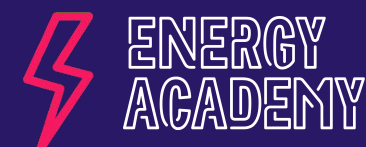


JULY 2020

POWERUP

Discovery and Engagement Summary

An invitation to reimagine the future of
capability development for the energy sector.





“ We don’t want to wait for a crisis to happen for our industry to start sharing responsibility for the development of our people. ”

PowerUp Participant



2025

Why the Energy Academy?

Orion and Connetics have a shared desire to create a new future for industry capability through transformation of the current system.

They are jointly leading a programme of work to explore the future of capability development for the energy sector. This exploration is the Energy Academy.

What is PowerUp?

PowerUp was an initial conversation about change, leadership, and collaboration - led by the industry, for the industry.

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Emerging Futures

The pace of global change requires a new approach to developing our people for the future of work.

We are no longer living in a simple world. The effects of exponential change and global challenges impact us every day.

These challenges also bring tremendous opportunities for the energy sector - a sector that underpins New Zealand's ability to be productive.

As the world continues to change, we will need a capable workforce that is able to adapt, and keep adapting. We want to not only survive, but to see our people thrive into the future.

We believe that the challenges facing us can only be solved by working together.

Only then will we be able to effectively transform our capability and training system and begin to collectively tell a more aspirational story of our future.

From its inception, the Energy Academy chose to work with industry to explore how we might tackle some of our most pressing challenges.

Early industry engagement informed our first draft conceptual framework.

We tested our thinking further with an open invitation to 'sense-check' our summary of the challenges and opportunities before us.

Next we invited participation in two co-creation workshops to identify and develop workstreams to focus on.

Through the Energy Academy we want to create a culture of experimentation and adaptability, where we work together to trial new approaches to training, development, and attraction.

The work of the Energy Academy exists to serve the electricity industry and wider energy sector, not just the Orion Group.

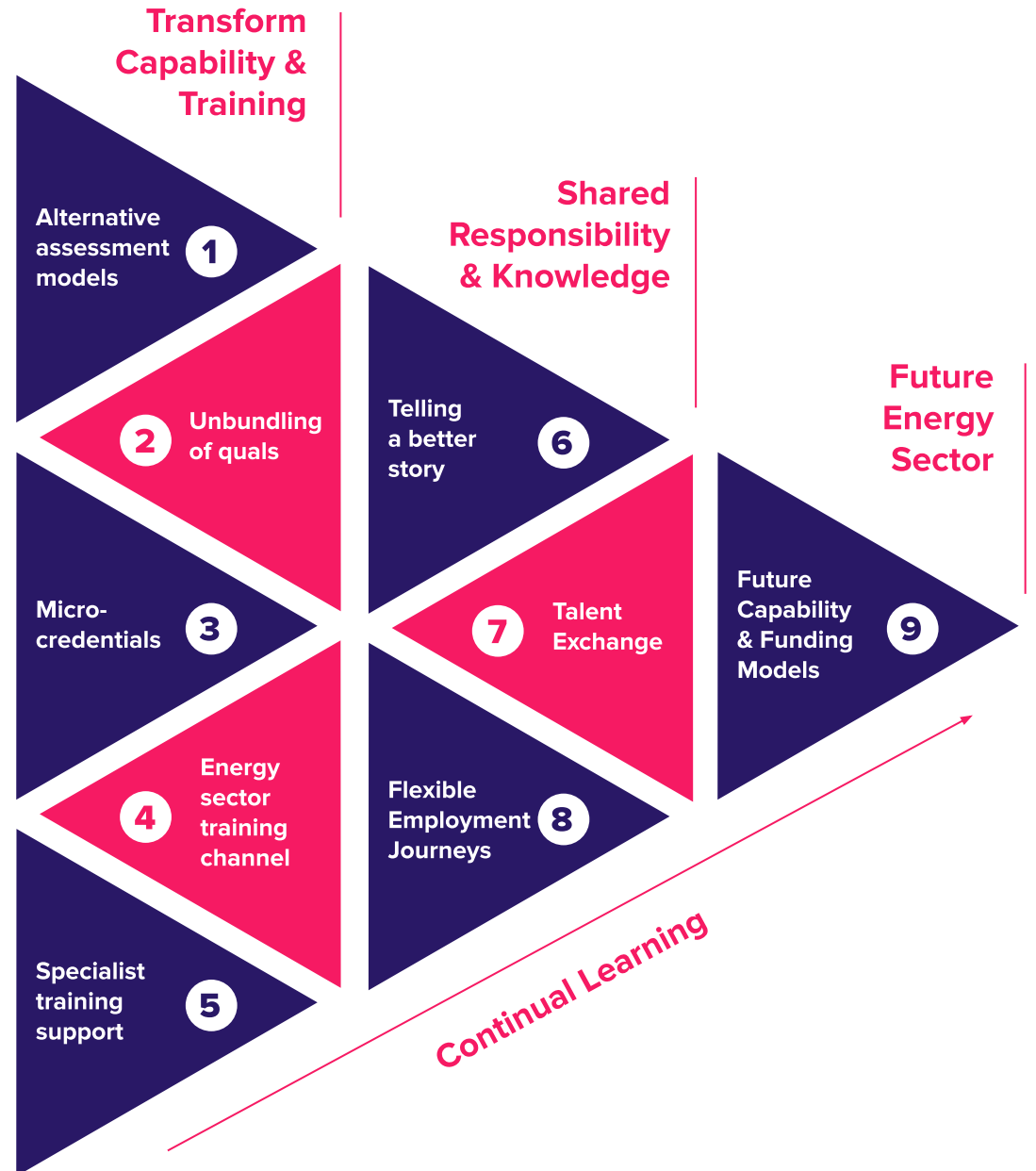
This document shares our journey to date. We invite you to explore these challenges with us and be part of transformational change.



Invitation to Engage

This work summary is an invitation to collaborate with us on the activation of these workstreams.

Or alternatively, to approach us with your own ideas or programmes of work that reimagine how the energy sector can transform the future of capability.





The Approach

PowerUp combined three engagement methods to produce nine recommended areas for further exploration and experimentation.

1

Define focus areas

We started with some focus areas which led to a range of assumptions and provocations.

We tested these with industry stakeholders across 20 presentations and feedback sessions.

2

Sense check

We invited industry to sense check our thinking and heard from 117 people.

Their points of view helped shape a set of common themes that we developed into 12 future focused *What If?* scenarios.

3

Co-creation workshops

We invited industry to participate in a systems thinking exercise to explore a *What If?* scenario in a diverse team.

More than 50 people from 35 organisations contributed their thinking over two workshops. We captured preferred futures for energy sector capability building on a canvas.

Defining Focus Areas

More than 100 key stakeholders were asked to respond to a presentation outlining the objectives of the Energy Academy. This led to the development of five focus areas.

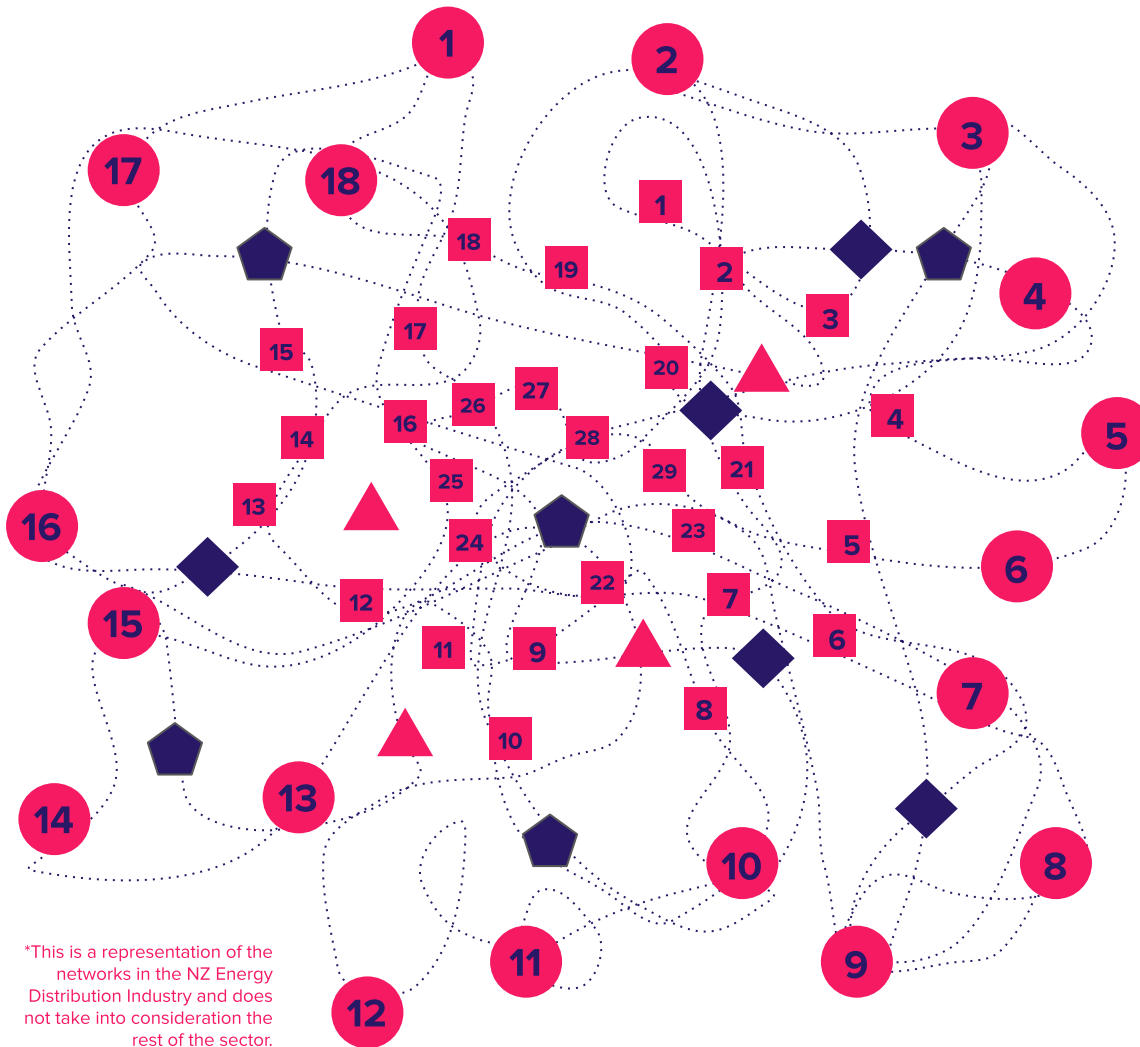


Untangling a Complex Web

Based on the shared desire of Orion and Connetics to improve capability development for the energy sector by 2025, a small team comprising sector leaders, change managers, and future learning experts conducted landscape research into the critical issues perceived to be impacting progress in the sector.

For an industry that shares universal capability needs, it was found to be fragmented, siloed and competitive, leading to wide discrepancies between various providers throughout the country.

The current mode has limitations in the flow of knowledge between all the moving parts, and the journey towards 'competency' is far too complex.



- 16+ ITPs
- 29 EDBs
- ▲ Various PTEs
- ◆ EWRB, EEA, ENA
- ⬠ Independent Assessment

Workforce Challenges

Today

COMPETITION

Our low volume workforce means we are inclined to poach staff rather than spend time developing them.

Almost no knowledge and innovation sharing across industry.

WORKFORCE

The energy sector workforce is aging and our long-term talent pipelines are not clear.

Our fragmented networks can mean our people have a lack of exposure outside of their own network.

TRAINING

We learn in class from non-tech experts and then learn on the job from people who are not trained to teach.

Funding models are not the best fit for low volume high impact.

LINEAR CAREERS

We view careers and training as linear which restricts our people and blocks opportunities for self-development through life-long learning.

Future

HUMAN CAPITAL

We do not have access to the trained human capital required to meet the demands of a future operating within a disruptive industry.

GOVERNMENT

The energy sector is low volume in terms of people and does well. There are no social issues to manage.

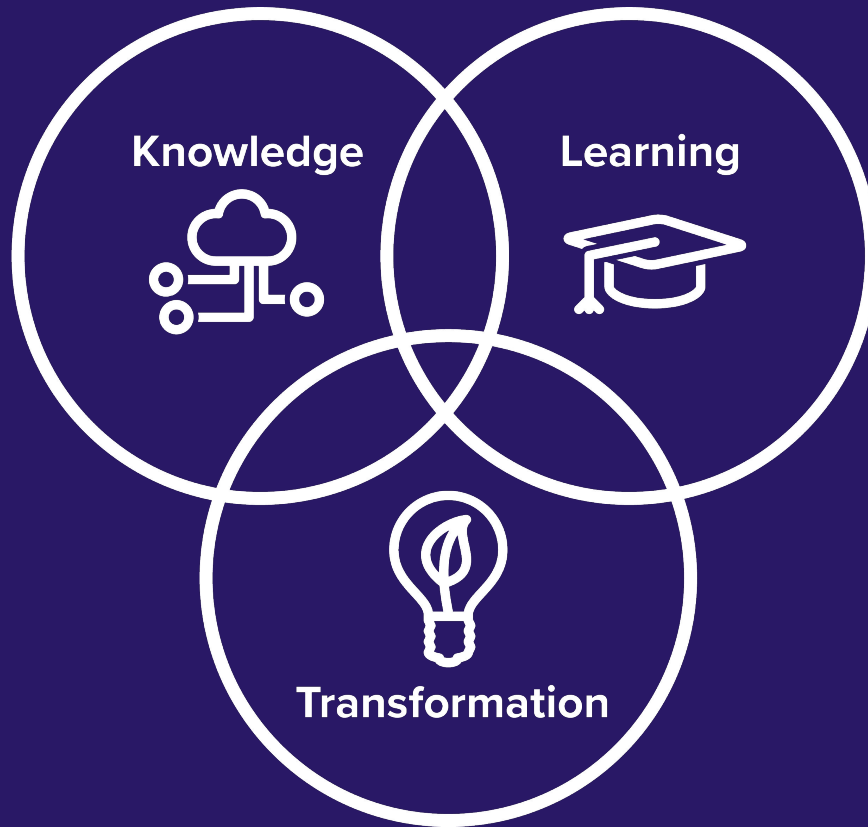
RoVE review outcomes undetermined.

SKILLED TRAINERS

New skills, both tech and behavioural, will be needed, which in turn will require more support for training in the future.

PERCEPTIONS

Industry has a low profile and we are not making the 'future' attractive.



KNOWLEDGE ECOSYSTEM

A shift from competition to a shared responsibility for the future of industry capability development. A new way of operating for the Industry.

TRANSFORMATION ECOSYSTEM

An environment that accelerates experimentation and learns from it.

LEARNING ECOSYSTEM

Employees are empowered to access flexible employment journeys that are more aligned to the future needs of the industry.

Draft Framework

An initial concept enabled better connections between knowledge and learners by transforming the way industry works together.

Ecosystems would be more adaptive than partnerships and behave to maximise capability development and minimise competition for human capital across the industry.

Their function is to share responsibility for the development of our people through access to our best knowledge, while enabling the workforce to self-develop.

A new system of capability development may in turn attract and retain the nation's best people.

Stakeholder Feedback

Attendees at 20 presentations of the initial draft framework provided feedback.

- “ *Our industry is so critical for a healthy and prosperous country - it would be great to be able to excite people sufficiently to join it.* ”
- “ *We have so much talent in our industry but we're fearful of sharing it. We're an industry that keeps our head down and just gets on with things. How do we expect to attract people into our industry if they don't know who we are?* ”
- “ *Having flexibility with training and development would help make that leap of faith an easier and also allow our current talent to be curious in exploring opportunities.* ”

Which part of the new framework resonated the most?



Draft Focus Areas

To achieve the proposed framework we identified five focus areas.

1

Transform Capability & Training

To transform the way the industry develops capability so that the energy sector can access the most capable human capital to fulfil its future vision.

2

Shared Responsibility & Knowledge

To shift our competitive culture to one of a shared responsibility for a more robust workforce, so that the industry can share knowledge, expertise and innovations.

3

Flexible Employment Journeys

Most career paths are not defined by a straight line. We hope that in the future we can attract and retain our people by developing more opportunities that reflect the true nature of how we live our lives.

4

Perception Shift

To collectively tell a better story of the future of the sector to attract NZ's best talent of all ages.

5

Incentivise Capability Development

To explore new models where capability development is incentivised through alternative funding models.

Sense Checking

We tested perspectives on these
five focus areas with a wider
industry audience.



Industry Survey

We tested assumptions and captured additional feedback from the sector through a 'sense checking' survey.

We asked a range of questions to validate thinking and invoke a response.

FULL REPORT:

[CLICK HERE](#)

Narrowing the focus

Feedback from the sense checking phase shaped the co-creation workshops, narrowing the focus down from five to three key areas.

1. Transforming Capability and Training
2. Shared Responsibility and Knowledge
3. Flexible Employment Journeys

119
COMPLETED
SURVEYS

Wide sector feedback

Respondents included a range of industry personnel from all levels, including trainers and education practitioners as well as careers advisors.

720
COMMENTS

Diverse perspectives

Both qualitative and quantitative data ensured that the key themes and priorities were representative of the sector and not the Energy Academy.

Transforming Capability and Training

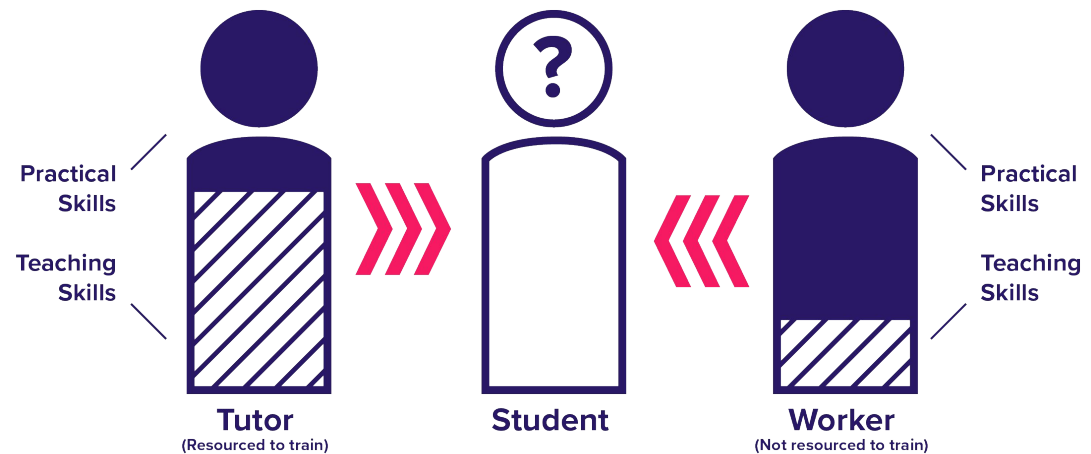
What areas of the current capability and training model do you think could be improved?

“A great opportunity to better collaborate to ensure meaningful training which better aligns to industry needs.”

“The issue seems to be that the best skilled workers are the best because they are doing what they love, and do not want to teach full-time. The difficulty would be capturing their knowledge and delivering it with a high quality teacher, capable of delivering the message to a wider group.”

We see the current model as learning in class from non-practising trainers and learning on the job from non-teaching experts. Do you agree?

75%
AGREED



57%
Believed the model could do with improvements

38%
Felt the current model was holding the sector back

81%
Believed if given resource on the job trainers could share knowledge better

33%
Mentioned more support for on the job training

23%
Wrote about complete systems change

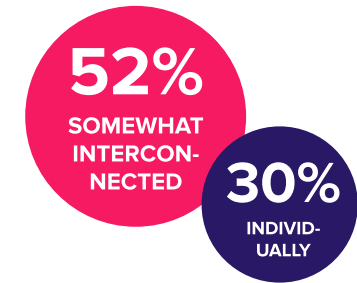
Shared Responsibility & Knowledge

What do you think it would take to move us from a competitive culture towards one of shared responsibility for our people?

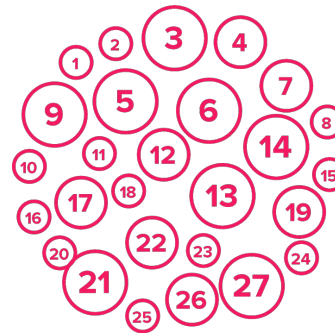
“ You need competition, but competing for resource (staff) is not progressing our industry and neither is flooding it with trainees. ”

“ People removing their own agendas and putting the time and energy into the ‘big picture’, not just self promotion ”

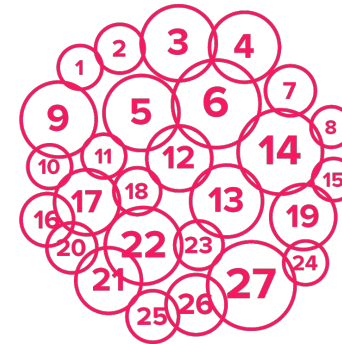
What image depicts the most dominant way the distribution networks share knowledge? How should we grow the knowledge pool in the energy sector?



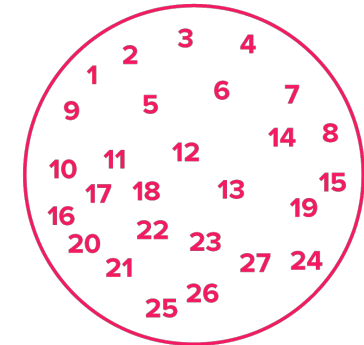
Individually



Inter-connected



Unified



78% Believed the sector competed for talent

60% Felt a shift to a culture of shared responsibility was important to expand the talent pool

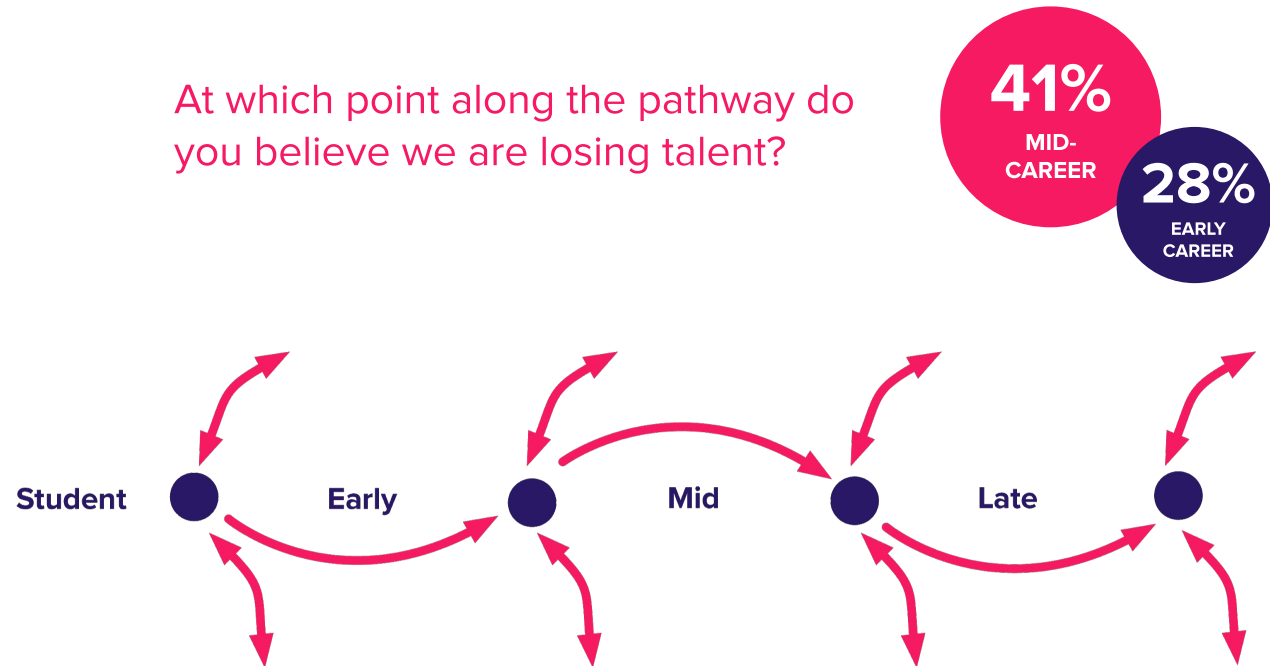
Employment Journeys

What could we be doing better to make more opportunity for your personal growth in the energy sector?

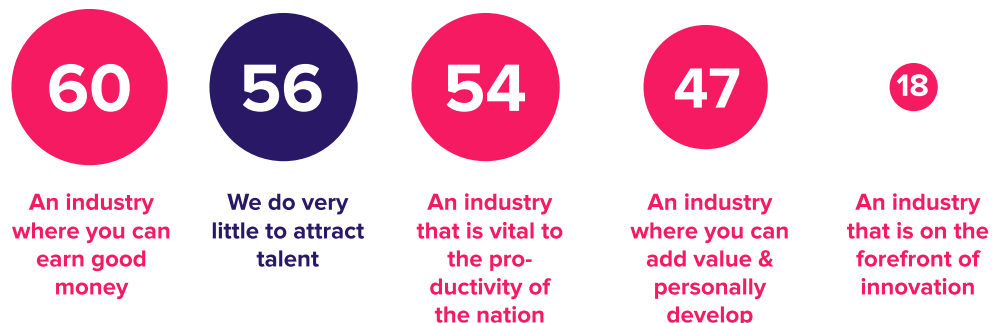
“*Te Whāriki is a good start! Also consider creating and promoting mid career change packages. Not everyone wants to stay in the job they started with.*”

“*Leadership and management training before moving into a foreman or supervisor position. Allow time for professional communities to meet monthly.*”

At which point along the pathway do you believe we are losing talent?



Select the best statements that describe how the energy sector currently attracts and retains talent?



Perception Shift

What could we be doing better to make more opportunity for your personal growth in the energy sector?

“ *It is a growth area and does have some great technology and society aspects to it - with solar, battery, EV requirements etc. The drive for a zero carbon economy in NZ also means that innovation and development of energy systems will continue to be an interesting area to work.* ”

Do you think our communities understand that the energy sector underpins our nation's ability to thrive and be productive?

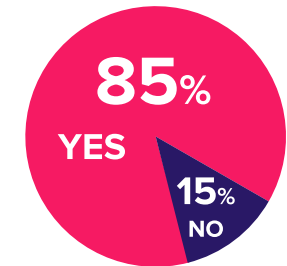


Incentivise Capability Development

How can we incentivise
capability development better?

“*Show we care. Change the culture. Increase engagement, enable collaboration. Reward creativity and innovation. Reward showing up. Mentoring. Individualised development planning. Anytime, anywhere, digital access to learn new knowledge and skills. Free elearning for everyone.*”

Do you believe that training would be more effective if the learners and employers could choose relevant training modules to reflect the work they're doing on site at the time?



What is stopping us from improving our capability and training model?



Prioritising Key Themes

Commonalities from the qualitative reflections formed common themes underneath priority areas.

We rated the themes based on the frequency they appeared in the feedback. The priority areas highlighted known problems, and also revealed important themes with a minority voice.

1. Transforming Capability and Training

23%

Wrote about complete systems change and redesign of how we develop capability and deliver training

2. Shared Responsibility

26%

Mentioned taking on a shared responsibility for the development of our people

3. Flexible Employment journeys

25%

Noted that their careers would have benefited with more flexibility and an ability to self-direct

Co-Creation Workshops

Participants from 35 organisations worked together in two separate system design workshops to explore, map, design, and capture future scenarios for the sector.

These workshops informed the Energy Academy's priority workstreams.

55

PARTICIPANTS
OVER TWO
SESSIONS

15

CROSS-
DISCIPLINE
TEAMS



Outline of Workshop Process

The workshop objective was to gather peer-reviewed insights across our three focus areas.

Using a mixture of Soft Systems thinking and Human Centred Design, the online workshop encouraged participants from various backgrounds to engage in an open discussion on mutually defined problem areas.

PHASE 1

What If? to *How* *Might We?*

The first stage of the co-design workshop asked teams to convert a chosen *What If?* vision statement into an actionable *How Might We?* problem statement, by defining tangible actions, subjects and outcomes.

This phase enabled the teams to develop an independent view on a specific problem area.

PHASE 2

Rich Picture Systems Map

A Rich Picture is a detailed flow diagram that investigates the actors and stakeholders within an ecosystem. The value of a Rich Pictures is that it helps teams to visually identify the problem areas within a system, and opens up discussion about priorities and positive interventions.

Understanding the links and flows between actors and stakeholders within the diagram leads to valuable insights.

PHASE 3

PowerUp Canvas

The PowerUp Canvas was designed to consolidate the collective thinking of the teams into a high-level vision and development brief. Each Canvas has the potential to be further validated.

Exploring Preferred Futures

To establish a future focused mindset, key themes were crafted into a series of possible What If? scenarios.

These provocations were established to challenge stakeholders to consider scenarios that were not dictated by current structures, ideologies or cultures, shifting possibility into a blue ocean, where anything could be possible.

What If?

Asks the participants - rather than designing around a barrier, remove the barrier and imagine a world where the barrier didn't exist.

Three priority areas, yielded twelve What If? Scenarios which formed the basis of the co-design workshops.

1. Transforming Capability and Training



What if capability development wasn't tied to a qualification or a timeline?



What if anyone with a specialisation had the support to train across the industry at anytime?



What if training was on tap as and when you needed to know something?



What if the system was reinvented with the learner at the centre?



What if we took on a shared responsibility for the development of the people within the energy sector?



What if we measured success in alternative ways?



What if we trusted each other to share pay scales, innovation and even people?



What if a major shift in culture was within our reach?



What if capability development was available anytime in any new direction you wanted to take it?



What if we recognised that careers are non-linear and valued experience gained in other industries?



What if we attracted people to the energy sector for a greater purpose rather than to develop tech skills?



What if the energy sector became one of the most diverse and inclusive sectors in New Zealand?

3. Flexible Employment Journeys



STAGE 1

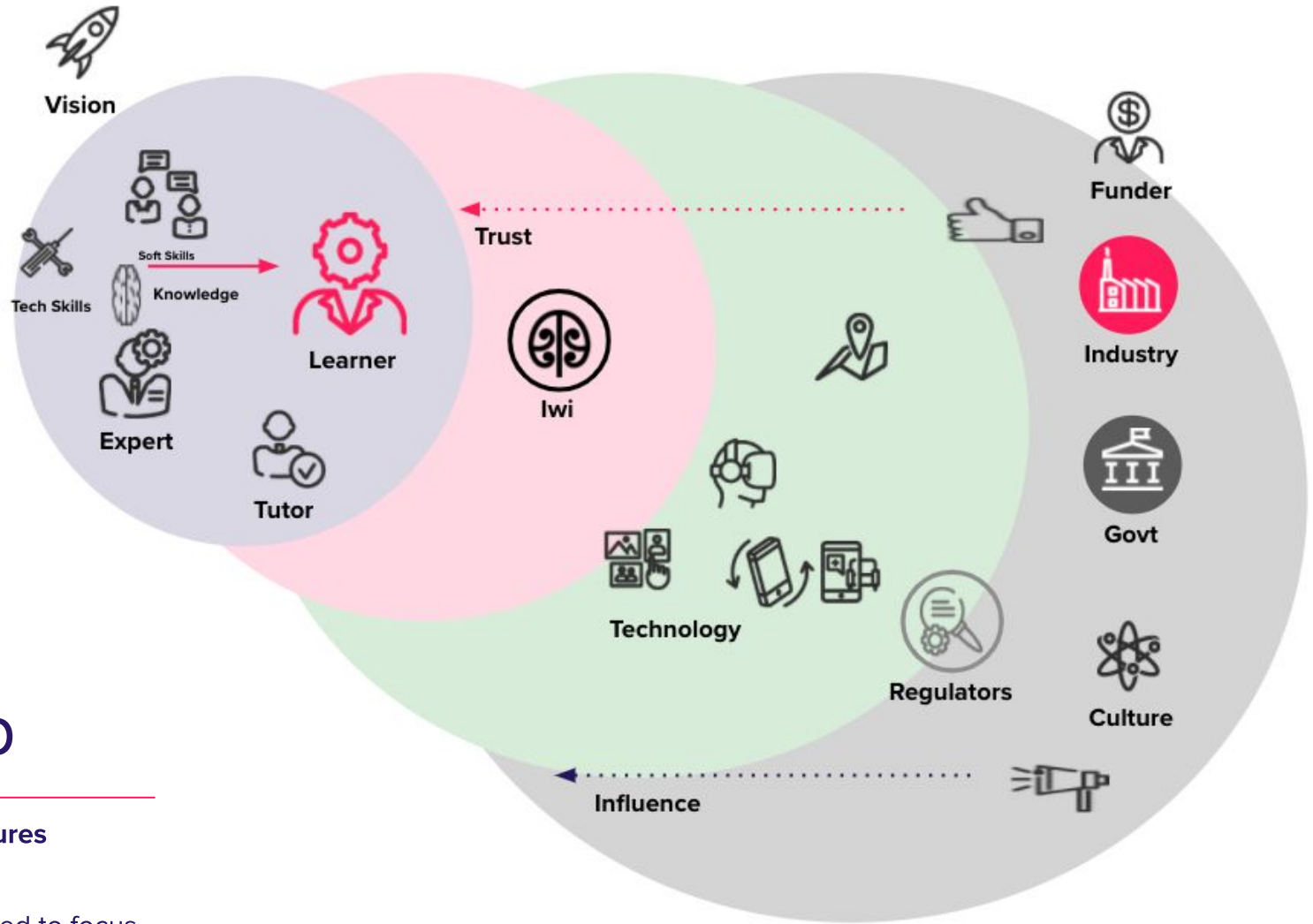
From *What If?* to *How Might We?*

Stage one of the workshop invited teams self select a What If? statement and orientate themselves towards a unifying How Might We? statement. Five of the fifteen How Might We? Statements below offer clear intentions of the teams.



	1. Transforming Capability and Training	2. Shared Responsibility			3. Employment Journeys
What if?	What if anyone with a specialisation had the support to train across the industry at anytime?	What if the energy sector became one of the most diverse and inclusive sectors in New Zealand?	What if we took on a shared responsibility for the development of the people within the energy sector?	What if a major shift in culture was within our reach?	What if the system was reinvented with the learner at the centre?
How might we?	How might we share knowledge & specialisation across the industry to upskill both learners and specialists?	How might we change the perception of our industry to ensure we are seen as an attractive, dynamic, inclusive and exciting place to work & grow?	How might we prepare our people to be competent industry performers that can adapt to change and make their own decisions?	How might we create a collective approach to industry training, that facilitates an easy exchange of well developed and diverse people?	How might we embrace flexibility to transform training into a learner-tailored journey?

How might we embrace flexibility to transform training into a learner-tailored journey?



STAGE 2

Rich Picture Systems Map

This page spotlights a Rich Pictures developed by one of the teams.

In this case, the Rich Picture helped to focus the discussion on a learner agreed outcome as well as developing a culture of learning. The process highlighted the areas that could be influenced within the system.



STAGE 2

Rich Picture Insights

Insights from the Rich Picture orientated teams towards a range of problems to be solved.

	1. Transforming Capability and Training	2. Shared Responsibility		3. Employment Journeys	
How might we?	<p>How might we share knowledge and specialisation across the industry to upskill both learners and specialists?</p>	<p>How might we change the perception of our industry to ensure we are seen as an attractive, dynamic, inclusive and exciting place to work & grow?</p>	<p>How might we prepare our people to be competent industry performers that can adapt to change and make their own decisions?</p>	<p>How might we structure training as a learner-tailored journey?</p>	
Insights	<p>Tutors play a vital initial role while the expert is important to support and grow the learner.</p> <p>Experts can come from any organisation and the challenge is to develop cross sector knowledge sharing.</p> <p>We are mindful of limitations that tech presents. Not everyone can access the internet all the time.</p> <p>The need to develop an industry database of skills and knowledge.</p>	<p>Spend time understanding what young people value for their working future</p> <p>Promote ability for role evolution- you can build portfolio of experience rather than CV</p> <p>Build awareness of our industry through our people</p> <p>Market industry as employment option- tell our story and link to how people want to live</p> <p>Understand the soft skills we require</p>	<p>Focus on providing benefits rather than qualifications</p> <p>Targeted training for business need - rethink the way we train, assess and confer competence</p> <p>Provides ongoing benefits to the employer and employee, releasing potential to expand the industry</p> <p>Incentives that lead into greater career path</p>	<p>Industry - Retention and sharing of highly skilled and well developed people.</p> <p>Learner - Defined career & growth opportunities.</p> <p>Behaviour - Industry wide culture shift based on trust model rather than competition for resource.</p> <p>Perception - Promotion of the industry and that its a cool place to be !!</p>	<p>Requires whole of system change</p> <p>Train the trainer and the learner</p> <p>Focus on the outcome not the qualification. How do we validate learning?</p> <p>How will the learner know if the learning is beneficial? How does industry know if the learning/knowledge being formed is relevant/effective?</p> <p>How do we cater for all learning styles & paces?</p>

STAGE 3

PowerUp Canvas Highlights

The five canvases summarised below pointed to five potential interconnected workstreams.

	1. Transforming Capability and Training	2. Shared Responsibility		3. Employment Journeys	
How might we?	How might we share knowledge and specialisation across the industry to upskill both learners and specialists?	How might we change the perception of our industry to ensure we are seen as an attractive, dynamic, inclusive & exciting place to work & grow?	How might we prepare our people to be competent industry performers that can adapt to change and make their own decisions?	How might we create a collective approach to industry training, that facilitates an easy exchange of well developed & diverse people?	How might we structure training as a learner-tailored journey?
Workstream	Energy sector training channel	Telling a better story	Micro-Learning	Talent Exchange	Continual Learning
Approach	Central repository for information, experience and knowledge with input from industry specialists and contact details for those specialists.	Coordinated industry body approach to career development and industry promotion lead by an appropriately diverse leadership.	To address knowledge, skills, experience and behaviour equally, in balance - an adaptable industry and life responsive individual	Collaborative group that engages with industry, regulators and communities; to build a future proof and dynamic learning platform for our people.	Embrace flexibility, responsiveness and innovation. Reframe training as a learner agreed outcome not a government approved framework.
The Change	Specialist training support Experimentation with alternative models	Stakeholders seek us out to ensure their youth come into our industry.	Industry lead as opposed to tertiary providers – Less govt control	Industry wide culture shift based on trust model rather than competition	Learning culture (driven and embraced by peers/workers and learners)

VALIDATION

Universal Barriers

While the canvas exercise enabled teams to get specific on focused workstreams, when looking across all canvases common themes emerged, which helped to re-model the focus areas and organise appropriate workstream that sit beneath them.

70%

Mentioned **competitive culture, old mindsets and resistance to change** when asked what barriers were in the way of getting their ideas off the ground.

Half

The ideas eluded towards offering **more flexible employment journeys through better access** to training as and when people needed it.

8 teams

Noted **using technology better** and looking into the future.

61%

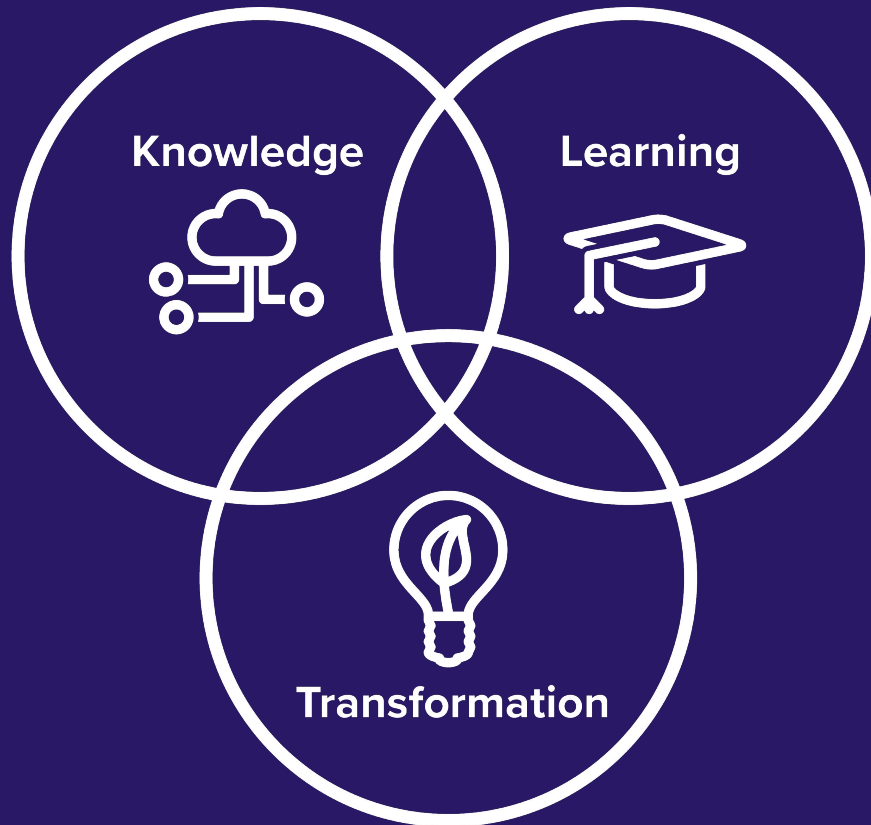
Of the ideas were focussed on **shifting from a culture of competition to one of shared responsibility** for the development of our people.

5 of 13

Teams mentioned more **access to specialist training and mentorship** from the industry through knowledge sharing.

8 teams

Highlighted **changing the perception of the industry** and that the current **outdated funding models** would not support their ideas.



KNOWLEDGE ECOSYSTEM

Brings our industry together to work as a collective.

TRANSFORMATION ECOSYSTEM

Catalyses experimentation.

LEARNING ECOSYSTEM

Provides our people with new opportunities.

Towards Enabling Ecosystems

The sense-checking and co-design work validated the role of three ecosystems outlined in the initial concept.

The next phase of the Energy Academy will be working to bring the concept of the three ecosystems to life through a series of experiments that bring the industry together to transform the way we develop capability both now and into the future.

Summary and Next Steps

The PowerUp conversation validates a clear path to action.

The Energy Academy will continue its practice of industry-wide inclusion into the next phase.

3

AREAS OF
FOCUS

9

PROPOSED
WORKSTREAMS





NEXT STEPS

Overview of Programme

The PowerUp process established a clear set of workstreams for further exploration.

Stage two of the programme is to establish a range of micro-experiments that act as a proof-of-concepts to test the ideas in a real world context.

1

Concept design and industry engagement

Concept Design

A process of listening to the industry, employees and students to gain a better understanding of the issues at hand.

Sense Checking

Soft launch to industry of the Energy Academy's purpose, through a survey style sense checking exercise.

PowerUp Engagement

Invitation to industry to engage with us in co-design sessions to develop future workstreams.

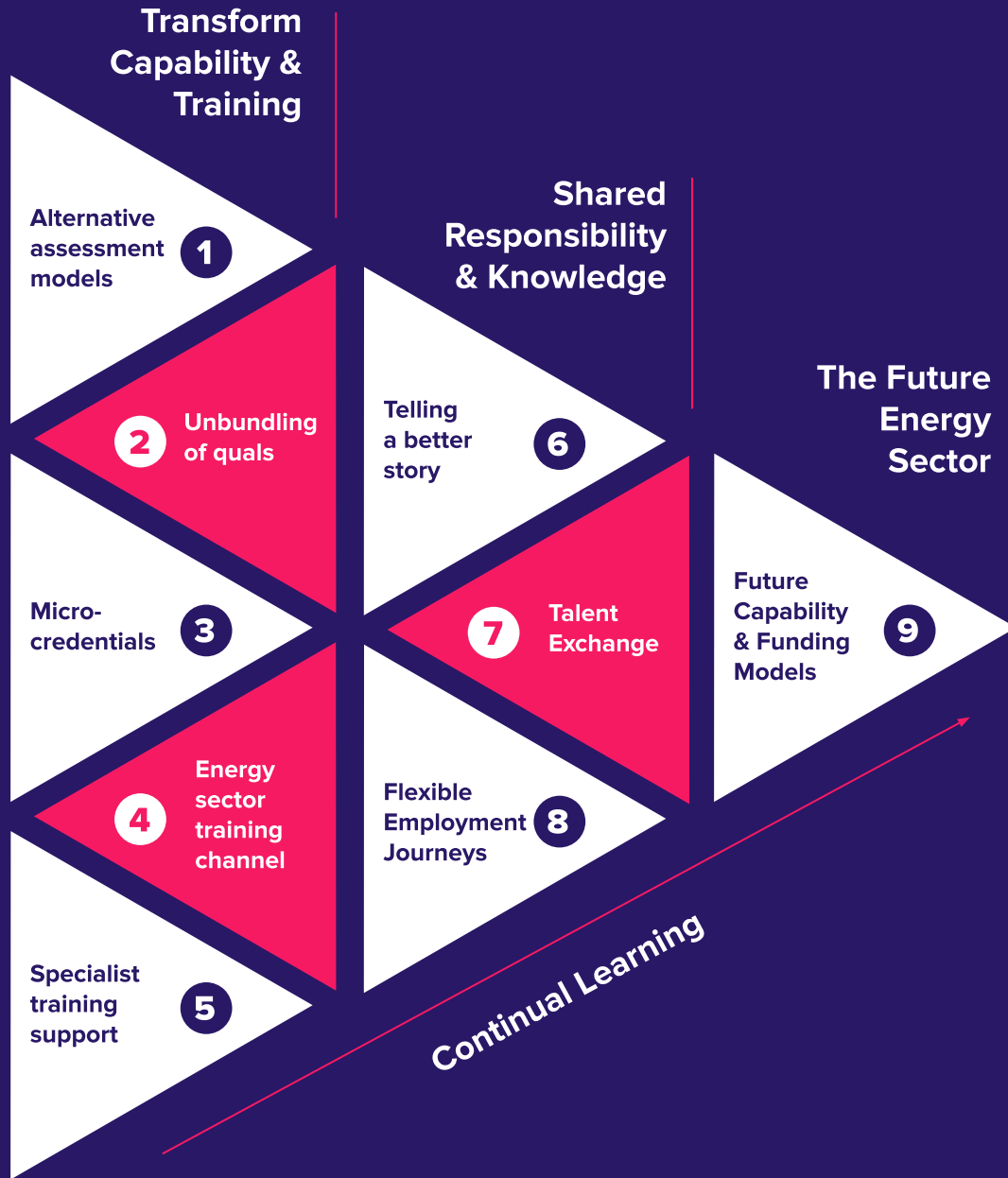
COMPLETED

2

Micro-experiments

A series of micro-experiments looking at the development and delivery of capability training, as outlined in this summary.

TO COMMENCE



THE VEHICLE

Continual Learning Framework

THE GOAL

To re-orientate capability and training into an effective and supportive continual learning system that enables individuals to experience flexible employment journeys, underpinned by a future focussed funding model.



FOCUS

Transform Capability and Training

THE GOAL

To transform the way the industry develops capability so collectively we have access to a larger talent pool.

Workstreams

LEARNING ECOSYSTEM

1. Alternative assessment models

How could we assess capability better and in turn offer a wider range of recognition of prior learning to connect people to more flexible learning pathways?

2. Unbundling of qualifications

What would happen if our qualifications were viewed in a more flexible manner and that smaller bite sized learning was accessible?

3. Micro-credentials

Micro-credentials to enter the sector could enable smoother transitions for people into this highly unique industry.

KNOWLEDGE ECOSYSTEM

4. Energy sector training channel

Imagine a content repository that acted as an accessible library for all training content related to the energy sector.

5. Specialist trainer support

An exploration into providing more support to those with specialist knowledge to download and share this across the sector.



FOCUS

Shared Responsibility & Knowledge

THE GOAL

To shift the current culture from competing for talent to shared responsibility for people development, as a catalyst for attraction and retention.

Perception Shift

To ensure our wider community understand the impact the energy sector has on their lives.

Flexible Pathways

To promote and adjust our systems to reflect non-linear employment pathways.

Workstreams

KNOWLEDGE ECOSYSTEM

6. Industry Attraction

Collectively, the energy sector could tell an exciting story about its future so that we attract a more diverse workforce.

7. Talent Exchange

A new approach to talent exchange could offer our people novel development opportunities and integrate a more diverse workforce across the sector.

LEARNING ECOSYSTEM

8. Flexible employment journeys

How could we make easier transitions into the industry and also provide better access to opportunities for self-development once people join?



FOCUS

Future Energy Sector

THE GOAL

To continuously explore what future innovations mean for the energy sector workforce and how we can tap into the capability we will require.

Workstream

TRANSFORMATION ECOSYSTEM

9. Future capability and funding models

What will the future energy sector look like in NZ and how can we begin to nurture this talent from today?

A new system will require a new funding model to support it. We see the Energy Academy's role as taking a lead in exploring alternative funding models for capability development that reflect the high impact work we do in the sector.



Join Us

We want to continue in the manner that we have started - by working with others who share our passion for transforming the energy sector.

We look forward to working with you on the ideas we have built together.

From the outset we knew that the task of transforming capability needed an industry-wide approach.

Throughout the discovery and engagement process, the loudest theme was that industry needs to move from a competitive to a collaborative culture.

Stronger relationships will help us to share innovative talent across the industry, enabling a more diverse workforce and providing new development opportunities.

We need to collectively tell a more compelling story to our communities about the opportunities in the energy sector and the exciting future ahead of us.

Together we can experiment with alternative assessments and unbundling of qualifications.

Together we can design a refined model of on-the-job training support.

Together we can build a central repository of training content for the industry that could be a catalyst for a new continual learning framework.

Please contact us to join the next stage of the journey.



Special Thanks

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