Aviation Sector Guide
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The UK Aerospace sector is a successful, vibrant, high value, high technology engineering, manufacturing and service industry. Its strengths are in areas such as the design and manufacture of large aircraft wings; aircraft engines; helicopters and advanced systems including landing gear, fuel, mechanical, avionics and electrical power.

The UK has the third largest aviation network in the world, after the USA and China and our members play a key role in helping maintain this world-class and economically beneficial status. Aviation in the UK is largely privatised and operates in a competitive international market. It is however regulated at national, European and international levels in a wide range of areas including safety and security, passenger rights, borders and visas, airport charges, air traffic control, noise and the environment.

The aviation sector plays a key role in the UK economy, contributing some £20 billion per annum to the economy and directly supporting around 230,000 jobs.

With one of the world’s largest and most competitive aviation markets, the UK aviation sector is of global significance, setting standards for operational performance and promoting innovation. We are home to one of the world’s top ten airports for passenger satisfaction, the world’s busiest single runway, and we lead in adoption of new technologies for aviation security and passenger processing.

Building on the experience gained at UK airports, the British Aviation supply chain supports development and operation at airports of all sizes around the world – with UK businesses providing goods and services to all the world’s largest 50 airports, and a wide cross section of the balance.

Aviation benefits the UK economy through its direct contributing to gross domestic product (GDP) and employment, and by facilitating trade and investment, manufacturing supply chains, skills development and tourism.
Why work in the Aviation Sector?

If you are an individual who is looking for a travel-related job or career, it truly is hard to find a better industry than the airline industry. With a multitude of jobs and diverse positions under the airline industry’s belt, you will definitely be able to find a job that suits your skillset and experience.

In addition to offering jobs that offer great pays and that require extensive travel, airline jobs usually offer special travel discounts for employees and are also known for their generous benefits packages. If you are interested in such a career, this industry is for you.

As with any large company, airlines and airports hire people of all ages and experience levels with a variety of business skills. Jobs range widely, including skilled and technical positions such as accountants, catering managers, financial experts, attorneys, airport managers, pilots, navigators, mechanics, and engineers. Airlines and airports also hire a huge number of people for entry-level and nontechnical jobs, including customer service agents, flight attendants, baggage handlers, servicepersons/maintenance staff, and airline ticket agents.

The routes from the Armed Forces into civil aviation are well established and many Service leavers have found successful second careers through following them. Holding the required licence(s) is absolutely essential for civilian employment and these can be expensive to obtain so all pilots and engineers should ensure that they use the Service opportunities available to gain them.

In terms of engineering, all three Services have aviation engineering specialists, working on sophisticated and complex instruments and aircraft, both rotary and fixed wing. Civilian employers are generally looking for someone who can work on a number of aspects of the same airframe, however, with some Service training being too specific for them. Most Service people translate their skills and experience into civilian qualifications while serving; those who do not may have to prove their expertise and pass exams later.

From a more general perspective, in view of the enormous number of non-aviation-specific jobs also encompassed by this industry, it is entirely possible for many of those in the Services to consider this as an area of potential employment. Many of the personal qualities and skills possessed by Service people are valued and sought after by major aviation employers.

Key Statistics

961,000 employees
£52 billion to UK GDP (3.4% of total GDP)
£26 billion exports
Organisations that support Military Recruitment

- mpi
- 2Excel
- Babcock
- DEA
- British Airways
- Boeing
- Air Partner
- BAE Systems
- Leonardo
- GE Aviation
- Smiths Detection
Aviation in detail, what do they do?

Opportunities fall into three main areas of activity – airports, airlines and third-party work, for example, freight handling.

**Airports**

**Airlines**

**Third Party**
Jobs in the industry fall into the following areas:

- Ground handling services – such as baggage/ramp handling, aircraft preparation, load planning officer, aircraft dispatcher
- Airport operations – such as airport duty staff, support officer to team supervisor, airport terminal manager, customer support staff, air traffic control
- Airline operations – such as passenger services staff, ground handling, first officer pilot, flight captain, cabin crew officer, aviation operation passenger services

Other job types within the industry

- Airport information Assistant
- Passenger Services Agent
- Terminal Duty Officer
- Cabin Crew Member
- Passenger Supervisor
- Flight Operations Manager
- Ramp Supervisor

More information about careers in the aviation industry can be found here:

www.avjobs.com/careers/search.asp
https://www.aviationjobsearch.com/jobs
Skills required in the Aviation Sector

There are a host of opportunities within aviation and the three sub-industries; airlines, airports and ground handling. From front facing roles dealing with passengers either at the airport or on board the aircraft, there are opportunities to move into supervisory and management roles.

Training to develop skills needed are offered in the workplace through on the job training and learning. Employees often study for National Vocational Qualifications (NVQs) or national equivalents and other vocational qualifications. Employees may also receive in-house training on both internal and external courses.

As the aviation industry is international in terms of its business, there are opportunities to work all over the world. For most entry level roles, there are no specific academic requirements other than a sound basic education. This usually means that applicants are expected to have GCSEs at grades A-C (or equivalent) in English and Maths. The only exceptions to this are for pilot and air traffic control jobs, where A levels are usually preferred before applicants are accepted for training.

All applicants for aviation industry roles undergo criminal records bureau checks and certain criminal offences can prevent employment in the industry. The requirements for criminal records checks are available from individual employers.

Skills needed
Problem Solving
Team Working
Communication
People Management
Information Technology
Organisational Skills
Health and Safety,
Languages
First Aid.
Experience in travel and tourism
Previous Customer Service work is also a useful asset
The ability to follow instructions, keep to schedules and adhere to regulations is also important.
Interested in being a Pilot?

**Armed Forces Experience**

If you qualified as a pilot in the Armed Forces, you can take a conversion course to gain a commercial pilot's licence. There is strong competition for pilot training in the armed forces and you must serve a minimum term before moving on to employment with an airline. Information on conversion can be found here: [https://www.bristol.gs/atpla/courses-for-military-pilots/](https://www.bristol.gs/atpla/courses-for-military-pilots/)

In order to work as an airline (commercial) pilot you must hold an Airline Transport Pilot Licence (ATPL). This qualification is known as a 'frozen ATPL' and becomes 'unfrozen' when a certain number of hours and experience have been achieved. Your training to reach the frozen ATPL level could take between nine and 36 months, depending on which entry route you follow. It may take less time if you already have a Private Pilot's Licence, Commercial Pilot's Licence or experience in the armed forces.

You would usually start your career as a first officer after gaining at least ‘frozen ATPL’. When you have completed enough flying hours you can apply for a full ATPL and qualify as an airline captain. You must be at least 21 years old to have a full ATPL.

You will also need to pass a thorough medical check and obtain a class 1 medical certificate to apply for and hold ATPL. Some course providers may also require you to hold this certificate before you begin your studies. You should be physically fit, and have good hearing, eyesight and colour-normal vision. Some airlines set height and weight restrictions.

**Skills Needed:**

- Understanding of maths and physics
- Ability to understand technical information, as pilots need to know how their aircraft works
- Excellent spatial awareness and coordination
- Good communication skills
- Team-working skills
- Ability to think quickly and make decisions in difficult situations
- Capacity to remain calm under pressure
- Discipline, self-confidence and commitment
- Leadership skills, with the ability to give clear commands to cabin crew and passengers.
Interested in being a Pilot? (Continued)

No Armed Forces Experience

To begin training as a pilot, you'll need a minimum of five GCSEs and two A-levels. The training requires a good level of understanding of maths and physics and so any qualifications that demonstrate this may be an advantage.

Visit The Honourable Company of Air Pilots careers website, Flying Start and the British Airline Pilots Association (BALPA) websites for more information about a career as an airline pilot.

•Flying Start:  http://www.flying-start.org/
•BALPA (How to become a pilot):  http://www.balpa.org/Becoming-a-pilot

Private training

You can train at a Civil Aviation Authority (CAA) approved training school. An ATPL course typically costs around £60,000. Visit the CAA website to download a list of approved training organisations.:  
http://publicapps.caa.co.uk/modalapplication.aspx?appid=11&catid=1&id=2854&mode=detail&pagetype=65

Company training schemes

Several passenger airlines, such as Virgin Atlantic and British Airways, offer pilot training schemes. These allow you to train with the company to gain your licence. Some schemes pay your training costs and you pay them back once qualified. Others require you to pay a bond up front, which is then repaid to you over a number of years once you are flying with them.

•British Airways - Future Pilot programme:  https://jobs.ba.com/jobs/futurepilot/  

Contact the airlines for more details.

The British Airline Pilots Association (BALPA) and the Air League have details about routes into this career, airline sponsorships, bursaries and scholarships. You can also find careers information on the Royal Aeronautical Society website.
Training and Development

Your training to reach the frozen ATPL level could take between nine and 36 months, depending on which entry route you follow. It may take less time if you already have a Private Pilot’s Licence, Commercial Pilot’s Licence or experience in the Armed Forces.

Training will include:

- flight principles
- navigation and communications
- meteorology
- operational procedures
- aviation law
- use of flight simulators and flying real aircraft.

During the training period, you would learn basic flying skills and usually work towards frozen ATPL. You must complete a minimum 195 hours’ flying time to achieve this.

You would normally start work as a co-pilot (first officer) alongside a training captain on short-haul flights. This would give you maximum experience of take offs and landings. A full ATPL is normally awarded after 1500 flying hours, with at least 500 of these as a co-pilot.

Once you are in employment you will also be trained at the airline to gain the type rating for the aircraft you will be flying and you’ll be taught the company’s standard operating procedures.

Eventually you could become a fully qualified Captain.

As a Pilot, you must renew your instrument rating (IR) and take skills tests for specific aircraft every six to twelve months. You also have to pass regular medical examinations.
Interested in Air Traffic Control?

Pilots need active support from air traffic control to fly safely. Air Traffic Controllers (ATCOs) are also essential to the efficiency of airports and the airline industry. With the ever-increasing volume of traffic, managing flights is a complex and sometimes pressurised job.

As an ATCO, you'll be using radar and other technology to track planes ‘en route’ between airports and keep in touch with pilots. Alternatively, you’ll be liaising with the planes on approach.

If you’re in charge of the airspace between airports, you’ll be called an Area or Terminal Controller. And if you’re helping pilots land, the role is described as an Approach or Aerodrome Controller.

https://www.nats.aero/careers/trainee-air-traffic-controllers/

**Related Military Trades:**

- Air Traffic Controller (Officer, SNCO), ATC Assistant - (SNCO, Junior Rank)
- Air Traffic Controller (Officer, SNCO), ATC Assistant - (SNCO, Junior Rank)
- ATC Assistant

**Skills Needed:**

- The ability to work calmly under pressure
- Problem-solving and decision-making skills
- Excellent communication skills to give clear instructions and confidence when working with technology
- The ability to interpret information from different sources and check information quickly and accurately
- Good maths, spatial awareness and a responsible attitude
- Good teamwork skills and a willingness to work flexibly with a keen interest in aircraft and aviation.
Interested in Aircraft Engineering?

The CAA oversees and regulates all aspects of aviation in the UK, and this includes the awarding of aircraft engineering licences. It is possible to take, say, the basic aircraft maintenance engineer’s licence examinations before the relevant experience requirements have been obtained, as examination passes are valid for up to five years. In addition to the basic licence, type ratings may also be required before the licence holder is able to certify maintenance on specific types of aircraft.

Licensing and training to work as an Aircraft or an Avionics Engineer is quite a complicated area, so to find out about current licensing requirements in more detail, please contact the CAA direct. https://www.caa.co.uk/Commercial-Industry/Aircraft/Airworthiness/

Related Military Trades:

Air Engineering/Engineering Technician

Chief Technician, Aircraft Technician (Avionics)

Aviation Ground crew Specialist, Aviation Crewman

Skills Needed:

Strong problem-solving skills
Excellent maths and IT skills,
Knowledge of computer aided design (CAD) or manufacturing (CAM) software
Good communication skills
Excellent technical knowledge
Ability to plan, prioritise and manage projects effectively,
Ability to work within budgets
Commitment to keeping up to date with new developments
Comprehensive understanding of engineering licence regulations.
Interested in Aircraft Engineering? (Continued)

Work includes: fixed-wing aircraft and helicopters, missiles and weapons, flight simulators, flight components and instruments.

As an Avionics Engineer, you could work in research and development, testing or production and maintenance.

**Duties may include:**

- Developing avionic systems like navigation instruments and communications
- Researching ways to make fuel-efficient parts, such as wings, fuselage and engines
- Using computer-aided design (CAD) software to draw up project designs
- Carrying out ground- and flight-testing programmes on prototypes
- Collecting and analysing test data
- Planning and supervising the assembly and fitting of aircraft and components
- Signing off projects under strict licensing regulations
- Scheduling and supervising line (airport) and base (hangar) maintenance of aircraft
Interested in being an Instrument Technician?

Instrument Technicians are responsible for repair and overhaul a wide range of Communications, Navigation, Radar, Audio and control panels to component level. This role requires working with technologies ranging from analogue electronics to complex microprocessor electronics with the main focus on the repair of RF circuits.

Main Duties/Responsibilities include:

Undertake precise mechanical work and electronics repair including through hole and surface mounted components,
Complete fault finding, repair and testing process using specialised and general-purpose test equipment,
Maintain an agreed level of quality and cost effectiveness, ensuring accuracy and safety standards are met.

Related Military Trades:

Air Engineering / Engineering Technician

Aircraft Technician (Avionics)

Aviation Ground crew Specialist, Aviation Crewman

Skills Needed:
Excellent fault finding and repair techniques
Ability to follow complex diagrams
Team Working
Communication Skills
Working under pressure..
Interested in being a Refuelling Specialist?

Many employers only accept Maximum of 6 points for minor licence offenses. Due to security issues at airports references will be required for gaps in unemployment.

**Duties Include:**

Check vehicles to ensure that mechanical, safety, and emergency equipment is in good working order.
Operate equipment, such as truck cab computers, CB radios, and telephones, to exchange necessary information with bases, supervisors, or other drivers.
Collect delivery instructions from appropriate sources, verifying instructions and routes. Keeping accurate data of fuel.

**Related Military Trades:**

Air Engineering Technician. Aircraft Controller. Air crewman. Naval Airman

Mover. Logistics. Firefighter. Driver. Aircraft technician


**Skills Needed:**

Hold either an LGV1 (C+E) or LGV2 (C) driving licence (depending on the airport location)
Physically Fit
Prepared to work shifts and do overtime
Average responses to aircraft are 15 fuelling’s per day.
Knowledge of hazardous materials and combustible fuel handling is necessary.
Effective scheduling keeps all vehicles fuelled on time
Knowledge of various types of fuel systems
Interested in being in Security Operations?

The Security Officer has the responsibility of safeguarding passengers, ground personnel, crew and the general public from unlawful interference with civil aviation. Passenger and luggage screening. Patrolling restricted and public areas. Monitoring CCTV equipment. Daily record keeping. Issuing of passes. Liaising with the travelling public.

More senior roles would include:

- Threat assessments.
- Airport security surveys.
- Airline security surveys.
- Security-in-design of airports and facilities.
- Disaster recovery plans.

Related Military Trades:

- All Ranks.
- Police & Police Officer, Intelligence Analyst, Intelligence Officer, ICT Technician, Flight Operations Manager.
- Infantry, Security Guard, Military Police, Guardsman, Aviation Support Specialist, Dog handlers, Guards Platoon, Prison Officer, MCTC, Provost.

Skills Needed:

- Security Clearance
- Normal Colour vision
- Good understanding of English and clear speech
- Experience of working with the general public in a customer service environment
- Able to work as part of a team
- Good communication and social skills
- Able to work under pressure
- Able to act on own initiative
- Enthusiastic and friendly manner
- Tactful
- European/non-European languages may be beneficial.
Interested in being a Customs Officer?

You’ll work in airports and seaports, collecting customs duties and preventing smuggling and illegal trade.

Your day-to-day duties may include:

- Searching luggage, vehicles and travellers
- Checking customs documents
- Questioning people found with illegal items or goods over the allowance
- Arresting and charging people
- Preparing reports and witness statements
- Taking on specialist roles like dog handling or undercover and surveillance work

You may also need to go to court as a witness, and work closely with other agencies, like the police and the Home Office.

Related Military Trades:

- All Trades.
- All Trades
- All Trades

Skills Needed:

- Sound Judgement
- Confident decision-making ability
- Accuracy and attention to detail
- Listening and questioning skills
- Tactful but firm manner

Administrative Assistant, you’ll need
2 GCSEs at grades 9 to 4 (A* to C)

Assistant Officer, you’ll need 5
GCSEs at grades 9 to 4 (A* to C)
including English and Maths

To start as an officer, you’ll usually need:
5 GCSEs at grades 9 to 4 (A* to C)
including English and maths
A levels (or equivalent)
Interested in Ground Operations and Cargo?

**Duties will include:**

Collect, sort and check luggage against flight lists, making sure that items go on to the right aircraft. Transfer luggage from the check-in areas to the departure, move luggage to and from aircraft holds using trucks, cargo loaders and loading conveyor systems. Store cargo (goods) in warehouses ready for distribution, load inbound luggage onto conveyors in the arrivals hall. Help clean and de-ice aircraft, help keep the runways clear of debris and snow in winter.

As an experienced handler, you could work as a 'lead ramp hand', lining up aircraft ready for the next flight. You might also train staff on new equipment and procedures.

**Related Military Trades:**

- Aircraft Handler (Senior or Junior rank), Air Operations specialist, Supply Chain Logistician
- Mover. Logistics. Firefighter. Driver. Aircraft technician
- Driver. Specialist driver. REME. Aircraft Technician. Logistic fuel Specialist. Aviation Support Specialist

**Skills Needed:**

- Security Clearance
- Good levels of fitness to lift and move heavy loads,
- Honesty and reliability, the ability to work as part of a team,
- Good communication skills
- A willingness to work flexibly
- The ability to work quickly, due to short turnaround times
- Some basic mechanical knowledge to work with conveyors and lifting equipment
**Skills and Abilities**

Whenever you work on board a ship you need to have a lot of skills to ensure the safety of everyone on board. Here are some of the skills and abilities that you will require to apply for maritime jobs:

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<th>Health and Safety</th>
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<tr>
<td>Active Listening</td>
<td>Far and Colour Vision</td>
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<tr>
<td>People Management</td>
<td>Problem Sensitivity</td>
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<tr>
<td>Team Work</td>
<td>Depth Perception</td>
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<tr>
<td>Information Technology</td>
<td>Speech Clarity</td>
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<tr>
<td>Communicating Effectively</td>
<td>Control Precision</td>
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<td>Social Perceptiveness</td>
<td>Deductive Reasoning</td>
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<td>Critical Thinking</td>
<td>Spatial Orientation</td>
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<td>Time Management</td>
<td>Languages</td>
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## Salary and Benefits

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<tr>
<th>Position/Function</th>
<th>In-House</th>
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<tr>
<td>Customs Officer</td>
<td>£16,000 to £26,000</td>
</tr>
<tr>
<td>Newly Qualified First Officer</td>
<td>£24,000 to £28,000</td>
</tr>
<tr>
<td>Experienced Pilot/Captain</td>
<td>£57,000 to £78,000. Those employed by major operators can earn £97,000 to more than £140,000</td>
</tr>
<tr>
<td>Trainee Air Traffic Controller</td>
<td>Basic salary of £14,305.41 plus attractive benefits package</td>
</tr>
<tr>
<td>Qualified Air Traffic Controller</td>
<td>£32,522 – £36,247 rising to possible £100,000</td>
</tr>
<tr>
<td>Airport Security Officer</td>
<td>£16,622-£37,500</td>
</tr>
<tr>
<td>Airline Security Officer</td>
<td>£20,536-£37,500</td>
</tr>
<tr>
<td>Aeronautical/ Aviation/Aircraft Security</td>
<td>£23,000-£51,500</td>
</tr>
<tr>
<td>Retail</td>
<td>£21,000-£28,000</td>
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<tr>
<td>Engineering</td>
<td>£29,218-£47,500</td>
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<tr>
<td>Logistics/Transport</td>
<td>£16,622-£31,787</td>
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CTP RightJob – find your next career with our bespoke jobs board.

RightJob is our online job finding service that lists thousands of live vacancies for Service leavers with new ones added every day. We work with hundreds of employers who recognise the talent pool leaving the Armed Forces and the experience and strong working ethos Service leavers bring with them after a military career.

Firstly, you’ll want to navigate to the Profile tab. Here, you’ll be able to build and update your profile with key information including:

• Your skills
• Desired location and industry
• Academic and vocational qualifications
• An up-to-date CV

Once you’ve completed your profile, we’ll be better able to match you with job opportunities relevant to your experience and interests; while your RightJob homepage will respond accordingly with live job information tailored to your criteria.

Search from thousands of vacancies - New roles are posted daily, covering all industries and levels, across the UK.

Get noticed - Your completed RightJob profile will connect you directly with employers through events and job notifications that are personalised to your criteria.

We understand your needs - For over 20 years, we have supported 300,000 Service leavers, as the official MOD provider of Armed Forces Resettlement.

Apply with confidence - All employers we work with are forces friendly and already recognise the unrivalled qualities of ex-military and are specifically seeking people like you to join their teams.

Access to online tools and resources - To help you create your CV, brush up on interview techniques, and utilise career assessment activities and videos.
To view all live vacancies in this sector, first login to your right job account at [www.ctp.org.uk](http://www.ctp.org.uk).

For Aviation Vacancies, then click this link [Aviation Vacancies](#).

For Aerospace Vacancies, then click this link [Aerospace Vacancies](#).

Remember to check [RightJob](http://RightJob) Regularly for new Opportunities.
There are several CTP Preferred Suppliers who also offer relevant training for this sector. For a full list please follow the link (workshops and training courses) to the list on the CTP website.

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<tr>
<th>Sector</th>
<th>Company Name</th>
<th>Contact Email</th>
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<tr>
<td>Aviation</td>
<td>Cambridge Aero Club</td>
<td><a href="mailto:reception@cambridgeaeroclub.com">reception@cambridgeaeroclub.com</a></td>
<td>CB5 8RX</td>
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<tr>
<td>Aviation</td>
<td>Flight Deck Wingman</td>
<td><a href="mailto:andrew@flightdeckwingman.com">andrew@flightdeckwingman.com</a></td>
<td>GU9 7GJ</td>
</tr>
<tr>
<td>Aviation</td>
<td>Kittyhawk Drones LLP</td>
<td><a href="mailto:richard.hull@kittyhawkdrones.co.uk">richard.hull@kittyhawkdrones.co.uk</a></td>
<td>RG14 5TN</td>
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<tr>
<td>Aviation</td>
<td>Resource Training</td>
<td><a href="mailto:Adrian.Bates@ResourceGroup.co.uk">Adrian.Bates@ResourceGroup.co.uk</a></td>
<td>NP44 3AB</td>
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<tr>
<td>Aviation</td>
<td>AirlinePrep Ltd</td>
<td><a href="mailto:ben@airlineprep.co.uk">ben@airlineprep.co.uk</a></td>
<td>RH6 0PA</td>
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<tr>
<td>Aviation</td>
<td>The Aerial Academy (Drone Training Ltd)</td>
<td><a href="mailto:office@dronetraining.co.uk">office@dronetraining.co.uk</a></td>
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<td>Aviation, Engineering</td>
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<td><a href="mailto:peter.farrow.perth@uhi.ac.uk">peter.farrow.perth@uhi.ac.uk</a></td>
<td>PH1 2 NZ</td>
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Contact the CTP Team

For further information on any of our courses, to check availability or to book your provisional place contact the Course Booking and Information Centre (CBIC) on:

Tel: 01252 954 007

Email: coursebookings@ctp.org.uk

To ensure you choose the right training for your future career plans, speak with your CTP Career Consultant – contact the CTP team on 0203 162 4410 or view our regional contact details here.
Further Information – Careers, Training and useful links

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<td><a href="https://ciltuk.org.uk/Careers/Careers-Information/Career-Profiles/Aviation">https://ciltuk.org.uk/Careers/Careers-Information/Career-Profiles/Aviation</a></td>
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<td>The Honourable Company of Air Pilots : <a href="http://www.airpilots.org">www.airpilots.org</a></td>
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<td>Flying Start : <a href="http://www.flying-start.org">www.flying-start.org</a></td>
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<td>Royal Aeronautical Society : <a href="http://www.aerosociety.com">www.aerosociety.com</a></td>
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<td>Air League : <a href="http://www.airleague.co.uk">www.airleague.co.uk</a></td>
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<td>British Airline Pilots Association (BALPA) : <a href="http://www.balpa.org">www.balpa.org</a></td>
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<td>British Women Pilots’ Association : <a href="http://www.bwpa.co.uk">www.bwpa.co.uk</a></td>
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<td>National Careers Service: <a href="https://nationalcareersservice.direct.gov.uk/job-profiles/customs-officer">https://nationalcareersservice.direct.gov.uk/job-profiles/customs-officer</a></td>
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</tr>
</tbody>
</table>

All contacts and links last updated 03/11/2022