

# **Employer Feedback Survey**

## **Classes of 2002, 2003, 2004 & 2005, 1 1/2 Years After Graduation**

### **Program Profile**

### **AS Professional Aeronautics**

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This Program Profile contains Employer Feedback Survey results for this degree program only, for the Classes of 2002, 2003, 2004 & 2005. Almost every question from the instrument is included. Some of the skill verbiage required abbreviation in order to fit in the tables; please refer to the survey instrument if clarification is needed. Employer comments for 'strengths' and 'weaknesses' of the degree program have been included. In an effort to correct for disproportionate response rates and adjust the respondent profile so that it was representative of the target population, the data were weighted by gender, campus, program, and year of graduation. Percentages in the data tables represent the weighted result (the number of respondents has been left unweighted, however). Please use caution when interpreting results for programs with a small number of respondents; results based on very few respondents may not be representative. Programs for which there were fewer than three respondents are excluded.

**Number of Respondents  
By Campus and Year of Graduation.**

	AS Professional Aeronautics				
	2002	2003	2004	2005	All Years
Worldwide Campus	7	6	7	5	25

**Graduate's length of time at present position  
(as reported by the graduate on the preceding Alumni Survey)  
By Campus**

		Unwtd # of Respondents	Less than 1 year	1-2 years	3-5 years	More than 5 years
			Wtd Row %	Wtd Row %	Wtd Row %	Wtd Row %
Worldwide Campus	2002	7	7.1%	.0%	17.2%	75.7%
	2003	6	.0%	27.2%	68.3%	4.5%
	2004	7	.0%	.0%	28.6%	71.4%
	2005	5	.0%	20.0%	.0%	80.0%
	All Years	25	1.1%	12.6%	26.0%	60.2%

Response options: 'Less than 1 year', '1-2 years', '3-5 years', 'More than 5 years'.

**Best description of graduate's field of work  
(as reported by the graduate on the preceding Alumni Survey)  
By Campus**

			2002	2003	2004	2005	All Years
Worldwide Campus	Unwtd # of Respondents		7	6	7	5	25
	Aerospace industry	Wtd Col %	.0%	22.8%	14.3%	20.0%	15.7%
	Airport (operations,	Wtd Col %	.0%	4.5%	.0%	.0%	1.0%
	Air Traffic Controller	Wtd Col %	.0%	.0%	.0%	20.0%	6.6%
	Corporate aviation	Wtd Col %	.0%	22.8%	.0%	.0%	5.0%
	Education (flight	Wtd Col %	.0%	27.2%	.0%	.0%	6.0%
	Government	Wtd Col %	17.2%	22.8%	14.3%	40.0%	25.1%
	Military	Wtd Col %	51.5%	.0%	42.9%	20.0%	27.3%
	Other (aviation)	Wtd Col %	31.3%	.0%	.0%	.0%	5.0%
	Other (non-aviation)	Wtd Col %	.0%	.0%	28.6%	.0%	8.2%

**Relationship of graduate's job to his/her field of study at ERAU  
(as reported by the graduate on the preceding Alumni Survey)  
By Campus**

		Unwtd # of Respondents	Closely related	Somewhat related
			Wtd Col %	Wtd Col %
Worldwide Campus	2002	7	58.6%	41.4%
	2003	5	64.7%	35.3%
	2004	7	71.4%	28.6%
	2005	5	60.0%	40.0%
	All Years	24	64.1%	35.9%

Response options: 'Closely related', 'Somewhat related'. Graduates who responded 'Not related' on their Alumni Survey were excluded from consideration for the Employer Feedback Survey.

**Approximately how many ERAU graduates do you know professionally?  
By Campus**

		Unwtd # of Respondents	Number of ERAU Graduates Know Professionally				
			1	2-5	6-10	11-50	Over 50
			Wtd Row %	Wtd Row %	Wtd Row %	Wtd Row %	Wtd Row %
Worldwide Campus	2002	7	.0%	92.9%	7.1%	.0%	.0%
	2003	6	.0%	27.2%	22.8%	50.0%	.0%
	2004	7	42.9%	42.9%	14.3%	.0%	.0%
	2005	5	.0%	60.0%	.0%	20.0%	20.0%
	All Years	25	12.4%	53.1%	10.3%	17.6%	6.6%

Response options: '1', '2-5','6-10','11-50','Over 50'.

**How many ERAU graduates do you currently supervise?  
By Campus**

		Unwtd # of Respondents	Number of ERAU Graduates Currently Supervise		
			1	2-5	6-10
			Wtd Row %	Wtd Row %	Wtd Row %
Worldwide Campus	2002	7	58.6%	24.3%	17.2%
	2003	6	45.5%	54.5%	.0%
	2004	7	71.4%	28.6%	.0%
	2005	4	50.0%	25.0%	25.0%
	All Years	24	57.0%	32.9%	10.0%

Response options: '1', '2-5','6-10','11-50','Over 50'.

**Did you graduate from ERAU?  
By Campus**

		Unwtd # of Respondents	Supervisors Who Are Also ERAU Graduates	
			Yes	No
			Wtd Row %	Wtd Row %
Worldwide Campus	2002	7	.0%	100.0%
	2003	6	22.8%	77.2%
	2004	6	.0%	100.0%
	2005	5	40.0%	60.0%
	All Years	24	19.0%	81.0%

Response options: 'Yes', 'No'.

**What is your level of involvement in the hiring of new workers?  
By Campus**

		Unwtd # of Respondents	Hiring involvement level		
			Make Final Decision	Provide Input	No Involvement
			Wtd Row %	Wtd Row %	Wtd Row %
Worldwide Campus	2002	7	34.3%	48.5%	17.2%
	2003	6	95.5%	4.5%	.0%
	2004	7	28.6%	14.3%	57.1%
	2005	5	40.0%	40.0%	20.0%
	All Years	25	48.0%	26.1%	25.9%

Response options: 'Make Final Decision', 'Provide Input', 'No Involvement'.

**What is your preference for hiring graduates?**

**By Campus**

		Unwtd # of Respondents	Preference for Hiring Graduates		
			Strong Preference for ERAU Graduates	Some Preference for ERAU Graduates	No Preference
			Wtd Row %	Wtd Row %	Wtd Row %
Worldwide Campus	2002	6	.0%	50.0%	50.0%
	2003	6	.0%	27.2%	72.8%
	2004	3	.0%	.0%	100.0%
	2005	4	25.0%	.0%	75.0%
	All Years	19	8.9%	17.1%	74.0%

Response options: 'Strong preference for other graduates', 'Some preference for other graduates', 'No preference', 'Some preference for ERAU graduates', 'Strong preference for ERAU graduates'.

**What preference do you have for multi-lingual candidates?**

**By Campus**

		Unwtd # of Respondents	Preference for multi-lingual candidates	
			Some Preference	No Preference
			Wtd Row %	Wtd Row %
Worldwide Campus	2003	6	.0%	100.0%
	2004	3	.0%	100.0%
	2005	4	50.0%	50.0%

New question as of the Class of 2003 survey.

Response options: 'Strong Preference', 'Some Preference', 'No Preference'.

**How important do you consider global awareness and international experience for new employees?**

**By Campus**

		Unwtd # of Respondents	Importance of global awareness and international experience		
			Very Important	Somewhat Important	Not Important
			Wtd Row %	Wtd Row %	Wtd Row %
Worldwide Campus	2003	6	.0%	77.2%	22.8%
	2004	7	42.9%	42.9%	14.3%
	2005	5	20.0%	60.0%	20.0%

New question as of the Class of 2003 survey.

Response options: 'Very Important', 'Somewhat Important', 'Not Important'.

**What changes do you anticipate in your organization's need for aviation and aerospace professionals in the near future?**

**By Campus**

		Unwtd # of Respondents	Anticipated changes to organization's need for av/aero professionals		
			Increased Need	No Changes	Decreased Need
			Wtd Row %	Wtd Row %	Wtd Row %
Worldwide Campus	2002	6	29.3%	70.7%	.0%
	2003	6	27.2%	50.0%	22.8%
	2004	7	42.9%	57.1%	.0%
	2005	5	40.0%	60.0%	.0%
	All Years	24	36.5%	58.4%	5.1%

New question as of the Class of 2002 survey.

Response options: 'Increased Need', 'No Changes', 'Decreased Need'.

**The education of the graduate meets our company's needs**

**By Campus**

		Unwtd # of Respondents	Education of ERAU Graduate Meets Company's Needs		
			Strongly Agree	Agree	Neutral
			Wtd Row %	Wtd Row %	Wtd Row %
Worldwide Campus	2002	7	17.2%	75.7%	7.1%
	2003	6	27.2%	27.2%	45.5%
	2004	6	33.3%	50.0%	16.7%
	2005	4	75.0%	.0%	25.0%
	All Years	23	41.3%	34.2%	24.5%

Response options: 'Strongly Disagree', 'Disagree', 'Neutral', 'Agree', 'Strongly Agree'.

**He/she is a valuable employee**

**By Campus**

		Unwtd # of Respondents	Graduate is a Valuable Employee			
			Strongly Agree	Agree	Neutral	Disagree
			Wtd Row %	Wtd Row %	Wtd Row %	Wtd Row %
Worldwide Campus	2002	7	68.7%	24.3%	7.1%	.0%
	2003	6	54.5%	22.8%	.0%	22.8%
	2004	6	50.0%	50.0%	.0%	.0%
	2005	4	100.0%	.0%	.0%	.0%
	All Years	23	69.3%	23.8%	1.3%	5.6%

Response options: 'Strongly Disagree', 'Disagree', 'Neutral', 'Agree', 'Strongly Agree'.

**He/she is a good candidate for promotion**

**By Campus**

		Unwtd # of Respondents	Graduate is a Good Candidate for Promotion			
			Strongly Agree	Agree	Neutral	Disagree
			Wtd Row %	Wtd Row %	Wtd Row %	Wtd Row %
Worldwide Campus	2002	7	51.5%	41.4%	7.1%	.0%
	2003	6	9.0%	45.5%	22.8%	22.8%
	2004	6	33.3%	66.7%	.0%	.0%
	2005	4	50.0%	.0%	50.0%	.0%
	All Years	23	35.5%	37.1%	21.7%	5.6%

Response options: 'Strongly Disagree', 'Disagree', 'Neutral', 'Agree', 'Strongly Agree'.

**Compared to graduates from other institutions, his/her knowledge and skill level is:**

**By Campus**

		Unwtd # of Respondents	Skill Level of ERAU Graduate Compared to Graduates From Other Institutions			
			Much Higher	Somewhat Higher	Equivalent	Somewhat Lower
			Wtd Row %	Wtd Row %	Wtd Row %	Wtd Row %
Worldwide Campus	2002	7	17.2%	58.6%	17.2%	7.1%
	2003	6	.0%	.0%	100.0%	.0%
	2004	7	28.6%	14.3%	57.1%	.0%
	2005	4	.0%	25.0%	75.0%	.0%
	All Years	24	11.8%	21.6%	65.4%	1.2%

Employer Feedback Survey  
Classes of 2002, 2003, 2004 & 2005: 1 1/2 Years After Graduation

Program Profile - AS Professional Aeronautics

ERAU General Skills Preparation and Usefulness on the Job

Worldwide Campus AS Professional Aeronautics

			Employer's Usefulness of Skill				Competence of this ERAU Graduate						Competence of Graduates from Other Institutions			
			on the Job													
			Very Useful	Somewhat Useful	Not Useful		Excellent	Good	Average	Poor	Very Poor		Excellent	Good	Average	Poor
		Unwtd #	Wtd %	Wtd %	Wtd %	Unwtd #	Wtd %	Wtd %	Wtd %	Wtd %	Wtd %	Unwtd #	Wtd %	Wtd %	Wtd %	Wtd %
Quantitative/mathematics	2002	7	24.3%	75.7%	.0%	6	55.3%	26.2%	18.4%	.0%	.0%	5	26.0%	26.0%	47.9%	.0%
	2003	6	22.8%	77.2%	.0%	6	22.8%	50.0%	27.2%	.0%	.0%	4	.0%	100.0%	.0%	.0%
	2004	7	28.6%	57.1%	14.3%	6	16.7%	66.7%	16.7%	.0%	.0%	3	.0%	33.3%	66.7%	.0%
	2005	3	.0%	66.7%	33.3%	2	.0%	50.0%	50.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	23	19.8%	67.9%	12.4%	20	23.2%	50.7%	26.0%	.0%	.0%	13	6.0%	64.8%	29.2%	.0%
Basic PC software (word processing, spreadsheets, etc.)	2002	7	75.7%	24.3%	.0%	5	45.2%	45.2%	9.5%	.0%	.0%	4	35.2%	35.2%	29.6%	.0%
	2003	6	100.0%	.0%	.0%	6	27.2%	50.0%	22.8%	.0%	.0%	4	6.0%	94.0%	.0%	.0%
	2004	7	85.7%	14.3%	.0%	6	33.3%	66.7%	.0%	.0%	.0%	3	.0%	66.7%	33.3%	.0%
	2005	3	66.7%	33.3%	.0%	2	50.0%	.0%	50.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	23	83.1%	16.9%	.0%	19	36.5%	45.7%	17.8%	.0%	.0%	12	8.7%	76.3%	15.0%	.0%
Writing skills (non-technical)	2002	7	92.8%	7.2%	.0%	5	22.6%	77.4%	.0%	.0%	.0%	4	.0%	70.4%	14.8%	14.8%
	2003	6	50.0%	50.0%	.0%	5	5.7%	64.8%	29.5%	.0%	.0%	3	8.8%	91.2%	.0%	.0%
	2004	7	42.9%	57.1%	.0%	6	16.7%	66.7%	16.7%	.0%	.0%	3	.0%	.0%	100.0%	.0%
	2005	2	100.0%	.0%	.0%	1	.0%	.0%	100.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	22	64.3%	35.7%	.0%	17	12.9%	61.0%	26.1%	.0%	.0%	11	2.6%	58.7%	35.7%	3.1%
Technical writing	2002	7	58.6%	41.4%	.0%	5	22.6%	77.4%	.0%	.0%	.0%	4	.0%	35.2%	50.0%	14.8%
	2003	6	22.8%	77.2%	.0%	4	.0%	50.0%	50.0%	.0%	.0%	3	.0%	100.0%	.0%	.0%
	2004	7	57.1%	28.6%	14.3%	6	33.3%	66.7%	.0%	.0%	.0%	3	.0%	.0%	100.0%	.0%
	2005	2	100.0%	.0%	.0%	1	.0%	.0%	100.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	22	55.1%	39.8%	5.1%	16	19.8%	57.5%	22.8%	.0%	.0%	11	.0%	54.0%	43.0%	3.1%
Speaking before an audience	2002	7	41.4%	41.4%	17.1%	5	22.6%	45.2%	32.1%	.0%	.0%	4	.0%	35.2%	50.0%	14.8%
	2003	6	45.6%	31.6%	22.8%	5	5.7%	94.3%	.0%	.0%	.0%	3	8.8%	91.2%	.0%	.0%
	2004	7	28.6%	71.4%	.0%	6	33.3%	50.0%	16.7%	.0%	.0%	3	33.3%	.0%	66.7%	.0%
	2005	2	100.0%	.0%	.0%	1	.0%	.0%	100.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	22	47.6%	42.6%	9.7%	17	19.7%	56.0%	24.2%	.0%	.0%	11	13.4%	51.4%	32.1%	3.1%
Applied research (information gathering and analysis)	2002	7	58.6%	41.4%	.0%	5	22.6%	77.4%	.0%	.0%	.0%	4	.0%	35.2%	64.8%	.0%
	2003	6	31.6%	45.6%	22.8%	5	35.2%	64.8%	.0%	.0%	.0%	4	.0%	100.0%	.0%	.0%
	2004	7	71.4%	14.3%	14.3%	6	66.7%	33.3%	.0%	.0%	.0%	3	.0%	66.7%	33.3%	.0%
	2005	2	100.0%	.0%	.0%	1	.0%	.0%	100.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	22	62.6%	26.0%	11.4%	17	41.6%	47.4%	11.0%	.0%	.0%	12	.0%	78.6%	21.4%	.0%
Critical thinking	2002	7	48.6%	51.4%	.0%	5	67.9%	22.6%	9.5%	.0%	.0%	4	35.2%	35.2%	29.6%	.0%
	2003	6	95.6%	4.4%	.0%	6	.0%	72.8%	4.4%	22.8%	.0%	4	.0%	100.0%	.0%	.0%
	2004	7	85.7%	14.3%	.0%	6	16.7%	66.7%	16.7%	.0%	.0%	3	.0%	33.3%	66.7%	.0%
	2005	2	100.0%	.0%	.0%	1	.0%	.0%	100.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	22	83.4%	16.6%	.0%	18	18.9%	53.8%	19.6%	7.7%	.0%	12	6.4%	69.0%	24.6%	.0%
Independent work	2002	7	65.8%	34.2%	.0%	5	67.9%	22.6%	9.5%	.0%	.0%	4	35.2%	.0%	64.8%	.0%
	2003	6	77.2%	22.8%	.0%	6	4.4%	72.8%	.0%	22.8%	.0%	4	.0%	100.0%	.0%	.0%
	2004	7	100.0%	.0%	.0%	6	16.7%	83.3%	.0%	.0%	.0%	3	.0%	66.7%	33.3%	.0%
	2005	2	100.0%	.0%	.0%	1	.0%	.0%	100.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	22	86.9%	13.1%	.0%	18	20.4%	60.1%	11.9%	7.7%	.0%	12	6.4%	72.1%	21.4%	.0%
Planning, scheduling, and carrying out projects	2002	7	58.6%	41.4%	.0%	5	45.2%	45.2%	9.5%	.0%	.0%	4	35.2%	.0%	64.8%	.0%
	2003	6	72.8%	27.2%	.0%	6	.0%	77.2%	22.8%	.0%	.0%	4	.0%	100.0%	.0%	.0%
	2004	7	85.7%	14.3%	.0%	6	33.3%	66.7%	.0%	.0%	.0%	3	.0%	33.3%	66.7%	.0%
	2005	2	50.0%	50.0%	.0%	1	.0%	.0%	100.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	22	70.8%	29.2%	.0%	18	21.0%	59.5%	19.6%	.0%	.0%	12	6.4%	62.5%	31.0%	.0%
Defining and solving problems	2002	7	82.9%	17.1%	.0%	5	22.6%	67.9%	9.5%	.0%	.0%	4	.0%	35.2%	64.8%	.0%
	2003	6	68.4%	31.6%	.0%	6	.0%	77.2%	22.8%	.0%	.0%	4	.0%	100.0%	.0%	.0%
	2004	7	71.4%	28.6%	.0%	6	.0%	100.0%	.0%	.0%	.0%	3	.0%	.0%	100.0%	.0%
	2005	2	100.0%	.0%	.0%	1	.0%	.0%	100.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	22	77.6%	22.4%	.0%	18	4.2%	76.2%	19.6%	.0%	.0%	12	.0%	59.4%	40.6%	.0%
Working in groups/teams	2002	7	100.0%	.0%	.0%	5	45.2%	45.2%	9.5%	.0%	.0%	4	35.2%	35.2%	14.8%	14.8%
	2003	6	77.2%	22.8%	.0%	6	4.4%	72.8%	22.8%	.0%	.0%	4	.0%	100.0%	.0%	.0%
	2004	7	85.7%	14.3%	.0%	6	16.7%	66.7%	16.7%	.0%	.0%	3	.0%	66.7%	33.3%	.0%
	2005	2	100.0%	.0%	.0%	1	.0%	.0%	100.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	22	88.6%	11.4%	.0%	18	16.2%	58.0%	25.8%	.0%	.0%	12	6.4%	78.6%	12.3%	2.7%
Leading/guiding others	2002	7	92.8%	7.2%	.0%	5	22.6%	67.9%	9.5%	.0%	.0%	4	.0%	35.2%	50.0%	14.8%
	2003	6	72.8%	27.2%	.0%	6	.0%	77.2%	.0%	22.8%	.0%	4	.0%	100.0%	.0%	.0%
	2004	7	100.0%	.0%	.0%	6	16.7%	83.3%	.0%	.0%	.0%	3	.0%	33.3%	66.7%	.0%
	2005	2	50.0%	50.0%	.0%	1	.0%	.0%	100.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	22	82.8%	17.2%	.0%	18	10.5%	70.0%	11.9%	7.7%	.0%	12	.0%	69.0%	28.3%	2.7%
Responsible actions and decision making	2002	7	65.8%	34.2%	.0%	5	45.2%	45.2%	9.5%	.0%	.0%	4	.0%	70.4%	29.6%	.0%
	2003	6	95.6%	4.4%	.0%	6	22.8%	54.4%	.0%	.0%	22.8%	4	.0%	100.0%	.0%	.0%
	2004	7	100.0%	.0%	.0%	6	16.7%	83.3%	.0%	.0%	.0%	3	.0%	100.0%	.0%	.0%
	2005	2	100.0%	.0%	.0%	1	.0%	.0%	.0%	100.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	22	91.9%	8.1%	.0%	18	22.4%	58.1%	1.8%	10.1%	7.7%	12	.0%	94.6%	5.4%	.0%
Understanding other people and other points of view	2002	7	75.7%	24.3%	.0%	5	45.2%	45.2%	9.5%	.0%	.0%	4	.0%	70.4%	14.8%	14.8%
	2003	6	95.6%	4.4%	.0%	6	.0%	77.2%	22.8%	.0%	.0%	4	.0%	100.0%	.0%	.0%
	2004	7	100.0%	.0%	.0%	6	16.7%	83.3%	.0%	.0%	.0%	3	.0%	66.7%	33.3%	.0%
	2005	2	100.0%	.0%	.0%	1	.0%	.0%	100.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	22	93.9%	6.1%	.0%	18	14.7%	65.8%	19.6%	.0%	.0%	12	.0%	85.0%	12.3%	2.7%
Environmental awareness	2002	7	41.4%	41.4%	17.1%	5	22.6%	67.9%	9.5%	.0%	.0%	3	.0%	41.3%	58.7%	.0%
	2003	5	47.7%	52.3%	.0%	5	.0%	76.1%	23.9%	.0%	.0%	4	.0%	100.0%	.0%	.0%
	2004	7	57.1%	42.9%	.0%	6	.0%	66.7%	33.3%	.0%	.0%	3	.0%	66.7%	33.3%	.0%
	2005	2	50.0%	50.0%	.0%	1	.0%	.0%	100.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	21	50.2%	46.3%	3.5%	17	4.3%	63.1%	32.6%	.0%	.0%	11	.0%	80.7%	19.3%	.0%
Political and economic awareness	2002	7	7.2%	51.4%	41.4%	5	22.6%	67.9%	9.5%	.0%	.0%	3	.0%	41.3%	58.7%	.0%
	2003	5	.0%	52.3%	47.7%	4	.0%	68.7%	31.3%	.0%	.0%	3	.0%	100.0%	.0%	.0%
	2004	7	42.9%	57.1%	.0%	6	16.7%	66.7%	16.7%	.0%	.0%	3	.0%	66.7%	33.3%	.0%
	2005	3	.0%	100.0%	.0%	1	.0%	.0%	100.0%	.0%	.0%	1	.0%	100.0%	.0%	.0%
	All Years	22	15.7%	64.8%	19.5%	16	11.5%	60.0%	28.4%	.0%	.0%	10	.0%	78.1%	21.9%	.0%

ERAU Preparation response options for the Class of 2003: '1=Excellent', '2=Good', '3=Average', '4=Poor', '5=Very Poor'.

Competence response options for the Class of 2001 and 2002 survey: '1=Very Good', '2=Good', '3=Average', '4=Poor', '5=Very Poor'.

Usefulness response options: '1=Very Useful', '2=Somewhat Useful', '3=Not Useful'