

CMMI
Cyprus Marine and Maritime Institute



Action Plan

Numbering	Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
1	<p>Develop and communicate the Code of Conduct.</p> <p>The Code will be established to define the organisation's standards for conducting research, consistent with the European Charter and Code</p>	<p>Ethical Principles Professional Responsibility Professional Attitude Non-Discrimination</p>	<p>Development and Communication of the Code of Conduct by Q4 of 2024</p>	<p>FAU – HR Function</p> <p>Contributors: Research Director</p> <p>Head of RISU</p>	<p>Target: Ensure that the Code of Conduct is established and encompasses CMMI's research-related behavioural principles.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Percentage of employees who received the Code via email. • Percentage of employees who confirmed they have read and accepted the Code. • Availability of the Code to staff (e.g., on SharePoint). • Number of new hires introduced to the Code during induction.
2	<p>Finalise and communicate a comprehensive IT Policy. This includes Data Management, IT security policies and measures, as well as guidelines.</p> <p>Sub-Action 1: Policy Creation:</p> <ul style="list-style-type: none"> • Develop comprehensive IT policies that encompass security measures and guidelines. • Address areas like IT security, data privacy, acceptable use, and compliance. 	<p>Good practice in research</p>	<p>By 2024 Q2</p>	<p>Conferencing – Research and Technology Infrastructure Unit – IT Function</p>	<p>Sub-Action 1: Policy Creation</p> <p>Target: Complete IT policy draft covering essential areas and obtain management approval.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Completion status of the IT policy. • Date of management approval. <p>Sub-Action 2: Communication</p> <p>Target: Ensure all stakeholders are informed of the new IT policy.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Percentage of employees who received the IT policy via email.

	<p>Sub-Action 2: Communication:</p> <ul style="list-style-type: none"> Clearly communicate policies to employees and stakeholders. <p>Sub-Action 3: Continuous Improvement and Enforcement:</p> <ul style="list-style-type: none"> Collect feedback and periodically update policies as required. Monitor adherence to the policy and consistently enforce measures. 				<ul style="list-style-type: none"> Percentage of employees who acknowledged awareness of the IT policy. Number of new hires introduced to the IT policy during inductions. <p>Sub-Action 3: Continuous Improvement and Enforcement Target: Regularly review, update, and enforce the IT policy. Indicators:</p> <ul style="list-style-type: none"> Number of alerts sent to staff with reminders, clarifications or additions about IT policy provisions Existence of an adherence monitoring mechanism. Number of reported policy violations and actions taken.
3	Enhance GDPR Compliance through training.	Good practice in research	By 2025 Q2	Management System & Compliance Function Contributors: HR Officer	<p>Target: Elevate staff's understanding and adherence to GDPR requirements.</p> <p>Indicators:</p> <ul style="list-style-type: none"> Percentage of completed annual GDPR training plans. Number of GDPR training sessions held annually. Average pass rate of post-training assessments. Percentage improvement in annual GDPR assessment scores.

4	Design and implement the Health & Safety (H&S) training plan.	Good practice in research	First training plan produced by Q2 2025	Health and Safety Committee, Management System & Compliance Function Contributors: HR Officer	Target: Equip staff with necessary knowledge and skills on H&S practices. Indicators: <ul style="list-style-type: none"> • Percentage improvement in post-training versus pre-training scores. • Number of reported H&S incidents.
5	Design and conduct regular training sessions for researchers on the exploitation and dissemination of results, as well as open science practices.	Dissemination, exploitation of results	First training plan produced by Q4 2024	Knowledge, Innovation and Entrepreneurship Centre Research Innovation and Support Unit	Target: Achieve an 80% yearly participation rate for the training sessions among eligible researchers. Indicators: <ul style="list-style-type: none"> • Participation Metrics: <ul style="list-style-type: none"> • Percentage of eligible researchers attending the sessions. • Number of attendees compared to the total count of eligible researchers. • Post-Training Implementation: <ul style="list-style-type: none"> • Proportion of researchers applying the knowledge from the training in their projects. • Percentage of research projects incorporating new dissemination strategies post-training.

					<ul style="list-style-type: none"> • Feedback & Iteration: <ul style="list-style-type: none"> • Rate at which feedback is collected after each training session. • Proportion of collected feedback points that are implemented in subsequent training sessions.
6	<p>Support researchers in disseminating and exploiting research work.</p> <p>Sub-Actions:</p> <ul style="list-style-type: none"> • Develop a strategy to disseminate research findings and engage with the public. • Identify optimal channels for dissemination such as conferences, publications, outreach programs, and collaborations. • Offer guidelines and assistance to researchers for effective communication of their findings to a diverse audience, including the general public. 	Dissemination, exploitation of results	<p>Strategy established by Q4 2024</p> <p>First monitoring results measured by Q4 2025</p>	<p>Research Innovation and Support Unit</p> <p>Knowledge, Innovation and Entrepreneurship Centre</p> <p>Contributors: Business Development Unit</p>	<p>Targets:</p> <ul style="list-style-type: none"> • Improve the overall quality and output of research. • Realise a 2% yearly growth in CMMI's scientific publications. • Achieve a 5% annual increase in Dissemination and Public Outreach initiatives. • Secure a 5% annual uptick in collaborations for projects and proposals. <p>Indicators:</p> <p>Publication & Activities Metrics:</p> <ul style="list-style-type: none"> • Yearly count and trend analysis of scientific publications. • Yearly count and analysis of Dissemination and Public Outreach events. <p>Collaboration Metrics:</p> <ul style="list-style-type: none"> • Maintain a database of collaborators involved in project proposals, and assess yearly growth. • Track and evaluate the annual growth of collaborators in active projects.

7	Develop an Anti-Bullying/Anti-Harassment Policy.	Non-discrimination	By 2024 Q1	FAU – HR Function	<p>Target: Complete and obtain formal approval for the policy by Q4 of 2023.</p> <p>Indicators:</p> <p>Policy Development: Monitor the progress and comprehensiveness of the Anti-Bullying/Anti-Harassment Policy, ensuring it includes detailed guidelines and procedures.</p> <p>Policy Communication:</p> <ul style="list-style-type: none"> Track the distribution of the policy to all existing staff members. Ensure the inclusion of the policy in onboarding materials and induction courses for new hires. <p>Policy Implementation: Record incidents where the policy guidelines were utilised to address bullying or harassment and track the resolutions.</p>
8	Develop and launch an e-learning course on creating and sustaining a respectful workplace, free from harassment, sexual harassment, and discrimination.	Non-discrimination	By 2023 Q4	FAU – HR Function	<p>Target: Increase organisational awareness and capability to foster and maintain a harassment-free and respectful workplace environment.</p> <p>Indicators:</p> <p>Course Completion: Ensure 100% of the organization's staff completes the e-learning course by the end of 2023.</p> <p>Course Effectiveness: Aim for a minimum of 80% of participants to rate the course as "Very Useful" or "Extremely Useful" in post-course evaluations. This rating serves as an indicator that participants feel</p>

					better equipped to promote a respectful workplace environment.
9	<p>Development and implementation of the 'Researcher Career Path (RCP)' framework.</p> <p>Framework Design and Structure:</p> <ul style="list-style-type: none"> • Design the RCP structure detailing different career stages, roles, and progression criteria. • Define skills and competencies required for each career stage. • Design a visual representation of the RCP for clarity on progression paths. <p>Communication and Rollout Strategy:</p> <ul style="list-style-type: none"> • Formulate a comprehensive communication plan for introducing the RCP to researchers and stakeholders. • Generate informative materials detailing the RCP's objectives, benefits, and operations. • Host workshops or presentations to familiarise researchers with the RCP and address queries or concerns. 	<p>Evaluation/ appraisal systems, Recruitment (Code), Transparency (Code), Career Development, Funding and Salaries, Access to Career Advice</p>	2023 Q4 and 2024	FAU – HR Function	<p>Targets:</p> <ul style="list-style-type: none"> • Finalise and implement a well-defined RCP with distinct career stages, roles, and progression criteria. • Target 90% attendance among researchers at one RCP introduction seminar post-framework launch. <p>Indicators:</p> <p>RCP Framework Development:</p> <ul style="list-style-type: none"> • Completion status of the RCP, ensuring detailed career stages, roles, and benchmarks. • Assessment of clarity and understandability of the skills and competency criteria for each RCP stage. • Feedback integration from experts or focus groups to ensure the framework's comprehensibility and relevance. <p>Workshop Attendance:</p> <ul style="list-style-type: none"> • Measurement of researcher attendance at RCP introduction seminars. • Percentage of researchers attending within the specified timeframe post-launch. <p>Workshop Feedback and Effectiveness:</p> <ul style="list-style-type: none"> • Collection and analysis of feedback from seminar attendees regarding their understanding and reception of the RCP.

	<p>Career Development Guidelines:</p> <ul style="list-style-type: none"> Establish clear career development guidelines catering to researchers across different career stages. 				<ul style="list-style-type: none"> Feedback-driven improvements to any communication or framework clarification gaps. Satisfaction comparison through periodic Employee Surveys.
10	<p>Update Performance Appraisal Forms and Procedures for Research Assessment.</p> <p>Sub-Actions:</p> <ol style="list-style-type: none"> Review current performance appraisal forms and procedures. Define key criteria related to research creativity and outcomes for appraisal. Integrate these criteria into the revised appraisal forms. Amend appraisal procedures to provide guidance on evaluating research creativity and outcomes. Inform all pertinent personnel about the updated appraisal system. Offer training to supervisors and staff on effectively utilizing the new system. Employ the revised appraisal mechanism in the upcoming appraisal period. 	<p>Stability and permanence of employment</p> <p>Funding and Salaries</p> <p>Evaluation/appraisal systems</p>	Q1 of 2024	<p>Research Director</p> <p>FAU – HR Function</p> <p><i>Contributors:</i></p> <p>Research and Innovation Support Unit</p> <p>Knowledge, Innovation and Entrepreneurship Centre</p>	<p>Targets:</p> <ul style="list-style-type: none"> Successful overhaul of performance appraisal forms and procedures. 100% of affected employees are made aware of the alterations. Ensure all supervisors and staff receive training on the new appraisal system. Utilise the amended appraisal system in the forthcoming appraisal phase. Continuously gather feedback and refine the process based on responses. <p>Indicators:</p> <ul style="list-style-type: none"> Progress status of revising the performance appraisal forms and protocols. Rate of successful communication to all pertinent staff. Completion status of training on the revised system for supervisors and staff. Successful enactment of the new appraisal mechanism during the designated appraisal timeframe. Collection and analysis of feedback regarding the efficacy of the new process.

	8. Monitor its effectiveness, gather feedback, and refine as needed.				
11	<p>Train personnel involved in the selection process, especially in areas of mobility experience recognition, non-discrimination, and objective evaluation of CVs.</p> <p>Sub-Action 1: Curriculum Development: Curriculum Design: Develop a comprehensive training curriculum that addresses identified gaps, ensuring that modules include understanding the value of mobility in a researcher's career, principles of unbiased selection, and techniques for objective evaluation.</p> <p>Sub-Action 2: Coaching Implementation and Skill Application:</p> <ul style="list-style-type: none"> Session Organisation: Plan structured coaching sessions that introduce the principles of the EURAXESS Charter and Code for Researchers, with emphasis on its guidelines about mobility recognition and fair selection. 	<p>Selection (Code) Recognition of mobility experience (Code) Transparency (Code) Judging merit (Code) Non-Discrimination (code)</p>	2024 Q3	<p>FAU – HR Function</p> <p><i>Contributors:</i> <i>Research Director</i></p> <p>Research and Innovation Support Unit</p> <p>Knowledge, Innovation and Entrepreneurship Centre</p>	<p>Target: Ensure that all members of the Evaluation Committee are adequately trained in accordance with the EURAXESS Charter and Code for Researchers, highlighting fair assessment, inclusivity, and recognition of research experience and other professional milestones.</p> <p>Indicators:</p> <ul style="list-style-type: none"> Needs Assessment Completion: Track the finalisation of the skill gap analysis and ensure that the coaching curriculum aligns with the detected deficiencies and is consistent with the Charter and Code for Researchers. Engagement Metrics: Assess the degree of active participation and application in coaching sessions and practical exercises. Skill Application in Real-World Scenarios: Monitor and evaluate the extent of applied coached skills in genuine selection situations.

	<ul style="list-style-type: none"> • Practical Training: Integrate exercises that challenge the staff to evaluate hypothetical CVs, particularly focusing on understanding and appreciating non-traditional career paths, mobility experiences, and varied research backgrounds. Engage external experts familiar with the EURAXESS guidelines to facilitate some of these sessions. 				
12	<p>Assess the potential and structural compatibility of introducing postdoctoral appointments within the current organisational framework, ensuring it resonates with the principles of the Code.</p>	Postdoctoral appointments (Code)	By Q2 of 2025	Academic Affairs Unit	<p>Targets:</p> <ul style="list-style-type: none"> • Postdoc Evaluation: By the end of Q1 2025, undertake an exhaustive assessment concerning the introduction of postdoctoral appointments that adhere to the Code principles. • Engagement of Stakeholders: By the end of Q1 2025, involve a minimum of 75% of the pertinent internal stakeholders to procure insights and opinions on the prospect of postdoctoral appointments. <p>Indicators:</p> <ul style="list-style-type: none"> • Assessment Finalisation: Ensure the publication of a comprehensive report or findings concerning the feasibility of postdoctoral appointments by the start of Q2 2025.

					<ul style="list-style-type: none"> • Feedback from Stakeholders: Track the count or ratio of significant internal stakeholders that have rendered feedback or have been part of the discussions about postdoctoral appointments by the commencement of Q2 2025.
13	<p>Broaden accessibility to diverse research publications, papers, and journals for researchers and staff.</p> <p>Sub Action 1: Prioritise Quality Subscriptions Evaluate and invest in annual subscriptions to high-impact journals identified as essential by the organisation's research community, focusing on quality over quantity.</p> <p>Sub Action 2: Utilise National Subsidy Schemes Maximise the use of national subsidy schemes to finance researchers' participation in brokerage events and other pivotal gatherings.</p> <p>Sub Action 3: Foster Researcher Collaborations</p> <ul style="list-style-type: none"> • Advocate for researchers to forge networks and collaborations with peers from entities possessing 	Research Environment	Q4 2024	<p>Financial & Administration Unit (FAU)</p> <p>Research Innovation Support Unit</p>	<p>Sub Action 1: Prioritise Quality Subscriptions Targets:</p> <ul style="list-style-type: none"> • Engage in negotiations with at least 3 publication libraries. • Secure subscriptions with a minimum of 1 such library to augment access to research materials. <p>Indicators:</p> <ul style="list-style-type: none"> • Count of active library subscriptions. • A 30% rise in researchers reporting satisfactory access to publications. • Demonstrable connections to research work arising from these new access points. <p>Sub Action 2: Utilise National Subsidy Schemes Target: Fund a minimum of 5 trips via the national subsidy scheme. Indicator: Ratio of subsidy applications submitted to those approved.</p> <p>Sub Action 3: Foster Researcher Collaborations Targets:</p> <ul style="list-style-type: none"> • Coordinate at least 2 collaborative endeavours, such as mutual research initiatives, seminars, or workshops,

	<p>more extensive publication access.</p> <ul style="list-style-type: none"> • Advance initiatives that endorse information sharing and access to research resources. 				<p>partnering with institutions or organisations having broader access.</p> <ul style="list-style-type: none"> • Amplify avenues of information exchange, aiming for a 10% enhancement in accessibility to external research resources. <p>Indicators:</p> <ul style="list-style-type: none"> • Quantifiable collaborations and information exchange ventures leading to increased access to research materials.
14	<p>Foster a conducive work environment where employees are empowered to maintain a healthy equilibrium between their professional commitments and personal lives. Equip employees with the necessary tools and knowledge to manage work-induced stress and optimise their well-being, leveraging the advantages of modern technology.</p>	Working Conditions	Q1 2024	FAU – HR Function	<p>Targets:</p> <ul style="list-style-type: none"> • Disseminate available resources and guidelines to 100% of the workforce, ensuring all employees are cognizant of the support mechanisms in place to achieve a balanced work-life dynamic. • Aim for a 70% affirmation rate, within a year, from surveyed employees testifying to marked enhancements in their work-life balance and holistic well-being. <p>Indicator: Utilise periodic surveys to quantify the workforce's self-assessed progress concerning work-life balance and their overarching state of well-being.</p>
15	<p>Prioritise the identification and retention of diversified funding streams to ensure job security.</p>	Stability and Permanence of Employment	2024 Q4	Chief Executive Officer Financial & Administration Unit	<p>Target: Annually apply to a minimum of 3 distinct funding sources, which may include EU funds, national project funds, commercial funds, or direct assignments.</p>

				Research Innovation Support Unit Business Development Unit	Indicator: Cumulatively apply for funding totalling at least €1 million every year from a combination of these sources.
16	<p>Explore the initiation of an incentivisation bonus scheme.</p> <p>Sub-Action 1: Needs Assessment and Scheme Design:</p> <ul style="list-style-type: none"> Undertake a detailed needs assessment to articulate the objectives and parameters of the desired bonus scheme. Set out criteria for determining eligibility, bonus allocation, and computation. <p>Sub-Action 2: Stakeholder Consultation and Approval:</p> <ul style="list-style-type: none"> Engage pertinent stakeholders such as management, staff members, and HR specialists for insights and reviews of the preliminary bonus scheme design. Acquire formal sanction from decision-making bodies or relevant figures 	Funding and Salaries	By Q4 2024	Executive Team FAU – HR Function Research Innovation and Support Unit Contributors: Research and Innovation Support Unit Knowledge, Innovation and Entrepreneurship Centre Research Director	<p>Target: Stimulate motivation through a policy-based bonus scheme aligned with institutional objectives and individual accomplishments. Ensure the provision of the initial bonuses to eligible staff by the end of 2024.</p> <p>Indicators:</p> <ul style="list-style-type: none"> Employee contentment is gauged through feedback forms or surveys. Increase in key performance metrics tied to the performance review. Punctuality in both scheme establishment and bonus allocation. Retention of skilled professionals. Qualification criteria for cost coverage or funded initiatives.

	<p>for the established bonus scheme.</p> <p>Sub-Action 3: Scheme Execution and Dissemination:</p> <ul style="list-style-type: none"> • Set in motion the bonus scheme rooted in the approved design. • Cascade the particulars of the bonus scheme to the entire workforce through official communication avenues. <p>Sub-Action 4: Commencement of Bonus Dispensation:</p> <p>Compute and disseminate the inaugural set of bonuses to fitting employees by the close of 2024.</p>				
17	<p>Augment project proposals through the incorporation of mobility experiences, if feasible.</p>	Value of mobility	Q4 2025	Research and Innovation Support Unit	<p>Targets:</p> <ul style="list-style-type: none"> • Increase the integration of mobility experiences in project proposals, where possible aiming for increased mobility opportunities within the frame of funded projects in 2025. • Coordinate the elaboration and submission of a proposal for the HORIZON-WIDERA-2024-TALENTS-03-01 call. <p>Indicators:</p> <ul style="list-style-type: none"> • Increase in the number of project proposals with mobility experiences. • Increase in the number of funded projects with mobility experiences.

<p>18</p>	<p>Supervisors to hold career development discussions during Performance Appraisal meetings. These discussions will focus on aligning individual short-term and long-term goals of each employee with the standardised Career Paths.</p>	<p>Access to Career Advice</p>	<p>By Q1 of 2025</p>	<p>FAU HR Function Senior Leadership Team</p>	<p>Target: By the close of 2024, ensure every employee reviewed in the Performance Appraisal possesses a personalised career development strategy that matches the standardised Career Paths and incorporates their individual goals. Indicator: Measure the proportion of employees who have undergone Performance Appraisal and now have an official, recorded career development strategy aligned with the standardised Career Paths and their individual objectives.</p>
<p>19</p>	<p>Offer training on Intellectual Property Policy that focuses on its protection, monitoring, and control. Sub-Action 1: Training Program Development:</p> <ul style="list-style-type: none"> • Develop a curriculum that addresses key facets of intellectual property, including its protection, monitoring, and control aspects. • Identify key topics and learning objectives for training modules. <p>Sub-Action 2: Training Delivery and Evaluation:</p> <ul style="list-style-type: none"> • Host training sessions on the intricacies of intellectual property policy. 	<p>Intellectual Property Rights, Professional Responsibility</p>	<p>By Q4 of 2024</p>	<p>Knowledge, Innovation and Entrepreneurship Centre Contributors: FAU – HR Function Research Innovation and Support Unit</p>	<p>Targets:</p> <ol style="list-style-type: none"> 1. Aim for a turnout rate of at least 80% for all training sessions. 2. Initiate the first round of intellectual property policy training by the end of 2024. <p>Indicator: Aim for an 80% attendance rate, tracking the percentage of participants in each session.</p>

	<ul style="list-style-type: none"> Record the number of attendees and compute the attendance rate for these sessions. <p>Sub-Action 3: Ongoing Training:</p> <ul style="list-style-type: none"> Provide recurring training opportunities to ensure a sustained understanding of intellectual property policies. Gauge the training's success by gathering and assessing feedback from the participants. <p>Sub-Action 4: First Round of Training in 2024:</p> <ul style="list-style-type: none"> Roll out the inaugural training sessions on intellectual property policy within 2024. 				
20	<p>Develop and share guidelines on co-authorship.</p> <p>Sub-Action 1: Guideline Development:</p> <ul style="list-style-type: none"> Draft a detailed co-authorship guideline, setting out key principles, best practices, and expectations surrounding shared authorship. Ensure the guideline addresses key aspects like credit for authorship, the 	Co-authorship	2024 Q3	<p>Research and Innovation Support Unit</p> <p>Contributors: FAU – HR Function</p> <p>Academic Affairs Unit</p>	<p>Target: Disseminate the co-authorship guideline to all staff members and researchers.</p> <p>Indicators:</p> <p>Dissemination Reach:</p> <ul style="list-style-type: none"> Count of researchers and staff who have accessed the co-authorship guideline through the prescribed channels. <p>Adoption Rate:</p> <ul style="list-style-type: none"> Proportion of research initiatives that appropriately incorporate the principles set out in the co-authorship guideline.

	<p>scope of contribution, the sequence of authors, and roles and responsibilities.</p> <p>Sub-Action 2: Adoption and Communication:</p> <p>Communication Channels:</p> <ul style="list-style-type: none"> Distribute the co-authorship guideline to all research personnel using the organisation's official communication avenues. <p>Understanding & Adoption:</p> <ul style="list-style-type: none"> Foster understanding and adherence to the guidelines among researchers and staff. 				
21	<p>Provide specialised training courses for supervisors, focusing on strengthening their mentoring, coaching, and leadership aptitudes.</p>	<p>Relation with supervisors, Supervision and managerial duties, Supervision</p>	Q2 2024	FAU – HR Function	<p>Target: Ensure supervisors at CMMI possess advanced mentoring, coaching, and leadership skills, thereby fostering a robust relationship with researchers, enhancing the quality of supervision, and promoting continuous professional development for researchers.</p> <ul style="list-style-type: none"> Sub-Target 1: Strengthen the supervisor-researcher relationship to ensure an environment conducive to open communication, constructive feedback, and mutual respect. Sub-Target 2: Establish a framework where supervisors can actively guide researchers in their continuing professional development, ensuring they are equipped with the skills and

					<p>knowledge relevant to their research domain and future career progression.</p> <ul style="list-style-type: none"> • Sub-Target 3: Reinforce the role of supervisors in actively facilitating and promoting access to research training, thereby ensuring researchers receive comprehensive guidance throughout their research journey at CMMI. <p>Indicators:</p> <p>Annual Session Attendance:</p> <ul style="list-style-type: none"> • Achieve a minimum of 80% attendance from supervisory/managerial staff at a yearly session centred on supervisory and managerial responsibilities. <p>Seminar Attendance:</p> <ul style="list-style-type: none"> • Organise a yearly seminar discussing optimal practices in supervisory/managerial roles. Ensure that at least 80% of pivotal personnel (those recently employed or those who haven't participated in a similar seminar before) attend. <p>Employee Satisfaction:</p> <ul style="list-style-type: none"> • Track improvements in employee contentment through periodic employee surveys.
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