

DEDICATED TO HELPING BUSINESS ACHIEVE ITS HIGHEST GOALS.



## INTERNSHIP AND CAREER GUIDE

This guide provides instruction on how NBAA member companies, collegiate aviation degree programs, regional business aviation associations and government entities can work together to build a business aviation internship or other career program to support aviation students – our next generation of industry leaders.

# NBAA INTERNSHIP AND CAREER GUIDE

Business aviation has always been driven by those with the spirit of innovation and a passion for aviation. Success of our industry depends on the ability of companies to engage those most driven and passionate individuals as part of a larger ongoing succession plan. This Internship Guide is a tool you can use to pave the way for future aviation professionals and provides instruction on how to build a business aviation Internship program. Using this guide, companies and universities can collaborate to provide hands-on learning opportunities for aviation students.

NBAA and its Business Aviation Management Committee invite comments and suggestions regarding this guide. Comments should be submitted to: [feedback@nbaa.org](mailto:feedback@nbaa.org).

NBAA's regional representatives provide a nationwide voice and resource for the business aviation community. Contact your NBAA regional representative, who may be familiar with local opportunities and issues that could affect your program.

## **LEARN MORE**

**[www.nbaa.org/internships](http://www.nbaa.org/internships)**

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## INTERNSHIP DESCRIPTION

An internship is a temporary, closely monitored work experience offered by companies and organizations that provide a person (generally students) the opportunity to gain exposure to a particular job, industry, or organization.

- Internships are a form of experiential learning where integrating knowledge and theory learned in the classroom, with practical application and skill development in a professional setting is accomplished
- Students may earn academic credit or there is some other connection to the curriculum of a degree-granting, educational institution
- This work and learning arrangement may be overseen by a faculty or staff member of the student's educational institution and/or by a designated employee of the organization hosting the internship experience
- Internships generally run concurrent with the school year and are usually a semester in length but can also run during the summer months
- Internships may be part-time or full-time
- A learning agenda or objectives, which include one or more forms of reflection, is integral to the internship experience and distinguishes it from a volunteer position or employment.

## BENEFITS TO EMPLOYERS

Employers from a wide variety of industries report that graduates with internship experience are highly attractive potential employees. New employees with internship experience perform very well and often contribute more quickly and effectively upon entry into the organization. Additional benefits include:

- An intern's enthusiasm creates synergy and generates enthusiasm with the staff.
- Host organizations benefit from the additional workforce and labor the intern provides
- Many organizations also use internship as a method to recruit, screen, and select candidates for future positions
- Associates tasked with administering the internship programs benefit by the preparation process and most notably, the mentoring and teaching that accompanies an internship program

### Sample: Internship Program Timeline

Phase	Action	Timing
Pre-Recruitment	Identify Need Request Approval	1-2 Weeks
Recruitment	Position Posted Interview/Selection Process Offer Extended	1-2 Months
Pre-Boarding	Request Equipment Schedule On-Boarding	2 Weeks
On-Boarding	HR Orientation Department Orientation	First Day
Getting Started	Set Expectation Create Work Scope or Performance Plan	First 2 Weeks
Development	Monthly Trainings HR Check In	Within the first 2 months
Evaluation	Performance Evaluation Determine Extension or Exit	At 3-month mark or prior to completion



## PRE-RECRUITMENT

### Conduct research and outreach

Before you implement an internship program, you must first determine the need, clarify the purpose, and define the stakeholders. Contact your Human Resources (HR) department for guidance. Your HR business partners might have an internship program and guidance you can follow to set up your program.

Recommended research and preliminary outreach tasks for companies and other stakeholder groups are as follows:

#### *Companies*

- Contact local business aviation companies and ask these contacts to participate on an internship advisory board. To find companies in your area, search the NBAA Member Directory at [nbaa.org/directory](http://nbaa.org/directory)
- Contact local business aviation companies and ask these contacts to participate in implementing an internship program.

#### *Collegiate Aviation*

- Identify and reach out to collegiate aviation programs within your region. To find universities in your area, visit the University Aviation Association at [www.uaa.aero](http://www.uaa.aero).
- Meet faculty and offer support to professors and academic departments
- Create the internship job description and post on the collegiate aviation website or job posting board
- Grant faculty release time for active membership in your regional association and to maintain industry credentials.
- Visit your state's Department of Education website to locate two- and four-year collegiate aviation programs

#### *Regional Business Aviation Associations*

- Join a regional business aviation association. Search the NBAA Regional Business Aviation Groups Directory at [nbaa.org/regional](http://nbaa.org/regional)
- Engage with and participate in regional academic events
- Create value for members and build membership for your association by serving as the link between industry and academia



## RECRUITMENT

### Recruitment and Application Timeline

Undergraduate student internships are typically scheduled for a 12 to 15-week (usually one academic semester) commitment with consideration to company schedules and needs and the academic calendar of the student's home college/university. Consider as part of your formal recruitment strategy to network with underrepresented groups in an effort to provide future diverse talent the opportunity to experience the numerous facets of the business aviation industry. In addition to working with traditional college and university programs, consider partnerships with organizations such as Black Aerospace Professionals, National Gay Pilots Association, and Women in Corporate Aviation. Partnering with these organizations will strengthen the talent pool, leading to a more diverse and inclusive industry.

Suggested application timeline:

At least 6 weeks prior to the expected start date

- Application to flight department/aviation company position
- At least 4 weeks prior to the expected start date – Interviews for intern position
- At least 3 weeks prior to the expected start date – Notification to hire the intern (Note: Consider providing additional notification for a position that requires the intern to relocate or travel)

## DESIRED QUALIFICATIONS OF AN INTERN

- Undergraduate student enrolled in an appropriate bachelor's degree program at an accredited college/ university as a junior or senior in good standing
- Strong academic credentials (generally minimum 3.0 CGPA) or strong practical experience or skills
- Satisfactory disciplinary record (both at school and in the community)
- Academic preparation appropriate to the internship position
- For pilots: commercial pilot certificate with instrument airplane rating
- Proficient computer skills
- Positive attitude and self-motivated work ethic
- Excellent written and verbal communication skills
- Able to provide own housing and transportation during internship
- Any additional items required by company human resources

## MAPPING THE EXPERIENCE

### Setting the stage

On-Boarding is much more than just New Employee Orientation. Instead, a successful On-Boarding program will accelerate an intern's contribution to the business by addressing their needs before their first day and through their first several weeks of the internship.

The following actions will increase an intern's ability to thrive in the organization, leading to stronger performance and readiness to take on a new role:

- Engagement with the hiring manager, team and the organization
- Effective and frequent communication from the manager or mentor
- Clearly defined goals and expectations
- Adequate resources and tools for the job role
- Demonstrated opportunity to grow and develop in the role and the organization

The On-Boarding process can be broken up into three phases, all of which are crucial to an employee's seamless transition into a new role:

1. Pre-Boarding is the time between when an intern accepts a job offer and when he/she begins day one of employment
2. The first days/weeks are critical time for the intern. During this period, interns learn what is expected of them
3. The On-Boarding transition period extends through the intern's first 3 weeks until they are fully contributing to the organization.



## PRE-BOARDING

Even before your intern arrives, there are actions you need to take, as the hiring manager, to ensure the success of the internship experience. The Pre-Boarding process builds brand loyalty, creates expectations around service and culture - before the intern is on-boarded to the organization.

Below are some elements to consider as part of the Pre-Boarding process:

- **Call your New Intern** - Personally welcoming your new hire to the organization and team before Day One will show that you're excited to have him/her join the team, as well as ease nerves.
- **Determine and prepare workspace location** - Provide a welcoming workspace with any relevant product or decorative items, as well as office supplies.
- **Submit All Appropriate Requests** - Hardware, Software, Email, Phone and/or Cell Phone, etc.
- **Prepare team announcement, to be distributed on day one** - Include name, college or university, position, supervisor, role and any additional personal or professional information, as appropriate.
- **Prepare Intern Work Plan** - The Intern Work Plan is more than just roles and responsibilities, but a guide for meeting planned objectives that will allow for a meaningful experience for both the intern, manager, and team.
- **Prepare On-Boarding Plan** - The On-Boarding is a written plan or roadmap that provides a series of activities that will help the new hire be successful and productive.



## MANAGER CHECKLIST

Manager Checklist for On-boarding New Employees. You can use this as a guide and select what applies to your Intern.

Technology Requests
<input type="checkbox"/> For purchases of new equipment or reconfiguration of old equipment, contact your HR Business Partner to set up a meeting to discuss the requirements needed for your new hire.
<input type="checkbox"/> Complete any Security Access Request forms required and email it to your HR department. This form will be discussed during the New Hire Set Up meeting previously mentioned.
<input type="checkbox"/> Contact your IT Department to set up the desk phone for your new hire.
<input type="checkbox"/> Add employee to relevant e-mail Group Mail Lists.
Facilities
<input type="checkbox"/> Is cube or office space available and in "move in" condition? (Paint, repair, etc.)
<input type="checkbox"/> Complete "Move Request" or "Work Request" form
<input type="checkbox"/> Chair order – if necessary
<input type="checkbox"/> File Cabinets ordered – if necessary
<input type="checkbox"/> Cube / Office Name Plate- email request to HR Business Partner
Communications
<input type="checkbox"/> Departmental meetings – send meeting/calendar invitations
<input type="checkbox"/> Orientation meetings – schedule in Outlook
<input type="checkbox"/> "Welcome to Department" email sent
Office Supplies
<input type="checkbox"/> Wastebasket, recycle basket, stapler, tape, mouse pad, pens, paper, etc.
<input type="checkbox"/> Mailbox Set Up
Department Assimilation
<input type="checkbox"/> Create a Calendar of Events (department gathering, company events)
<input type="checkbox"/> Create Intern Work Plan
<input type="checkbox"/> Create On-Boarding Plan

## INTERN WORK PLAN

In the recruitment phase, clearly define the intern’s roles and responsibilities and explain how they will play a large part in the development of the internship experience. An Intern Work Plan is an extension of this process.

<b>Best Practices for Creating a Meaningful Intern Work Plan</b>	
<b>Minimize menial tasks</b>	Although menial tasks are not completely unavoidable, nor should they be, it is important to ensure the intern understands the “why?”
<b>Design a plan that incorporates an appropriate mix of short and long-term projects</b>	Understanding the meaning and value around the task gains buy in and helps the intern fully appreciate the value of their contribution.
<b>Emphasize Experiential Learning</b>	Experiential learning is defined as “the process of making meaning from direct experience.” An intern cannot fully appreciate the work environment without opportunities to practice on their own. An effective intern work plan includes opportunities to lead.
<b>Balance Individual and Collaborative Assignments</b>	A critical component of the internship experience is engaging with other members of the organization. Diversity in assignments is about balance; individual and group tasks are important because the combination better reflects the reality of our complex work environments.
<b>Make it Meaningful</b>	The importance of challenging and meaningful work can be a determining factor on whether the intern stays or goes. To ensure tasks are challenging, you must first understand the intern’s capabilities.
<b>Allow for Development</b>	<p>Much of the intern’s success will be attributed to their proficiency with competencies - the behaviors or traits required to successfully navigate the work environment. Interns develop these skills through activities and events experienced during the internship:</p> <ul style="list-style-type: none"> <li>• Articulation of completed assignments and tasks (Communication)</li> <li>• Presentations given to your team members, departments, and senior managers (Contributing to Team Success)</li> <li>• Interaction with clients and customers (Building Partnerships)</li> <li>• Networking, both inside the brand and with other industry specific connections (Building Partnerships)</li> <li>• Planning and executing project elements (Planning and Organizing)</li> </ul>

## INTERN ON-BOARDING PLAN

Studies show that the level of engagement and integration into the business can be a determining factor on whether the intern will pursue full-time employment or decide to leave the organization. An onboarding program can have a positive effect on interns helping them to become fully engaged and productive members of the organization due to the fact they received support early, were able to bond with other employees, and created relationships that helped them grow professionally. The purpose of this on-boarding template is to put a consistent approach in place as to how interns learn about the organization and engage in the culture that we maintain from the first time they step through the door.

Timing	Goal	Components
<b>Day 1</b>	<p>Getting Started: This step in On-Boarding is focused on getting the intern settled into their new work environment.</p> <p>As they get orientated, they will receive information that helps them to learn about the Company and the resources available to help make them successful.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The Company: History/Current/Future <ul style="list-style-type: none"> <li>• Welcome</li> <li>• The Company - Today &amp; Tomorrow</li> </ul> </li> <li><input type="checkbox"/> New Hire Paperwork <ul style="list-style-type: none"> <li>• Intern Handbook/Policies</li> <li>• Employment documents</li> </ul> </li> <li><input type="checkbox"/> Lunch with HR &amp; Hiring Manager (and/or Team)</li> <li><input type="checkbox"/> Building &amp; Amenities Tour</li> <li><input type="checkbox"/> Department/Team Orientation <ul style="list-style-type: none"> <li>• Get to know the team</li> <li>• Review high-level expectations (i.e. work hours, touch bases)</li> <li>• Check computer and desk settings</li> <li>• Set up voicemail and email signature</li> <li>• Order additional supplies</li> <li>• Arrange building access</li> </ul> </li> </ul>
<b>First Week</b>	<p>Now that the Intern has gotten through all of the basic information about the Company and working here, in this phase of On-Boarding they begin to settle into their day-to-day work environment.</p> <p>Set the proper precedent and pact by mapping out Week One, in detail.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Relationship Building <ul style="list-style-type: none"> <li>• Social interaction with team (team breakfast or gathering)</li> <li>• Meet and greets with team members, relevant managers, business partners, etc.</li> <li>• More specific tour of key areas in the building that the new intern needs to know (printer/copy machine, supplies, bathrooms)</li> <li>• Hiring manager touches base with new intern to let them know what to expect in the On-Boarding process.</li> </ul> </li> <li><input type="checkbox"/> On the Job Training <ul style="list-style-type: none"> <li>• Intern learns about job specific tasks and systems</li> <li>• Technology Training: Payroll (time keeping expectations), basic review of Outlook</li> <li>• Intern navigates through the company's intranet and other resources to learn about how business gets done</li> </ul> </li> <li><input type="checkbox"/> Internship Program Overview/Performance Planning <ul style="list-style-type: none"> <li>• Introduction to Internship Professional Development program.</li> <li>• Create Performance Plan (Typically in Week 2*)</li> </ul> </li> </ul>

<b>First Month</b>	<p>Within the first month, the Intern should become fully integrated into their team and space.</p> <p>The focus on this phase is to expand knowledge and relationships across the business.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Cross Functional Partnering <ul style="list-style-type: none"> <li>• Participate in New Employee Service Day</li> <li>• Begin weekly check-ins</li> <li>• Determine areas of personal development</li> <li>• Coordinate Mentorship Opportunity</li> </ul> </li> <li><input type="checkbox"/> Organizational/Business Acumen <ul style="list-style-type: none"> <li>• Intern attends quarterly all employee meetings</li> <li>• On-going exposure to development opportunities* = Activities led by HR.</li> </ul> </li> </ul>
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**ADDITIONAL CONSIDERATIONS:**

Pre-Boarding	Review the Manager Checklist to ensure successful preparation for new intern.
Company Orientation	HR team coordinates with hiring manager on the New Hire Orientation presentation
New Hire Survey	HR survey sent to New Hires within 30 days of start
Off-Boarding	Exit Interview Process with HR department: <ul style="list-style-type: none"> <li>• Survey sent out with Communication</li> <li>• Interview Questions</li> </ul>

**PART 2: DEVELOPMENT**

*Performance Management*

- Expectations
- Creating and integrating a Plan
- Setting a personal development strategy

*Development Opportunities*

- Workshop offerings
- Cultural integration and perks

*A Successful Conclusion*

- Close-out all projects/tasks; transition as needed
- Administrative steps
- Final review

## SUCCESSFUL CONCLUSION

The offboarding checklist provides the steps the manager and the intern should completed to need officially exit from the department. The steps outlined in the checklist will facilitate the transition of the intern from active employment to her/his eventual departure date.

### Complete this checklist to ensure a smooth departure:

<input type="checkbox"/> Confirm your intern's last day and notify team members
<input type="checkbox"/> Complete current position (vacancy) information
<input type="checkbox"/> Obtain list of equipment issued to the intern from IT staff
<input type="checkbox"/> Make sure final hours are approved in payroll
<input type="checkbox"/> Collect all company materials (office badge, laptop, files etc.)
<input type="checkbox"/> Conduct exit interview for feedback and complete survey
<input type="checkbox"/> Follow up with HR Business Partner to ensure all proper procedures have been completed
<input type="checkbox"/> Consider hosting a gathering to celebrate the intern's time and wish them a happy farewell

## ALTERNATIVES TO AN INTERNSHIP

### Externship Overview

An externship may be a suitable alternative if an internship is determined to not be feasible for an organization. An externship has many similar components to an internship except that it is shorter in duration. Externships typically last 1-2 weeks and may or may not be paid. Due to the duration, externships can offer several advantages and may allow your organization the opportunity to host multiple externs throughout the year.

The externship candidate selection process should be similar to that of an internship regarding timelines and communication. Additionally, your local and regional network can play an integral role in assisting with the recruiting and structuring of your externship program.

### Day 1 - Welcome day

- Staff introductions
- Facility tour
- Aircraft tour
- Tour of headquarters and company history
- Externship - Policies and procedures overview
- \* Optional project assignment – staff will introduce a business aviation project that will be completed at the conclusion of the Externship or academic semester.

### Day 2 – Business aviation overview

- Each Extern will be assigned a “Extern Liaison” from the department and will serve as their point of contact. The liaison will be responsible for coordinating their externship program.

- Presentation by staff on the business aviation industry, the company, and how aircraft are used as a competitive advantage\*

*\*If feasible, allowing the extern to ride on a business flight either in the jumpseat or as a passenger could be an experience that will cement their desire to join the business aviation industry.*

Staff introductions – All functional areas will meet with the extern (Aviation Director, Chief Pilot, Office Manager, Scheduler, Chief of Maintenance, Pilot, and Technician)

- Key duties and responsibilities overview
- Core competencies required of the position
- Career path and history

### **Day 3 – Functional review of department processes and systems**

- Scheduling
- Flight planning
- Maintenance tracking
- Safety management and Training
- Office management
- Project assignment work

### **Day 4 –Attend a training event or project assignment work**

- Coordinate with your training provider. If possible, shadow a flight crew member or associate within the department during a training session. If training is not feasible, this day can be used for project management work or a demonstration/jump seat flight on the company aircraft.

### **Day 5 – Industry Tours**

- The extern's liaison will schedule industry tours with local flight departments and business aviation service providers.
- Mock interview – staff members will conduct a mock interview with the extern to better prepare them for that first aviation job interview

## **FREQUENTLY ASKED QUESTIONS**

Below are some frequently asked questions about undergraduate student internships with business aviation-related organizations.

Note: This section is being provided only as general information and it is not to be construed as legal advice. Each company must consult its own human resources and legal advisors concerning its particular situation for determining issues related to an intern's employment status and for any related questions.

### **What is the difference between an Internship and Externship?**

An Internship is usually a 12 to 15-week paid position with defined learning outcomes and potential credit towards the student's degree and in general is a more structured and requires dedicated flight department personnel to oversee. Externship programs are generally 1 to 5 days and can run at various times during the year. Externships are generally designed to allow a student to gain a better understanding of the aviation industry where Internships are more specialized to students already interested in a career in aviation. Externships can be an efficient way to introduce more students to business aviation and could be viewed as an extended job shadow opportunity.

### **Are undergraduate student interns considered "employees" of the host organization?**

Some host organizations classify interns as temporary employees and offer compensation. Employment law and consideration for workers compensation should be considered. Some organizations structure their internships more informally and do not consider their interns as employees and no lasting or commercial benefit is sought or expected by the parties, other than the intrinsic lasting benefit of the work and study experience intended. Consult with your human resource business partners to align your internship with your company's policies.

### **What is expected of the host organization during the internship?**

The host organization is expected to assign the undergraduate student intern to duties and work schedules that are both reasonable and consistent with that position for others holding similar positions of responsibility. The host will provide direct effective supervision to ensure prompt high-quality feedback and opportunity for the intern to resolve any questions and/or concerns related to assigned duties and professional growth through the internship. The host will provide a final evaluation to the intern and the intern's academic institution documenting the host organization's assessment of the intern's performance during the internship.

### **What can the host organization expect of the intern?**

Undergraduate student internships are rich experiences for both the host organization and the student intern. The students are screened and selected by the faculty of the home institution for participation in these experiences. The host organization can expect consistently high-quality work and professional work habits from the intern and a strong commitment to the host organization's success in its mission and operations. Undergraduate student interns understand the importance of maintaining the confidentiality of proprietary information and practices and commit to keeping such business information (contracts, projects ideas, work decisions, etc.) strictly private and confidential.

### **What liability is incurred by the host organization during the internship?**

The host organization typically does not incur legal liability for the safety and well-being of the intern beyond that which would be reasonably expected by a visitor or guest. The host organization is obliged to exercise due care for

the safety of its operations, crews and passengers and adhere to relevant state and federal safety and other workplace regulations.

It agrees to provide written notification to the intern and the intern's home institution of any special risks to which the intern may be exposed, and the internship is accepted subject to those risks.

### **What happens if the host organization is unable to fulfill its obligations?**

The host organization is expected to exercise reasonable care in planning for the internship opportunity and to make a good faith effort to fulfill its obligations to provide a meaningful work-learning experience for the scheduled term. Still, unforeseen circumstances or substantial changes to the host organization's operations may preclude completion of the internship experience. The host organization does not incur legal or contractual liability to the intern or the home institution for the completion of the experience beyond a good faith effort.

### **What is the expected work schedule? How much flexibility is there in this schedule?**

Undergraduate student internships are generally planned for a minimum of 15 hours/week on average to a maximum of student. The basic work schedule is usually set by agreement and with regard to the intern's other school commitments (if not serving full time in the internship). Flexibility by both parties is useful in response to variations in the operational tempo of the host organization or during especially busy times in the intern's school calendar.

In contrast, externships are generally planned for a few days, but could be extended for periods of up to two weeks. The host organization has greater flexibility on the student's hourly and daily commitment. The end goal is to provide the student with the greatest amount of experiential learning.

### **How can host organizations identify potential school partners and interns?**

Host organizations can identify potential academic partners among colleges and universities offering undergraduate degrees in aviation flight operations, aviation management and related disciplines through two key sources:

- The University Aviation Association (UAA) is the professional association of collegiate aviation and home to colleges/universities, individuals and organizations involved in this work. Information on member schools can be found at [www.uaa.aero](http://www.uaa.aero).
- The Aviation Accreditation Board International (AABI) is the accrediting organization for collegiate aviation programs. Schools that have earned recognition by this body have demonstrated that their programs meet high standards for program and instruction. Information on accredited programs can be found at [www.aabi.aero/pro-grams.html](http://www.aabi.aero/pro-grams.html). Companies can identify intern candidates by contacting a potential school partner directly. Internship programs are often coordinated by the school's office of career services that can put host organizations in contact with potential and candidates or supervising faculty.

### **I'd like to start an internship or externship program at my company. How can I talk with a flight department or business aviation company that has a successful program?**

Refer to the NBAA management guide for more information on Internship programs or Contact NBAA at (202) 783-9250 or [ops@nbaa.org](mailto:ops@nbaa.org).





# NBAA

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## About NBA

Founded in 1947 and based in Washington, DC, the National Business Aviation Association (NBAA) is the leading organization for companies that rely on general aviation aircraft to help make their businesses more efficient, productive and successful. The association represents more than 11,000 companies and professionals, and provides more than 100 products and services to the business aviation community, including the NBAA Business Aviation Convention & Exhibition (NBAA-BACE), the world's largest civil aviation trade show.