ul>
			<ul style="list-style-type: none"> <li>May I see your boarding pass, sir/madam?</li> </ul>
			<ul style="list-style-type: none"> <li>You are in seat.... just a few rows down, on your (right/left) hand side, sir/madam.</li> </ul>

Source: Cabin Crew Training Text & Reference Handbook, Thai Airways International Public Company Limited

## Pre-flight

Service Sequences	Service Standard	Non-verbal	Verbal
Hand Luggage Stowage	<ul style="list-style-type: none"> <li>Assist passengers in storing hand luggage and belongings in the overhead bins or underneath the front seats.</li> </ul>	<ul style="list-style-type: none"> <li>Approach the passengers in the gentle manners, offer a helping hand with eye contact and warm smile.</li> <li>Show him/her where bags can be stowed with palm, not index finger.</li> </ul>	<ul style="list-style-type: none"> <li>Please keep your baggage in the overhead bin, sir/madam.</li> <li>Let me see if I can find any available space, sir/madam.</li> </ul>
Closing and Securing Overhead Bins	<ul style="list-style-type: none"> <li>Apologize to passengers before closing the bins.</li> <li>Close overhead bins gently and quietly.</li> </ul>	<ul style="list-style-type: none"> <li>Wai in gentle manners before/when closing overhead bins.</li> </ul>	<ul style="list-style-type: none"> <li>Excuse me, sir/madam. May I close the bin?</li> </ul>
Newspaper and Magazine Service	<ul style="list-style-type: none"> <li>Offer newspapers and magazines to passengers from the newspaper trolley.</li> <li>If the requested newspaper/magazine is not available, apologize and check with other classes of service.</li> </ul>	<ul style="list-style-type: none"> <li>Bend towards the passengers in gentle manners with eye contact and warm smile.</li> </ul>	<ul style="list-style-type: none"> <li>Would you care for newspapers and magazines, sir/madam?</li> <li>I am sorry, sir/madam. We have run out of the newspaper. Could you please choose the magazine? I will try to find you a copy of newspaper.</li> </ul>
Headphone Service	<ul style="list-style-type: none"> <li>Offer headphones to passengers prior to A/C push back. Otherwise, offer them after take-off.</li> </ul>		<ul style="list-style-type: none"> <li>The headphone for in-flight movie and music entertainment, sir/madam.</li> </ul>
Special Meal Confirmation	<ul style="list-style-type: none"> <li>Confirm the special meal order according to Passenger Name List (PNL)</li> </ul>		<ul style="list-style-type: none"> <li>Are you Mr./Mrs./ Ms.....? Have you ordered.....? I would like to confirm your order, sir/madam.</li> </ul>
Cabin Readiness	<ul style="list-style-type: none"> <li>Walk around the cabin and perform final safety check for take-off.</li> </ul>		<ul style="list-style-type: none"> <li>Would you please fasten your seat belt?...Thank you, sir/madam.</li> </ul>

## In-flight

Service Sequences	Service Standard	Non-verbal	Verbal
Menu	<ul style="list-style-type: none"> <li>Present the menu to passengers.</li> </ul>	<ul style="list-style-type: none"> <li>Bend towards the passengers in gentle manners with eye contact and warm smile.</li> </ul>	<ul style="list-style-type: none"> <li>Sir/Madam, here is the menu. We will serve.....</li> </ul>
Cocktail Service	<ul style="list-style-type: none"> <li>Offer drinks together with cocktail snacks to passengers.</li> <li>Make sure each passengers has actually finished drinks before collecting the glass.</li> </ul>		<ul style="list-style-type: none"> <li>May I offer/suggest/recommend you a glass of.....,sir/madam?</li> <li>May I collect your glass, sir/madam?</li> </ul>
Hot Towel Service	<ul style="list-style-type: none"> <li>Offer hot towel to passengers and collect them after use.</li> </ul>		<ul style="list-style-type: none"> <li>Your hot towel, sir/madam.</li> <li>May I collect your used towel, sir/madam?</li> </ul>
Special Meal Service	<ul style="list-style-type: none"> <li>Reassure with each passengers regarding his/her special meal request before serving.</li> </ul>		<ul style="list-style-type: none"> <li>Sir/Madam, this is your.....(type of special meal)</li> <li>Enjoy your meal, sir/madam!</li> </ul>
Meal Service	<ul style="list-style-type: none"> <li>Offer the meal tray with rolls on passengers' tables.</li> <li>Offer wine right away after distributing the meal tray.</li> <li>If passenger refuses to have meal, offer alternatives or beverages.</li> </ul>		<ul style="list-style-type: none"> <li>Would you care for .....or....., sir/madam?</li> <li>Would you care for a glass of wine, sir/madam?</li> </ul>
Beverage with Meal Service	<ul style="list-style-type: none"> <li>Offer drinks to passengers.</li> </ul>		<ul style="list-style-type: none"> <li>May I offer you a drink, sir/madam? We have.....</li> </ul>
Wine Service	<ul style="list-style-type: none"> <li>Re-offer white/red wine.</li> </ul>	<ul style="list-style-type: none"> <li>Would you care for more white/red wine ,sir/madam?</li> </ul>	

## In-flight

<b>Service Sequences</b>	<b>Service Standard</b>	<b>Non-verbal</b>	<b>Verbal</b>
Bread Service	<ul style="list-style-type: none"> <li>• Re-offer bread &amp; butter.</li> </ul>	<ul style="list-style-type: none"> <li>• Bend towards the passengers in gentle manners with eye contact and warm smile.</li> </ul>	<ul style="list-style-type: none"> <li>• Would you care for more bread, sir/madam?</li> </ul>
Coffee/Tea Service	<ul style="list-style-type: none"> <li>• Offer coffee/tea together with set.</li> </ul>		<ul style="list-style-type: none"> <li>• Would you care for coffee/tea, sir/madam?</li> <li>• Would you care for milk and extra sugar with your coffee, sir/madam?</li> </ul>
Cognac Service	<ul style="list-style-type: none"> <li>• Start serving after the first round of coffee/tea service.</li> </ul>		<ul style="list-style-type: none"> <li>• Would you care for a glass of cognac, sir/madam?</li> </ul>
Second Round Coffee/Tea Service	<ul style="list-style-type: none"> <li>• Re-offer coffee/tea.</li> </ul>		<ul style="list-style-type: none"> <li>• Would you care for more coffee/tea, sir/madam?</li> </ul>
Glass Collection	<ul style="list-style-type: none"> <li>• Offer more drinks and ask for permission to collect used glasses.</li> </ul>		<ul style="list-style-type: none"> <li>• Would you care for more drinks, sir/madam?</li> <li>• May I collect your glass, sir/madam?</li> </ul>
Meal Tray Collection	<ul style="list-style-type: none"> <li>• Collect meal trays.</li> <li>• Offer coffee/tea &amp; water.</li> </ul>		<ul style="list-style-type: none"> <li>• May I offer you a drink, sir/madam? We have.....</li> </ul>
Table Clearance	<ul style="list-style-type: none"> <li>• Clear passengers' tables.</li> </ul>	<ul style="list-style-type: none"> <li>• May I offer you anything else, sir/madam?</li> <li>• May I clear the table, sir/madam?</li> </ul>	



## In-flight – After Meal Service

Service Sequences	Service Standard	Non-verbal	Verbal
Landing Form Distribution	<ul style="list-style-type: none"> <li>• Distribute forms by using large tray.</li> <li>• Offer ball pen if required.</li> </ul>	<ul style="list-style-type: none"> <li>• Bend towards the passengers in gentle manners with eye contact and warm smile.</li> </ul>	<ul style="list-style-type: none"> <li>• These are landing forms for.....? If you have any question regarding these forms, please do not hesitate to ask. I'd be happy to assist you.</li> <li>• Do you require an immigration form to enter...?</li> </ul>
In-flight Duty Free	<ul style="list-style-type: none"> <li>• Be knowledgeable about items in the catalog and price list.</li> </ul>		<ul style="list-style-type: none"> <li>• Which items are you interested in, sir/madam?</li> <li>• I'll be back with your change/card in just a moment, sir/madam?</li> </ul>
Cabin Walk Around	<ul style="list-style-type: none"> <li>• Take turns walking in cabin.</li> <li>• Tidy up cabin and passengers' seats.</li> <li>• Offer refreshment on tray if flight time is more than 3 hours.</li> <li>• Keep toilets clean, dry and tidy.</li> <li>• Attend to passengers' call.</li> </ul>	<ul style="list-style-type: none"> <li>• Walk around every 30 mins.</li> <li>• 20 sec.</li> </ul>	<ul style="list-style-type: none"> <li>• May I offer you anything else, sir/madam?</li> </ul>

## In-flight – Descent

<b>Service Sequences</b>	<b>Service Standard</b>	<b>Non-verbal</b>	<b>Verbal</b>
Cabin and Galley Appearance	<ul style="list-style-type: none"> <li>• Clear all loose object &amp; used items on the floor and in the seat pockets, e.g. newspapers, plastic bags, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Bend towards the passengers in gentle manners with eye contact and warm smile.</li> </ul>	<ul style="list-style-type: none"> <li>• May I collect.....from your table/seat pocket, sir/madam?</li> </ul>
Thank Passengers	<ul style="list-style-type: none"> <li>• Offer orchids (if any) and extend gratitude to passengers.</li> <li>• Return passengers' belongings.</li> </ul>		<ul style="list-style-type: none"> <li>• Thank you for flying SSRUIC and hope to see you again, sir/madam.</li> </ul>
Final Check	<ul style="list-style-type: none"> <li>• Walk around the cabin and perform final safety check for landing.</li> </ul>	<ul style="list-style-type: none"> <li>• Immediately after “Fasten seat belt sign has turned on.”</li> </ul>	<ul style="list-style-type: none"> <li>• Please fasten your seat belt, put your seat back upright, fold your table and open the window shade, sir/madam.</li> </ul>

## Post-flight

<b>Service Sequences</b>	<b>Service Standard</b>	<b>Non-verbal</b>	<b>Verbal</b>
Farewell	<ul style="list-style-type: none"><li>• Say goodbye to passengers at the farewell station.</li><li>• Check passengers left behind.</li><li>• Collect unused headphone and return to the container.</li></ul>	<ul style="list-style-type: none"><li>• Wai in gentle manners with eye contact and warm smile.</li></ul>	<ul style="list-style-type: none"><li>• Thank you for flying SSRUIC.</li></ul>

## Reference

Thai Airways International Public Company Limited. 2015. *Cabin Crew Training Text & Reference Handbook*. Bangkok.

# Flying the Unfriendly Skies



By MICHELLE HIGGINS

Published: September 12, 2008 [http://www.nytimes.com/2008/09/14/travel/14Airline.html?pagewanted=all&\\_r=0](http://www.nytimes.com/2008/09/14/travel/14Airline.html?pagewanted=all&_r=0)

IT is a typical day for the flight attendants aboard American Airlines Flight 710, a 737-800 headed from Dallas to New York with a scheduled departure time of 9:05 a.m.

As Debbie Nicks, 56, works in the first-class galley, brewing coffee and hanging up passengers' jackets, she glances down the jet way and notices a crush of people at the gate. An earlier flight to New York has been canceled, and people from that flight are desperate to get on this one. It is a familiar scene these days, what with many planes flying at near capacity, and so Debbie just continues her regular routine, making the announcement to passengers onboard that they should make sure all carry-on luggages is stored either in the overhead bin or below the seat in front of them.

Back in coach, Anna Wallace McCrummen, 45, organizes the cart of drinks and food for sale that would later be pushed down the narrow aisle, and then takes a blue rubber mallet to whack a bag of ice cubes that had frozen into a solid block. She hits it over and over again, perhaps a little too keenly, as the sound — thwop, thwop, thwop — echoes off the walls of the small galley.

Meanwhile, in the main cabin, Jane Marshall, 50, walks down the aisle, checking to make sure people are finding their correct seats, keeping an eye out for passengers who have sneaked on luggage that she knows won't fit in the overhead space and trying to defuse any tense situations before they escalate into crises. But perhaps it is already too late. Two women who have been double-booked stand sulking in the aisle, wheelie bags firmly planted by their sides, signaling that they are not about to budge.

"What a mess," mutters Jane once the double-booked women have been found seats and the line of stand-by passengers is turned away from the gate. Only then, after every seat is taken, overhead bins shut, electronic devices stored and seatbelt sign on, do the three women finally settle in to their jump seats for one of the few moments of respite during their workday.

Over the next 11 hours, they will fly from Dallas to New York and back again, a routine that is clearly second nature to them. In all, the three represent nearly 70 years of flight attendant experience.

And today I am one of them.

In a behind-the-scenes look at the other side of air travel, I donned a navy suit and starched white shirt earlier this summer and became a flight attendant for two days. With the cooperation of American Airlines, I first went to flight attendant training school at the company's Flagship University in Fort Worth, Tex., where I learned what to do in an onboard emergency, from how to open an emergency exit window on a 777 aircraft (it's heavier than you may think) to operating a defibrillator (there are pictures to help you get the pads in the right place). I then flew three legs in two days: a round-trip journey between Dallas and New York, and then back to New York the next day.

And though the other flight attendants knew I was a ringer, the passengers did not. Thus I got a crash course in what airline personnel have to put up with these days — and, after just one day on the job, began to wonder why the phrase "air rage" is only applied to passengers. Believe me, there were a few people along the way, like the demanding guy in first class who kept barking out drink orders as the flight

progressed (until he finally passed out), whom I would have been more than happy to show to the exit, particularly when we were 35,000 feet in the air.

WHAT'S it like to be a flight attendant these days? That's what I've often found myself wondering as I sit in my seat, waiting impatiently as yet another flight is delayed and my connection threatened, while around me are passengers fighting with each other over the lack of space in the shared bin, or complaining about having been bumped from an earlier flight, or swearing "never again" to fly this specific airline because they have been stuck in a middle seat even though they booked their ticket six months ago.

Is there a less-enviable, more-stressful occupation these days than that of a flight attendant? Just the look on their faces as they walk down the aisle — telling passengers that no matter how many times they try to squeeze them in, their suitcases are not going to fit into the overhead bin, or explaining yet again that they will not get a single morsel of decent food on this three-hour flight — tells you all you need to know of their misery.

It was a feeling that was reinforced when I glanced at an Internet chat board for flight attendants, [airlinecrew.net](http://airlinecrew.net), and came across postings like this: "I've been a flight attendant for 6yrs now, and I can tell you this much - if I'm still a flight attendant in 20yrs, I'll be a raging b\*tch!"

It wasn't always this way, of course. Back in 1967, the best-selling book "Coffee, Tea or Me?" (subtitled "The Uninhibited Memoirs of Two Airline Stewardesses") portrayed life in the air as a nonstop party, one to which the authors felt privileged to be invited. Another 60s artifact, the play "Boeing, Boeing," recently revived on Broadway in a Tony Award-winning production, also pictured the life of stewardesses (as they were called then) as a glamorous romp, with suitors in every port. Most recently, the fictional ad executives on "Mad Men" were thrilled when they were asked to compete for an airline account, not only because of the business it would bring in but also because they would be in on the casting sessions for the stewardesses and would get to fly free. Oh, such fun!

It's a fair bet that nothing about air travel today would inspire such rapture.

In fact, the flight attendants I spent time with on my three flights took a grimly realistic view of their jobs, aware that temper flare-ups — “People just get nasty,” said Jane Marshall — are in some ways an understandable reaction to the process that passengers themselves have to endure in trying to get from one place to another. “After they've been harassed by security, we're the ones they see,” said Debbie Nicks, explaining why a minor inconvenience, like being told that there are no more headsets, might send someone into a fit. “Your shining personality only goes so far,” added Jane.

Certainly the one lesson I learned quickly — along with how to cross-check the doors and that Dansko clogs are the footwear of choice among experienced flight attendants — was how to say “no” politely. No to the young Indian man who asked for a blanket for his mother who was shivering in her sari next to him. (There were none left.) No to the hungry passenger who wanted to purchase a cookie. (We had already sold the only two stocked for the flight.) No to the guy who, like many of his fellow passengers, was concerned he wouldn't make his connecting flight because of our late departure and pleaded, “Can you call and find out?” (Sorry, but here's the customer service number you can try when we land.)

I also got a crash course in stress management.

My return flight out of La Guardia was as packed as the morning one out of Dallas, and the passengers were even crankier. The plane was supposed to take off at 4:25 p.m., but at 5, passengers were still boarding, with many already anxious about whether they would make their connecting flights.

Meanwhile, two commuting flight attendants came aboard to ride in the jump seats. Jennifer Villavicencio, 35, a mother of two from Maryland, had been up since 5 a.m. working a four-leg trip — New York to Chicago, Chicago to St. Louis, St. Louis to Chicago, Chicago to New York. As a newer flight attendant on “reserve,” she largely works on call. She spends days at a time away from her children, sometimes leaving them with her mother in Dallas, while she works out of New York. In between shifts, Jennifer shares a four-bedroom crash pad in Queens with other flight attendants.

She sleeps in a so-called hot bed, bringing her own sheets and grabbing whichever of the 26 bunks is available when she arrives.

“I like the top bunk,” she said, “because you can sit up all the way.”

Our chat was interrupted by some news from the gate agent: The plane might be shifted to another runway. “Oh, good, more drama,” said Anna, explaining to me what was about to happen. “When it’s midsummer and it’s hot, and the runways are short, you can’t have a certain heaviness or you can’t take off. Because we’re switching runways they’re going to put a weight restriction on and they’re going to pull people off because of the weight.”

Jennifer sprang to attention. As a commuter, she knew her seat would be among the first to go if the flight was deemed too heavy for the new runway. She began counting the number of children onboard, a factor that could immediately minimize the weight issue, if there were enough of them. Thankfully, there were 11 — enough to save other passengers from being taken off.

At 5:49 p.m., the plane finally took off, more than an hour late.

I had been told that working first class was harder than coach, and so I joined Debbie at the front of the plane. When I arrived, Debbie had already taken down the passengers’ drink orders, her neat handwriting listing 3A - BMary, B - RW, E -Vodka tonic, etc., on a pink cheat sheet posted on a cabinet. She warned me that Passenger 4B, a heavy-set young man with an iPod, was already proving to be a handful. He had taken some sort of painkiller for a bandaged wrist when he boarded, immediately followed by a Jack and Coke, followed by a Heineken, and now wanted a glass of wine, not in one of those standard-issue wine glasses, but in a fat cocktail glass instead.

I recalled what one flight attendant had told me when I asked about what they do when it looks like a passenger is having too much to drink: Water it down. In coach, where travelers mix the drinks themselves, some attendants invent their own rules — “I can only sell you one drink an hour.”



First class was intimidating. And I, frankly, wasn't much help, finding all I was really qualified to do was hand out and collect the hot towels. Debbie, however, performed a series of in-flight culinary maneuvers so demanding it inspired a challenge on the Bravo television series "Top Chef": Prepare an edible, multicourse meal, mid-air, in a narrow hallway, between two ovens at 275 degrees and a hot coffee maker.

As the flight wore on, Passenger 4B finally dozed off; dessert was served and the flight attendants became weary. Jennifer, who wasn't even on duty, had taken pity on a mother with a screaming child and was walking him up and down the aisle on her hip. Later, she would occupy a toddler by letting him hold the other end of the trash bag as she collected garbage from passengers.

The flight arrived in Dallas at 8:02 p.m., 52 minutes late. Debbie, Jane and Anna would be paid for the actual flight time of roughly eight hours for the two legs of the round-trip journey. They would also receive a per diem of \$1.50 for every hour they were away on the trip. (For certain delays, American said its flight attendants receive an extra \$15 per hour, pro-rated to the actual time, minus a 30-minute grace period.)

Flight attendants' schedules are often wrecked by delays and as the airline industry went into its steep downturn after the Sept. 11 terrorist attacks in 2001, many airline workers took significant pay cuts and reduced benefits in order to help the carriers stay in business.

There are roughly 100,000 flight attendants in the United States, according to the Association of Flight Attendants, down from about 125,000 in 2000. Depending on the airline, attendants earn between 7 and 20 percent less today than before 9/11, according to the association. The average flight attendant salary today is around \$33,500 a year.

There are already fewer attendants working each flight. Most carriers now go by the minimum number required by the Federal Aviation Administration — one flight attendant per every 50 passengers. And though the benefits, like free flights for your entire family, still exist on paper, they are hard to claim as airlines continue to pack planes full of paying passengers. In other words, it's not much fun anymore.

Certainly, it's a far cry from the "Coffee, Tea or Me" years.

“Who would have thought, after 30 years, that we’d be a flying 7-Eleven,” Becky Gilbert, a three-decade veteran of the industry told me during a break in our training session in Fort Worth. “You know, I mean we used to serve omelets and crepes for breakfast, and now it’s ‘Would you like to buy stackable chips or a big chocolate chip cookie for \$3?’ ”

When Anna, Jane and Debbie became flight attendants more than 20 years ago, tedious chores, like collecting passenger trash, were offset by the perks and quasi-celebrity status that came with the job. “When you walked down the terminal, all the people would look at you,” said Jane, between bites of pizza on a lunch break at La Guardia, her back turned to a group of travelers paying no mind to her navy blue suit, her gold wings or the black roller bag by her side.

“People used to,” continued Debbie, a well-groomed flight attendant with cropped gray hair and gold accessories who can finish Jane’s sentences after 23 years of flying together. “What girl didn’t want to be a stewardess?”

“It was the layover in the old days that made it glamorous,” Anna explained. “You worked one leg to San Diego and you were sitting on a beach, margarita in your hand, and you were going, ‘I’m getting paid to sit here.’ That was the old days. Now, we’re like crawling into bed thinking, ‘I hope my alarm goes off.’ ”

Luckily, the next morning at 4, mine did. Running on no more than five hours of sleep and no coffee, as the hotel takeout stand had yet to open, I caught the five o’clock hotel shuttle to the airport. After stumbling through security I arrived at the gate, an hour before departure, as required — bleary-eyed and beat. When I met the crew I would be working with, a jovial bunch who often fly together, I warned them that I might be useless.

They could empathize. David Macdonald, 51, an American flight attendant for 28 years, was on his fourth straight day of flying. Elaine Sweeney, 55, who has worked for American for 30 years, was on her third day. And Tim Rankin, 56, a 32-year veteran, was on his third flight in 24 hours.

Standing in the aisle of the cramped MD-80, Elaine assured me that the passengers, mostly business travelers, would be relatively well-behaved. "It's so early on this one," she said, "that usually half of them go to sleep."

As with the flight attendants I worked with earlier, my new companions described their job as being one where they constantly had to calibrate the mood of the passengers. "Over a typical month," said Tim, "I will be a teacher, I will be a pastor, I will be a counselor, I will be a mediator." As he slid his 5-foot-11-inch frame into the sliver of space between the cockpit and the first-class bathroom, he slumped into the jump seat and let out a barely audible sigh. "I'll have to tell people that a two-and-a-half-foot-deep bag will not fit in a one-and-a-half-foot hole," he said.

"People need to understand that the rules of social order do not go away when you get on an airplane," Tim added, his Texan twang kicking up a notch as he laid down his commandments. "You cannot have sex on an airplane. When you purchase a ticket, that does not give you the privilege of yelling at me. It does not give you the privilege of sitting anywhere you want to sit. They assign you a seat. I do not have an extra airplane in my pocket if my flight's delayed."

Elaine chimed in, "We joke that people check their brain when they board."

When we landed in New York at 11:04 a.m., I was wiped. Standing for the majority of the flight, which included a brief bout of turbulence, had unsettled my stomach and caused me to lose my appetite. My feet hurt. I had lost all feeling in my pinkie toes.

Before we disembarked, Tim, in a touching gesture, ceremoniously gave me his gold wings. I then dragged myself through the terminal, past a throng of restless passengers gathered around the gate, anxiously waiting to board the plane.

I was glad I was heading home.

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