



NIEAPA POLICY AND PROCEDURES

Section 1.0 Purpose of the Policies and Procedures

- A. Purpose:** To serve as a guideline for consistently and effectively carrying out Chapter activities.
- B. Use:** All Board members are to have a current copy of these Policies and Procedures. The Board Secretary will bring a copy of the Policies and Procedures and a current copy of the By-Laws to each Board Meeting. These documents will be used to provide instruction to Board Members, acting as written guidelines for their roles and responsibilities. The documents may also be referenced when members are uncertain about already established procedures.
- The Chapter By-Laws will serve as the primary reference for Northern Illinois EAPA policies. The Policies and Procedures will relate practical guidelines and will not deviate from or override the Chapter By-Laws.

Section 2.0 Updating Procedures: Responsibilities and Format

- A. Review:** Once per two-year term, prior to the Annual Business Meeting, the entire Policies and Procedures will be reviewed and updated as deemed necessary. The Vice President will be responsible for administering the Policies and Procedures and its review. The results of this review will be reported to the Board. The Chapter Policy and Procedures will be available to the general membership by request.
- B. Updates:** The Policies and Procedures may be revised with additions, corrections, or deletions by the vote of the Board, at any Board meeting with a quorum. The Vice President will be responsible for implementing the revision. If the Vice President is not present, the Secretary will forward the revisions to the Vice President.
- C. Format:** The format should be kept simple, with large headings and subheadings, and should include basic descriptions of each procedure. This document must specify who is responsible for implementation. The Policies and Procedures will be stored on a computer disk for ease of updates, with a back-up copy held by the Vice President. A hard copy of the Policies and Procedures will be stored with the Chapter records.

Section 3.0 Responsibilities of the Board of Directors

Reference: By-Laws Article V, Sections 1 – 3

A. Definition: The Board is the main governing body of this Chapter. Decisions regarding the functions, activities, finances, and objectives of the Northern Illinois Employee Assistance Professionals Association (NIEAPA) are made by a majority vote of the Board.

B. Tasks: The Board is charged to uphold the By-Laws of both the Chapter and National EAPA, and to uphold the ethical precepts and values of EAPA. Toward this end, each Board member should read the By-Laws annually and be thoroughly familiar with its contents.

C. Terms: Board Members serve a three-year term, with a maximum of two consecutive terms (*please refer to the By-Laws for the specific powers and duties*). Each Board Member must be re-appointed before serving a consecutive term.

D. Expectations:

1. Directors should be present at all official Board Meetings. Directors are expected to review Board Minutes and any accompanying materials prior to attending each meeting.
2. When Directors must miss a meeting, notice should be given to the Secretary of their intended absence. It is the responsibility of the absent Director to contact another member of the Board to receive an update regarding issues discussed at the meeting.
3. If a Director misses two consecutive Board meetings and has notified the Secretary of the reasons for each of these absences, the Board may place that Director on probation for the next three meetings. Any absence from these meetings may lead to removal from the Board. Removal requires a majority vote of approval by the Board.
4. Members of the Board are strongly encouraged to attend all Chapter meetings and the Annual Chapter Conference.
5. Directors are expected to participate in Chapter Committee activities, either as a Committee Chair, a Board Liaison, or as a member of the Conference Planning Committee.
6. Members are to encourage new and existing members to feel welcome and participate in all NIEAPA activities. Board Members are to reflect the values of EAPA to the membership.

Section 4.0 Nominating and Appointing New Members to the Board of Directors

A. Initiating the Nominating Process:

1. The Secretary will inform the President and the Board when a member's term is expiring. This will take place at least one Board meeting prior to the expiration date.
2. The President will call for nominations for new Board members. The President will remind the membership of the criteria for appointment to the Board at the Chapter meetings, the Annual Conference, or by mail.
3. Nominations should be made by letter or e-mail and sent to the President. Nominees must submit notification of interest (*see 4B-1 and 4B-2 below*) and are required to provide curriculum vitae, a record of volunteer activities in this organization or similar organizations, and other relevant information.
4. The President will communicate the expectation for Board and Chapter meeting attendance, knowledge of the By-Laws and Policy and Procedures, and provide future Board meeting dates.

B. Selecting a Candidate:

1. The Executive Committee will meet and discuss the nominations prior to the Board Meeting and before the end of the expiring terms.
2. The Executive Committee will review the nominees based on the following suggested criteria:
 - a) Participation in NIEAPA Committees, Conferences or other activities.
 - b) Experience in the EAP field or similar organizations.
 - c) Professional diversity, such as internal and external EAPs, managed care organizations, private practitioners, union representatives, attorneys, medical professionals, treatment providers, and marketing professionals.
 - d) Diversity of membership.
3. The Executive Committee will present nominees to the Board of Directors.
4. The Board of Directors will discuss and approve the Executive Committee's recommendations by majority vote.

C. Activities after selection:

1. The President will contact all applicants and inform them of the decision of the Board.
2. The appointment of new Board of Director member(s) will be announced at the next Chapter Meeting and in the Chapter newsletter.

3. The President will assign a mentor to the new Board Member. The mentor will provide information about the activities of the Board, and orient the new member to his/her tasks.
4. The mentor will supply the new member with appropriate documents, such as the By-Laws, Policies and Procedures, and Minutes of recent meetings.

Section 5.0 Orientation of New Board Members

- A. Introduction:** In addition to being announced in the General Meetings and in the newsletter, new Board members should be formally welcomed to their first Board meeting with an invitation to introduce themselves and their goals. Board members will also introduce themselves, and briefly describe their current tasks in the organization.
- B. Mentoring:** The President will assign a mentor. This relationship will be utilized to assist the new member in understanding the formal and informal workings of the Board and its various subcommittees.
- C. Responsibility:** The President should monitor the induction of new Board Members and may assign the new member to an appropriate committee or subcommittee activity.

Section 6.0 Nominating and Electing the Executive Committee

Reference: By-Laws, Article IV, Sections 1 – 7

- A. Nominations:** Officers serve two-year terms and begin their terms in October. The Nominating Committee should be formed no later than July of the year in which the terms expire.
- The Nominating Committee will be chaired by the President and will include the Executive Board.
- The Nominating Committee will prepare a slate, following the procedures outlined in the By-Laws, Article IV, Section 5.
- B. Election of Officers:**
- A written ballot will be distributed by mail to all voting members under the authority of the Secretary of the Chapter. The ballot will be mailed four weeks prior to the September Chapter meeting with a return date prior to the meeting. Ballots will be returned to the Nominating Committee and/or the Executive Committee. The results will be tallied and submitted to the President. The nominees must be elected by a majority of the voting members.
- C, Changing Officers:**
- Elected officials will be announced at the next Board of Directors and Chapter meetings. The Board will acknowledge the contributions of the retiring officers at the next Chapter meeting. The Board should make all considerations for a smooth transition of leadership between the retiring Officers and the new Officers.

Section 7.0 Roles and Responsibilities of the Executive Committee

Reference: Article IV Chapter By-Laws

- A. Composition:** The Executive Committee will consist of the President, Vice President, Secretary, Treasurer, and Immediate Past President.
- B. Duties:** The Executive Committee will provide Chapter leadership. During intervals between meetings, the Executive Committee will act on behalf of the Board on matters requiring immediate attention. The Executive Committee, whenever possible, will seek input from the remaining Board of Directors to facilitate any such action.
- C. Succession Planning:**
Under the leadership of the Board President, the Executive Committee will actively engage in succession planning by identifying and mentoring future leaders.

Section 8.0 Role and Responsibility of the President

Reference: Chapter By-Laws

- A. Leadership:** The President will preside over the Chapter Board of Directors, the Executive Committee meetings, and the Annual Conference.
- The President will create the agenda for the Board meetings. The Secretary will distribute the agenda in a timely manner prior to the meeting.
- The President will ensure that all functioning committees of the Board have an identified Chairperson.
- Between meetings when there is an issue requiring immediate Board response, the President will call for a Board meeting.
- B. Communications:** The President will serve as a focal point for organizational communications responding to inquiries both from members and the community at large.

The President will write a column for the Chapter's quarterly Newsletter

Section 9.0 Role and responsibility of the Vice President

Reference: Chapter By-Laws

- A. Substituting for the President:**
The Vice President will preside when the President is unable to attend meetings. The Vice President may facilitate at Board Meetings and Chapter Meetings.
- B. Committee Coordinator:**
The Vice President will coordinate all standing Committee functions and will facilitate reports to the Board.

C. Policy And Procedures Bi-annual Review:

The Vice President will be responsible for forming a committee to review and, if necessary, update the Policy and Procedures once during his/her two-year tenure.

Section 10.0 Role and Responsibility of the Secretary

Reference: Chapter By-Laws

A. Chapter Board Minutes:

The Secretary will be responsible for recording the Minutes at the Board of Directors and Executive Committee Meetings. The Secretary will keep a roster of attendance at the Board of Directors Meetings.

B. Coordination of Meeting Announcement:

The Secretary or designee will prepare and coordinate the mailing of Chapter and Board meeting notices. Official copies of all records are also kept for the files.

The Secretary or designee will prepare and update the Board Roster as deemed necessary.

The Secretary or designee will be responsible for the maintenance of the NIEAPA Chapter membership and mailing list.

Section 11.0 Role and Responsibility of the Treasurer

Reference: Chapter By-Laws

A. A. Bills and Revenue:

The Treasurer will pay bills and collect revenues. The Treasurer will assure an accurate paper trail for all revenues and expenditures.

B. Chapter Dues: The EAPA National Office will direct deposit all Chapter dues to a designated bank/checking account managed by the Treasurer.

C. Checking Account: The Treasurer will balance the checking account every month.

D. Annual Tax filing: The Treasurer will file taxes with the assistance of an accounting consultant. The NIEAPA fiscal year begins July 1 and ends June 30. NIEAPA taxes must be filed no later than November 15 after the end of the fiscal year.

E. Report to International:

1. The Treasurer will provide the following:
2. Chapter Financial reports
3. Request for inclusion under the EAPA group exemption from federal income taxes
4. A copy of the NIEAPA yearly tax form.

F. Report to Chapter: The Treasurer will:

1. Report current checking and investment balance at Board Meetings and Chapter meetings.

2. Prepare a report to the Chapter on the fiscal status of the organization at the annual business meeting, which includes profit/loss figures for the year and current checking and investment balances.
3. Prepare a summary of Annual Conference expenditures and revenues to the Board.
4. Make budget recommendations at the June Board meeting.
5. Provide an accountant's end-of-the-year summary to the Board.

G. Budgets: The Treasurer will prepare the Chapter budget. A Conference budget will be prepared in conjunction with the Conference Chair.

H. Chapter Meetings: The Treasurer will collect fees for Chapter Meeting attendance from non-members. The Treasurer will present a brief report on the finances of the organization at each Chapter Meeting.

Section 12.0 Board Meeting Procedures

Reference: By-Laws, Article V, Section 4

A. Meetings: The Board of Directors will meet every other month, or more often if needed. Meetings will take place on the last Friday of the month, unless otherwise noted. Board meetings are open to all NIEAPA chapter members.

The recommended meeting time is 9:00 AM to 11:30 AM.

B. Notification: The Secretary, under the direction of the President, will supervise the mailing of a written agenda and the Minutes of the last meeting to all Board members one week prior to the Board meeting.

C. Minutes: The Secretary will take detailed minutes at each Board Meeting. The Secretary will be responsible for finding a replacement to take the minutes if the Secretary is unable to attend a Board or Executive Committee meeting.

D. Facilitation: The President will facilitate the meeting. The Vice President or designee of the President will facilitate the meeting in the President's absence.

E. Quorum: A majority of Board Members must be present before official Board business can begin.

F. Meeting Process: A Timekeeper will be assigned to note the time of discussions on each issue. The Timekeeper will notify the group when five minutes of discussion has been reached.

G. Decision-Making: Decisions will be made using the mechanism of a first motion, second motion, and a simple majority vote of all present. Discussion may continue up to the actual time of voting and motions may be amended.

H. Etiquette: All Board Members will treat others with respect, handling all interactions with dignity.

If Board Members are unsure of what is being communicated, they are expected to request clarification. Also any Board Member who has an important concern about a point of order or discussion is expected to verbalize that concern in an appropriate and timely manner.

I. Agenda:

The agenda may include but not be limited to the following:

1. Review of Minutes/Agenda
 - a) Review of last meeting Minutes, call for corrections, and a vote of approval.
 - b) Review of the current agenda, highlighting items requiring a vote.
2. Attendance and Board Openings
 - a) Assign Timekeeper
 - b) Welcome any new members, review expiring terms, and note any attendance concerns
3. Member Announcements
4. Treasurer's Report
5. Local Conference Report
6. VP Report/Committee Issues
7. International Issues
8. Old Business
9. New Business
10. Meeting Location/Calendar

Section 13.0 Urgent Board Notification and Input Procedure

Description: If an issue arises which requires immediate attention, the Executive Committee will convene. The Executive Committee will decide if the issue requires further examination by the Board. If so, a group e-mail will be sent on behalf of the Executive Committee requesting a timely response by the Board members.

Section 14.0 Liaison between the Board and Committees

Reference: By laws for information on Committees

Description: The Liaison is an individual who serves as both a Board Member and a Committee Member. A Board Member shall chair the Ethics, Annual Conference, and Program Committees. The general membership may chair other Committees. The Board Liaison is responsible for communicating all actions of the standing committee to the Board of Directors.

Section 14.1 Standing Committee Chairperson

Description:

The Chairs of the Ethics, Conference, and Program Committees must be members of the Board and must be approved by the Board of Directors. The Chairs of the other Standing Committees may be elected or appointed by the members of the Committee.

The Chairperson is responsible for overseeing the direction and mission of the Standing Committee, ensuring the following:

1. The Committee's operation, philosophy and actions meet the goals and needs of the Chapter.
2. Developing or modifying the committee mission statement.
3. Maintaining the committee membership log.
4. Approving the meeting schedule and agenda.
5. Leading the Committee meetings.
6. Approving the appointment of members.
7. Developing, as appropriate, the annual committee budget for approval by the Board.

Section 15.0 Credentialing Committee

A. Description:

The Chapter sponsors Continuing Education Credits (CEUs) for Addictions Counselors through IAODAPCA; Certified Employee Assistance Professionals (CEAP) through the EACC; as well as Licensed Clinical Social Workers (LCSW) and Licensed Clinical Professional Counselors (LCPC) through the State of Illinois Department of Regulation. Other CEUs may be provided as necessary.

B. Purpose:

The Committee's primary mission is to:

1. Maintain Continuing Education Sponsorship.
2. Provide consultation to organizational members of the Chapter who wish to sponsor education programs.
3. Complete necessary procedures so that the Chapter can provide members with continuing education credits at all general programs.
4. Maintain records of certification approval and member attendance at programs.

When possible, for cost containment purposes, multiple programs will be submitted to accrediting bodies at the same time.

C. Procedures:

1. EACC Sample Process:

- a) Submit applications at least 4 to 6 weeks prior to the presentation.
- b) Fill out the EACC paperwork and include an explanation of the training, a sample of the certificate to be awarded, and a description of the presenter's credentials.
- c) Complete a check request and return the completed form to the Treasurer.

- d) Submit all original material to the EACC with a check.
- e) Keep a copy of the items sent to the EACC.
- f) Upon completion of the program return the EACC evaluation form.

2. *IAODAPCA Sample Process:*

- a) Fill out all relevant forms, including a program description, number of hours, agenda and dates.
- b) Submit the following: Instructor resume, samples of an evaluation form, and a sample of the certificate of completion.
- c) Complete a check request and submit it to the Chapter Treasurer.
- d) Submit all original material to IAODAPCA with a check.
- e) Keep a copy of all documents sent for NIEAPA files.

3. *Social Work and Counselor Certification Sample Process:*

- a) Renew the Continuing Education License with the State of Illinois Department of Professional Regulation as necessary.
- b) Maintain records of program content, speakers, and attendance.

4. *Other CEUs:*

Maintain other CEUs as deemed necessary for the membership following prescribed requirements.

D. Responsibilities at the Chapter Meetings:

The Committee will be responsible for providing an Attendance Form to be signed by the participants. Attendees will designate which certification(s) they hold. The attendance sheets are to be kept on file by the Chair of the Credentialing Committee.

The Committee will provide a certificate of attendance to participants.

Section 16.0 Ethics Committee

- A. Purpose:** To provide consultation to EAPA members who are experiencing ethical dilemmas in the provision of Employee Assistance Program services.
- B. Consultation:** Members are encouraged to submit ethical dilemmas to this group in writing, directed to the Chairperson of the committee. The Chairperson will then convene as a Committee to review the request, inviting the presence of the individual seeking assistance. The Committee will respond to each request in a timely fashion.
- C. Decision Model:** Ethics help define right practice, moral duties, and obligations to clients and other professionals. The Ethical Standards of the Employee Assistance Professionals Association provide these rules and models for action.

See Attachment A for a sample Request for Consultation.

The Northern Illinois EAPA Ethics Committee Decision-Making Model is as follows:

1. Define ethical dilemma or problem.
2. Collect the facts about the issue.
3. Identify personal biases and prejudices.
4. Apply EAPA Statement of Ethics to relevant issue.
5. Recommend resolution.

Inquiries for confidential consultation with the Ethics Committee should be addressed to the NIEAPA PO Box.

Upon receipt of the request, the Committee will convene to review and consider the inquiry. The Executive Committee will review and approve the Ethics Committee response. A written reply will be furnished to the applicant.

It is the intent of the NIEAPA Ethics Committee to operate in good faith to assist in resolving ethical dilemmas. NIEAPA will refer to the Employee Assistance Credentialing Commission (EACC) for ethical dilemmas that cannot be resolved locally.

Section 17.0 Awards Committee

A. Purpose: To recognize outstanding achievement related to the EAP Profession or to those who have contributed a significant amount of service to the membership of the organization.

B. Member of the Year:

1. The President will be responsible for convening the Awards Committee, which will be chaired by the previous year's member of the year recipient.
2. Potential committee members will include all prior Member of the Year award recipients.
3. Each year a request will be made for nominations from the membership.
4. Nominations should include those individuals who have contributed significantly to the Chapter through their participation and involvement in various Chapter and National Activities.
 - a) The nominee must be a member in good standing of NIEAPA.
 - b) The nominee must possess personal characteristics and qualifications, which reflect positively on our organization.
5. Nominations will be made in writing to the Awards Committee and given to one of the Co-Chairpersons.
6. Committee members will convene to review the candidates and their qualifications.

7. A written ballot with nominee names will be given to each Committee member and tallied by one of the Co-Chairpersons.
8. The candidate with the most votes will be selected as Member of the Year.
9. The Co-Chairpersons will arrange for a plaque inscribed with the appropriate recognition of the recipient. This will be ready for the annual NIEAPA Conference.
10. The plaque may include the following:
 - Presented to (recipient name)*
 - Year*
 - Member of the Year*
 - Employee Assistance Professionals Association*
 - Northern Illinois Chapter*
 - For outstanding contribution to the field of Employee Assistance*
 - Date*
11. The award is presented during the luncheon ceremony at the Annual Northern Illinois Chapter Conference.
12. The recipient from the previous year presents the award to the new Member of the Year recipient.

C. Other Awards:

At the request of the Chapter President, plaques are made for officers who have completed their term(s) and are leaving the Board. The award is presented at a Chapter Meeting following completion of their term. The plaques have traditionally included the following content:

- Employee Assistance Professional Association*
- Northern Illinois Chapter*
- In recognition of contributions and dedicated service to EAPA*
- Title (Board member, President, etc.)*
- Name*
- Dates of service*

D. Special recognition:

Board Members may make recommendations for special recognition awards, not necessarily made on an annual basis. Examples might include outstanding meritorious service, recognition of achievements at the time of retirement, or posthumous awards.

Section 18.0 Annual Conference

- A. Purpose:** To plan and implement an all-day Conference for the Northern Illinois EAPA. This event serves as the primary fundraiser of the Chapter.
- B. Plan:** A Chairperson is selected by the NIEAPA Board of Directors to take the leading responsibility for coordination of the Conference. The Chairperson will be a current member of the Board. This person recommends a Co-Chairperson who must also be approved by the Board. The Co-chairperson need not be a Board member. Together they organize the Conference Committee.
- C. Continuity:** The Committee Chairperson is the individual who served as Co-Chairperson of the most recent Conference. Every year the Chairperson will mentor a Co-Chairperson. This process provides continuity. When the previous Co-Chairperson is unable to assume responsibility as chairperson, the past Conference Chairperson together with the President appoint an individual to fill that position.
- D. Conference File:** Each Committee Chairperson is responsible for keeping an accurate file of the functions and activities of the Committee. This file is passed on and used as a reference guide for the new Chairperson.
- E. Site Selection:** The Conference Committee is responsible for this task. The entire Board must ultimately approve the site. The President will sign contracts on behalf of NIEAPA.
- F. Conference Planner/Administrator:**
The Executive Committee and Conference Co-Chairpersons may hire a Conference Planner or Administrator to assist. If a Conference Planner or Administrator is used, he/she will assist with recommendations in selecting a site.
- G. Budget:** Budgetary guidelines are established by the Conference Co-Chairs, Treasurer (and Conference Planner or Administrator, if applicable). These figures are to be reviewed by the Board of Directors.
- H. Schedule:** Prior to the first Board Meeting after the Annual Conference, the Conference Committee will convene to review and critique the most recent event. The Chairperson will compose a final report, enter this report in the Conference file, and submit a copy to the President for review at the next Board of Director's Meeting.

The first Committee meeting for the next Annual Conference is held in mid-summer. The Co-Chairs schedule regular meetings. When applicable, it is important for the Conference Planner or Administrator to participate in these meetings.
- I. Reporting:** The Conference Committee Chairperson will report directly to the Board President, unlike other Chapter Committees, which report to the Vice President.

Section 19.0 Ad Hoc Committees

Description: Ad Hoc Committees will be appointed by the President of the Chapter and serve as task forces until the completion of a designated project. The Chairpersons of these committees report to the Vice President prior to each Board Meeting.

Section 20.0 Records and Storage

Description: Official copies of all records will be stored at a site as determined by the Executive Committee at the beginning of each term. The Secretary and any other Officer or Board Members appointed by the President will inventory the records to assure their accuracy and completeness.

Section 21.0 Yearly Calendar of Activities

- A. Activities:** The Chapter will convene the following meetings throughout the year:
1. The Chapter Annual Meeting, held each year where business is conducted and officers elected.
 2. Board Meetings, held bi-monthly, attended by the Board Members to conduct Chapter business.
 3. Chapter Meetings held bi-monthly, to conduct Chapter Business and to provide educational opportunities for EAP providers.
 4. Annual Chapter Conference, held as a general meeting of EAP professionals in the Northern Illinois area.
- B. Schedule:** The Board of Directors will establish the schedule for meetings annually.
- C. Committees:** Chapter Committees may meet to conduct business and sponsor workshops throughout the year. The Committee Chair will convene these meetings.

Section 22.0 Chapter Meeting Procedures

- A. Schedule:** Chapter meetings will occur approximately six times per year every other month. The current meeting format is as follows:
- | | | | |
|-------|---|----------|---------------------------|
| 8:30 | - | 9:15 AM | Registration & Networking |
| 9:15 | - | 10:00 AM | Business Meeting |
| 10:00 | - | 11:30 AM | Educational Program |
- B. Registration:** The Treasurer and a Membership Committee member will be present to check in new members and to answer questions concerning membership. The Treasurer and Membership Committee representative will collect meeting fees from guests and prospective members. The registration area will be prepared 30 minutes prior to the 8:30 AM start time.

The Treasurer will issue receipts as is necessary. The Treasurer should bring approximately \$50 in 5s and 10s for making change. The funds collected will later be deposited in the NIEAPA bank/checking account.

C. President's Role: The President, or President's designee, presides over the Chapter Business.

D. Educational Topic: The Program Committee determines the topic, presenters, and site location for each Chapter Meeting. The Program Chairperson, or Program Chairperson's designee, will visit the meeting site prior to the Registration and Networking. This visit will ensure that the room set-up is adequate. The Chairperson or designee will introduce the speaker.

Section 23.0 Endorsement of Special Events

A. Purpose: The purpose of endorsing a Special Event is to promote health and wellness within our membership and to uphold the principles of NIEAPA.

B. Description: Any member of the Chapter may request that NIEAPA endorse a Special Event. The request will address lending our name and support to an event.

C. Requests: Any request for endorsement must be presented to the Chapter Board of Directors for vote and approval prior to the use of NIEAPA's name endorsing the event.

D. Criteria: In deciding whether or not NIEAPA will lend our support, the following must be considered:

1. The special event must be in alliance with the mission, Policies and Procedures, and By-Laws of NIEAPA.
2. The special event will not endorse controversial moral issues, lend credence to any form of cultural, gender based, or sexual preference based discrimination.
3. The special event must not potentially bring harm to other persons or their reputation.

*******END*******