PLNL
Point Lisas Nitrogen Limited

# PIPELINE NEWSLETTER

Edition 2, June—September , 2019

## PLNL Represented at AMCHAM' HSSE Conferences

### President at Guyana's HSSE Conference




The Amercian Chamber of Commerce (AMCHAM) Guyana, in partnership with AMCHAM Trinidad and Tobago, hosted its very first HSSE Conference on the island of Guyana earlier this year. The theme of the Conference - '*Preparing for Sustainable Development'* called for leaders in the industry to build more sustainable HSSE practices within their companies, and develop cutting-edge thinking as it pertains to the safety language. It also called for a keen understanding by all organizations of cyber and safety threats.

The President's address to the Conference focused mainly on the topic of 'Regulatory Environment—Preparing for Compliance' — from a safety perspective; assessing internal risk, identifying absolute compliance and achieving best in class legislative compliance. Mr Harewood's years of experience in the industry and his role as STOW Chairman have well qualified him to speak on this very relevant and crucial topic.



The President's attendance at the HSSE Conferences can never be quantified nor underestimated in terms of strategic alignment and commitment. Such interactions are necessary to ensure that CEO's and HSSE personnel remain committed and focused on ensuring the health and safety of local and international environments and to stymie unnecessary and unwarranted recalcitrant behaviours.

Collaboration that seeks to promote industry standard best practises for HSSE' compliance and sustainability greatly benefits us here at PLNL. It continues to align the organization and its employees to the prodigious safety payback that will enhance our productivity and longevity as a company.

### PLNL Employees to present at HSSE Conference

Both Vijay Latchmansingh, M&R Manager and the HSSE Manager, Cindi Nandlal are scheduled to be in attendance at the AMCHAM' s upcoming HSSE Conference at the Hyatt Regency Hotel in October 2019 in the roles of presenter and moderator respectively.

Among others who will speak on the topic of Process Safety incidents and Lessors Learnt, Vijay will present on the topic as it pertains to the PLNL experience.

Cindi's expertise in HSSE will be utilized as she will be a moderator on one of the panels where discussion will be centred on Process Safety at other companies.



V. Latchmansingh



C. Nandlal

### HSSE Committee— In good hands

With an interesting change to the format of the minutes and other initiatives on the burner, we can continue to look forward to an active term for the new HSSE Committee members.

Some of the initiatives identified for this term were—training for committee members, installation of signs in pedestrian areas, reflective signage. There is also a call for the naming of roadways around the Plant and identification of a secondary muster area.

The health and safety of our people and environment remain in the good hands of those entrusted with this very portentous task on this significant committee.



A. Ramsundar-Radhay
HSSE Committee Chairman

*"Nothing that we do is so urgent that we cannot take time to make the task safe"*

*HSSE Committee, Aug 2019*

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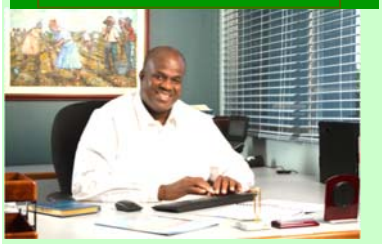
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PLNL Plant in the distance

Company's Vision: The preferred employer with the best business results in ammonia production

## PRESIDENT'S PAGE



### Celebrating Diversity Harmony, Tolerance and Mental Health

As we approach the end of 2019, we shall join the national community in recognising two religious holiday periods - Divali in October and Christmas in December. These holidays celebrate common themes including the triumph of good over evil, light over darkness and hope in the goodness and kindness of God and humanity. These two celebrations, coming from to vastly different origins, are well established and anticipated in Trinidad and Tobago and are powerful reflections of the diversity, harmony and tolerance of our society.

These concepts of harmony, diversity and tolerance are very much aligned to our values here at PLNL and as employees we do well to reflect these ideals in our day to day functions and interactions. Indeed, on the technical level, the production of anhydrous ammonia involves complex chemical processes such as steam reforming, carbon dioxide removal, syngas conversion and cryogenic freezing. These processes are at work each and every day but really, they are still very dependent on human intervention by our employees and the employees of the many stakeholder organisations that support us. It is in this human interaction, to create safe and sustainable plant operations that we are challenged to work with diversity and demonstrate harmony and tolerance.

As employees we should enter the facility each day with our diverse backgrounds, training and competences knowing that each of our inputs are required for the success of the business. This is why I am so happy with the work that was done by each department over the past months to identify our individual roles, responsibilities and expectations. These discussions have further clarified and cemented our understanding of how all the "pieces come together to create the whole". Thanks to all our employees for so willingly and deliberately participating in this effort which will go a long way in fostering the harmony of our many diverse roles here at PLNL.

Also in this the fourth quarter of 2019 we joined with the national community in recognising and emphasizing the importance of Mental Health as a key element of employee wellness. We are reminded "that good mental health doesn't just "happen" much like good physical health doesn't just happen. In fact, poor mental health impacts how you think, behave, and feel every day. Let us therefore recommit to *spiritual growth and development*, exercising, getting enough sleep, spending time with friends and loved ones, and eating healthy meals as ways of boosting your emotional health.

For the rest of 2019 and into all of 2020, I commit to fostering diversity, harmony, tolerance and good mental health here at PLNL. Please join me on this journey …

## Plant Activity Update

During the month of September two vessels were loaded with product in excess of 50,000 MT en route to our markets overseas.

The estimated date for compressor change out on the 2101L Ammonia Refrigeration Package Compressor was achieved as scheduled. On the 2003L Instrument Air Compressor Package troubleshooting activities rectified an oil leak. However, there is still cause for concern as the compressor continues to trip on the high element 1 temperature when unloaded but no observable issues have been experienced in the loaded condition. Further adjustments will be made to rectify this issue.

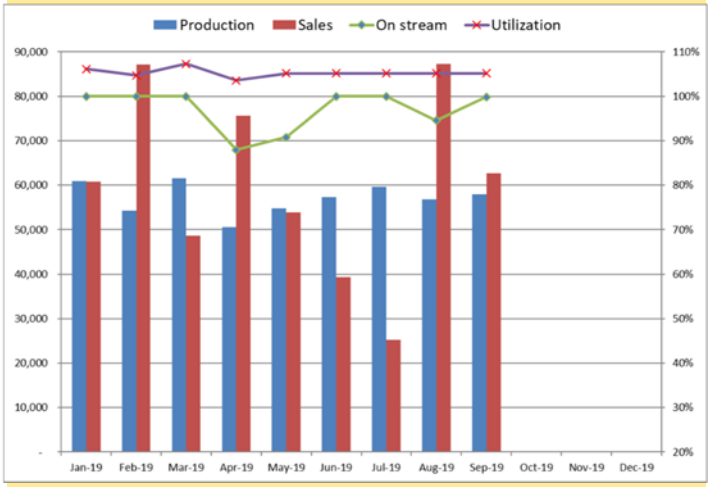
As the company continues to prepare for the 2020 TAR, both the Maintenance and Materials departments continue the work on bid evaluations, tender documents and material specifications.

Additional inspections are being carried out on the cooling tower due to the safety incident which recently occurred on the cooling tower on the PCS facility.

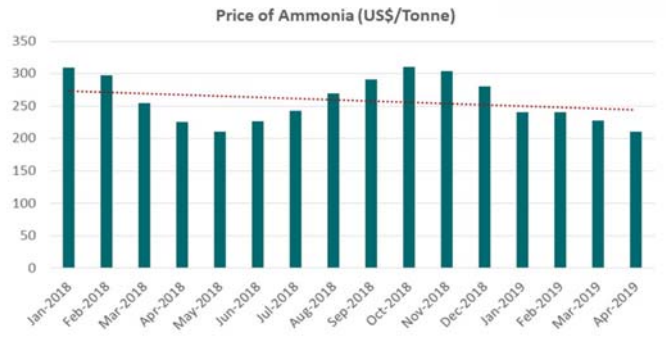
A meeting was held to discuss worst case scenarios for ammonia spills that should be added to the Company's Emergency Response Plan. To date five scenarios have been clearly defined by the team and sent for review.

The HSSE Department continues to keep employees updated with their Monthly Safety Communications and employees are advised to read and remain compliant.

### Plant Production Statistics January —September, 2019




### Price of Ammonia (US$/Tonne)




*Source: Data Centre - Central Bank of Trinidad and Tobago*

## 'Joe' retires from PLNL Operations/HSSE Teams

The words of a popular song says, "*there he goes, there he goes, there he goes"* and, on August 6th, 2019 that is what we said as we saw our colleague, **Gerard Joseph**, fondly called 'Joe' drive out of the carpark for the last time as an employee of PLNL.



Joe is the sixth employee to retire from PLNL over the past few years. Thankfully Joe has made it in good health and great spirit and, that in itself , is definitely a *fait accompli*! Being one of the first batch of experienced employees who joined Farmland Miss-Chem in 1996, bringing his start-up and commissioning experience, Joe remained committed to PLNL until his retirement.

As a farewell token the Company hosted a luncheon on August 13th, 2019 at which Joe was honoured. He was pleasantly surprised by the attendance of former colleagues, Mr Ian Walcott (President, Nutrien) and Mr Allan Sinclair (former PLNL employee). Tributes were paid by the HSSE Manager, President and Operations Manager , Nevia Maraj who was tasked with giving the vote of thanks. Nevia reminisced about the 'sterling' pieces of advice that he and fellow employees would have received from Joe in the early years. His anecdotes aroused much laughter to the delight of the invitees especially when taking into consideration Gerard's infamous wit. Of course, in usual PLNL fashion Joe was serenaded by *The 'PLNL Versatiles'* with Frank Sinatra's ' *did it my Way".*

Joe's farewell speech left many in an emotional state of mind as PLNL had lost another stalwart to retirement. We wish him God's speed and thank him for the laughter and the wonderful memories. Below is an excerpt from Allan Cayenne, former Operations Superintendent.

> *"I am confident, knowing the type of person that Joe is, the qualities and characteristics that he possesses, the support from his blood and work family that he will deliver the best award-winning performance of his life during this stage…. "*

### Farewell to Junior Morris



We take the opportunity to also wish our colleague Junior Morris a warm farewell as he moves on to other pastures!

Junior was hired as a Crane Operator in 2003 and worked on a long term contract with PLNL until his departure on September 30th, 2019.

With his skills in crane operations maintenance, he will no doubt have a lot to offer wherever he goes and we take this opportunity to wish him good luck!







*Business Systems Analyst , Darryl Roberts and his beautiful daughter Darielle (PLNL Vacation intern) dressed in authentic African wear in celebration of Emancipation Day 2019*



*F. Harewood (President) & some employees celebrating Independence 2019*



*Employees children with their handmade Independence flags on Fun Day*



*Our fence line neighbours get tested at PLNL'S Community Health Fair August 2019*



PLNL

congratulates

Trinidad & Tobago

on its

57th Anniversary of

Independence







Overall, celebrating festivals in the workplace is a great employee engagement tool. Employees of PLNL have always recognised the importance of these celebrations as a platform to showcase employee-centred activities. The organizational gurus believe that it is during these celebrations that employees feel more connected to each other and to the organization. This of course leads to an improvement in the Company's culture and performance and places our focus on what unites us. Perhaps it is for this reason that an e-mail from the Corporate Communications Lead , D. Heywood prompted employees to dress in red, white and black in celebration of our country's 57th anniversary of Independence.

Inset:: (*D. Heywood, Y. Barrington-Thomas, F. Harewood, (President), R. Ramai, T. Kerr-Arrindell, L. Charles, L. Alexander, H. Elcock-Clairmont, A. Ramsundar –Radhay, T. Lakkhan, K. Teekeram, K. Gittens, S. Rattan)*

Among other initiatives in the pipeline (*no pun intended*), focus was placed on several requests for charitable assistance made by varied persons and organizations . Education has always been one of the mandates on which the company has placed its focus and a key area in which to lend assistance and for this reason, the committee unanimously agreed to assist Mr Renaldo Del Young, a young man from the surrounding community, who was accepted to study at The University of Waterloo, Canada to pursue his studies in Aviation. Together with several requests from organizations, the committee chose to assist Venture Credit Union Co-operative Society with its keenly participated annual Fun Walk on September 22nd, 2019.

***Community Health Fair—2019***

The 3rd Annual Community Fair was held on July 20th from 9:00 am to 2:00 pm at the Clubhouse. The arrival of participants, like in 2018, was slow initially but improved significantly as the day progressed, with the majority of persons arriving in the early afternoon. The lesson learnt through our rapport with the community–folk is their preference for the Fair to begin later in the day and extend later in the afternoon so as to allow them to get other personal appointments out of the way and still be able to participate. We totally understand and will use the information and comments to improve the product.





Special thanks is extended to all vendors and to Operations Trainee, Nicholas Ramoutar who kindly assisted in coordinating the promotional effort with the company GNC thru his sponsorship arrangement and provided us with excellent health products from the GNC product line at the Fair.

It was enlightening and encouraging that participants got together and presented to us a list of unsolicited congratulatory comments on which they indicated profusely their appreciation of PLNL's initiative and concern for the health and wellness of persons within the community.

***Competition Winners***

To kick off the Community Health Fair, a Slogan and Poster competition *was* held to establish a winning slogan for the 2019 banner. Fourteen employees submitted slogans for the competition while the Poster competition attracted the trainees and vacation students. It was quite interesting that the winning Slogan , together with the winning Poster came from members of the Operations Team. In fact the third runner-up was also a member of the Operations Team! We commend Operations for their participation. Since there could be only one winner, the judges had the difficult decision in selecting the 2019 winning Slogan *"Good health looks great on every **body**"* that was submitted by Snr. Operating Technician 'A', Terrison *Wiltshire.* The second runner up, Reshma Ramai (*slogan winner 2018)* submitted another good slogan *"A healthy body, soul and mind are the greatest treasures you can ever find"* while, the third winning slogan *"Your body is a witness when you live a lifestyle of fitness"* was submitted *by Asst. Operations Supervisor 1, Rory Theagali.* Graduates-in-Training and vacation students submitted excellent posters for the competition. The winning Poster came from Trainee Operator Chandini Lall.







Winners and runners-up were all presented with prizes and tokens donated by Corporate Communications and HR Department.



***Kids Fun day***

The fun day was attended by 28 children between the ages of 5 years and 11 years who thoroughly enjoyed their final camp activity before the re-opening of school.

***Annual Reward and Recognition Gala***

Planning for the Company's Annual Reward and Recognition Gala is in the air and invitations are expected to be in the hands of employees soon. The events will be held on November 16th, 2019 (Shift) and December 7th, 2019 (Main).

# The Two Way Street

## *Journey to Engagement*



*by Giselle Jaggassar-Charles, HR Generalist*

PLNL has been fortunate to have benchmarked their engagement surveys every two to three years since 2003. In October 2019 our organization will be undertaking an Employee Engagement Survey, comparing factors and categories including Leadership, Management/ Employee Relations, Communication and Talent Management Practices to name a few.

Employee Engagement has been defined as an "Employee's willingness and ability to help their company succeed, largely by providing ***discretionary effort*** on a sustainable basis." Engaged employees are more likely to be more productive and enthusiastic at work, have more positive contributions on the job and influence other employees. The survey will allow the Company to compare its achievements over a period of time as well as drive continuous improvement and increased efficiency once the findings are acted upon.

Engagement is a 50/50 proposition with the responsibility to become engaged on the employee and the responsibility to create an engaged environment on the organization. Both the organization and the employee must continue to make constant deposits in the relationship "bank account." In essence it's a ***two-way street***. Leaders must realize that the culture is co-created with the people and the employees need to take ownership for their own engagement and happiness at work. There are many two way streets for us to consider as we strive to create a successful and engaging Company culture at PLNL.

The first "two-way street" to reflect upon is the setting of expectations for the Engagement Survey; which collects information on employee engagement and clarifies actions needed to improve the working environment. Key to this, is the authenticity of the feedback that employees receive and whether or not they believe that actions plans will indeed be acted upon.

Employees also have to be open and willing to participate in the process and be honest and specific in their answers. They must also trust that the leadership team will do what is best for the organization and, by extension, the employee population. Employees must also be willing to voice their opinion on possible solutions to challenges, and to work hand in hand with the Leaders to action the measures being taken.

Communication is also a fundamental two-way street in this process. All parties have to be willing to listen, as much as being open to speak , and that communication should be rich and frequent! This means developing the right habits; setting the tone for communication, regularly checking in with each other and asking for feedback and managing expectations. PLNL's RRE's and Performance Management system encourages both managers and employees to not only focus on the formal reviews, but to also hold regular and informal feedback sessions. Ever mindful that not everyone's communication style will be the same, supervisors, subordinates and individuals must be self-aware and use different communication cues and tactics, to convey messages. A major driver of engagement focuses on empowering and developing all employees to get on board with the values for the organization. Employees must also make themselves open to new experiences that challenge the status quo and stretch their capabilities. These experiences and training opportunities are the organization's investment in their professional development.

Finally, respect is also a reciprocal element. This means respecting the process that it takes for the organization to grow and evolve, respecting each other through mindful interactions and being supportive rather than confrontational. It is important to note that every individual has something of value to share with the team and each person is responsible for helping to create a supportive, productive and happier work environment. People perform best when they feel valued and valuable and when they are respected for their experience, talents and skills, they become personally invested in outcomes - both short and long-term - and consistently go the extra mile.

There are many two way streets that we can consider on this engagement journey, because there is always room for continuous achievement and greatness. The accomplishments of PLNL are the results of our combined efforts.

Come walk with us!

(Perrin's Global Workforce Survey, 2003)



### Canteen Re-Opens under new management

The Canteen re-opened under new management with an 'Eat & Win' promotion running from August to end on October 4th. This was the first of many promotions to come from the HR Team that will encourage employees to lend support to the new catering team —Smile Ah While" Caterers.

This organization was selected by an internal 'food sampling' committee and won the bid from other contenders. Chef Joel Thompson, the head chef must have delighted the internal sampling team with good cooking and great tastes to win from among the other contenders.

Chef Thompson was trained at the Lambton College, Ontario Canada, where he completed a Culinary Management Associate Degree and has a notable amount of experience under his *'Smile'*.

The Canteen has been set up to encourage employees to sit and eat instead of returning to their desks. The camaraderie created by employees eating together is very reminiscent of days past in PLNL and is highly encouraged by management. In fact, employees meeting and eating in the Canteen was one concept that was proposed by the President when he joined the organization. He can be found eating and interacting with employees from all levels of the organization during the lunch period.

Let's support the new Canteen management and continue to build new friendships or preserve ones over a meal! Call Chef Joel (Ext 375) and order the meal of the day or, grab your home-packed lunch and trek down to the Canteen, find a table where you may also enjoy some stress free friendly banter with your meal. You never know, you might just be lucky to be joined by the President and share a heart to heart!

Look out for the Canteen Menus and reminders from HR as they seek to garner employee interest and support with their ongoing promotions!

We say a special welcome to Chef Joel Thompson and his team and look forward to many delicious and satisfying meals to come!






# KNOWLEDGE SHARING

*With Tahirah Korr- Arrindell—HR Generalist*



During the July/August vacation HR had the pleasure of hosting the Vacation Trainee Programme 2019. This annual initiative gave six (6) young persons the opportunity to experience the world of work.

The eight (8) weeks provided the trainees an opportunity to learn beyond the classroom in a technical environment. These students injected energy, brought creativity and contagious enthusiasm and a fresh perspective as they explored our safety and business processes. They internalized the importance of safety, risk assessments and hazard identification throughout all of their activities.

Mentors and supervisors must be commended for their part in sharing with the trainees their technical knowledge and exemplifying PLNL's core values. te trainees .

## Feedback from our Vacation Trainees 2019:

**Kyle Ramphal**
Field of Study—BSc in Electrical and Computer Engineering—UWI
Assigned to Technical Services Department

> *….." Being a part of the Vacation Trainee Program was truly beneficial to me as it gave me experience in the world of work. The main highlight of my stay at PLNL was that it gave me the opportunity to see the different equipment and understand how they work. This helps me in building my background education on the equipment since I would like to specialize in controls and communications. Also, it helped me to understand the importance of a risk assessment for safety purposes. Being at PLNL was truly a wonderful, informative experience as I learnt what it is to have a good work ethic and social skills within a work environment. Lastly, I would like to thank PLNL for this great experience and opportunity. Without a shred of doubt I can say this experience is an unforgettable one.*

**Riana Jagmohan**
Field of Study: BSc. Biomedical Technology –UWI
Assigned to the IT Department

> *My experience at PLNL was definitely an eye opener to the world of work as well as a learning one. The highlight would be that I was able to incorporate the main aspects of my degree which are to define/identify the problem, plan the solution/ how can it be improved, test, develop, document and maintain. All to understand its importance and functions not only in the medical field to ensure patient safety but also in the IT/industry field to ensure business efficiency. Therefore, thank you PLNL for this wonderful opportunity! I can say without doubt my first job experience was a memorable one.*

**Nazeed Allaham**
Field of Study: Aviation—Briko Air Services Ltd.
Assigned to Maintenance & Reliability Department

> *My experience at PLNL was eye opening to the world of work, working amongst the persons at PLNL especially in the Maintenance and Reliability Department. The first week of the internship I reviewed files on rotating equipment, this gave me a greater insight of working in the office side of the job. I worked closely with Mikyle Moolchan and the Technicians giving me hands on experience on the field which all adds great value to me. The experience at PLNL would be one for the*

**Darielle Roberts**
B.A.Sc/MEng Process Engineering - UTT
Assigned to Technical Services /Operations Departments

> *To me that experience was priceless and is one to be cherished.*
> *Each project was unique and had its own lessons attached, from safety to operations I cherish each lesson learned and I am thankful for the opportunity afforded to me. My time here was nothing short of breathtaking. Working here alongside trained professionals gave me a new overview of my field of study and allowed me the hands on experience which I can and most definitely will apply to my studies.*
> *I am thankful to all at PLNL who assisted me during my time here, and took the time to teach me what they knew, aid where they can and simply ensure that the experience here was the best one.*

**Oneika Pacheco**
Field of Study: Bsc Chemistry— UWI
Assigned to Lab, Technical Services Department

> *I was given the opportunity to be a part of PLNL`S Vacation Trainee Programme 2019. Throughout the course of the programme, different objectives were assigned to me such as creating Hazard Communication Labels for the Lab Waste Disposal Drums, assisting with the update of PLNL`S GHS sheet for 2019, observing and being familiarised with the daily procedures and operations of the lab and contributing to conceptual water recovery research at PLNL. My experience at PLNL was definitely a memorable and knowledgeable one. Being able to receive hands -on work experience, interacting with different employees and experiencing the culture at PLNL were priceless memories that I would never forget.*

**Kallis Mike**
BSc in Mechanical and Manufacturing Engineering—UWI
Assigned to Technical Services Department

> *My work on the piping inspection plan while interacting with co-workers, reporting on the drinking water tank, seeing repairs being done on a pump at Mustapha's Engineering Works Limited, line tracing with inspectors, area inspections with inspectors, accompanying engineers during the assignment of work to painting and scaffolding contractors, accompanying inspectors when contractors were doing coating inspections on vessels, assisting contractors when taking temperature readings on reformer tubes, assisting inspectors when taking spring support readings in the primary reformer, assisting in editing AutoCAD drawings, sourcing data in equipment documentations, working with fellow trainees with a project on documenting all the thermowells on the plant and editing documents for engineers. It can be said that I had a very all-round experience during my time here at PLNL as I was involved in technical work, field work as well as interacting with others. This experience will undoubtedly be invaluable to me as I progress in my career in Mechanical engineering.*

We look forward to 2020, as we plan to encourage our employees to continue with knowledge sharing from generation to generation. We are committed to strive for continuous learning and development for all our employees and to inspire the workforce of the future.

Congratulations to the 2019 Vacation Trainee Graduates, you have made your PLNL family proud!

# SWADINGOS

Swadingos definitely scored a 'duck' in this years curry duck competition which was cancelled due to low participation. However it seems that participants just wanted a rest as participation in the All Fours competition proved to be quite successful!

The Club's new acquisition of a plate loaded leg press has been highly welcomed by members. Executives have expressed appreciation to management for absorbing the full cost of this piece of equipment

Stay tuned for all the other new Swadingos' initiatives.

## CANTEEN

**EAT & WIN PROMOTION WINNERS**

*Junior Morris*
*Jason Bheekoo*
*Tenille Neptune*
*Shirvan Sookram*

*More HR promotions to come so keep supporting the Canteen and*

*WIN ...WIN ....WIN!*

## INFO CORNER




**Save the date**

*Shift: November 16th, 2019*

*Main: December 7th, 2019*

## Health & Fitness Tips

**Breaking Bad Eating Habits**

**Mindless Eating**

Continuing to eat even when you feel full

**The Fix**

Eat in a smaller plate

Stop when you feel full

Lessen your carb intake

*Breakfast*






*Portion sizes for lunch*










**We've changed our name!**

The MIS department has changed its name to

**Information Technology (I.T.) Department**

## GoFundMe The Bahamas

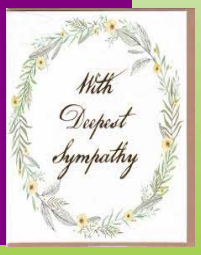
We have not forgotten the Island of The Bahamas that was severely battered by Hurricane Dorian in August.

The Company has agreed to match contributions made by employees to this venture so .... contribute generously !!

## *Farewell to Gerard Joseph & Junior Morris*




*Our sympathy is extended to employees who have lost loved ones during this quarter*




*Congratulations to employees who celebrate birthdays, anniversaries and any other significant achievements during this period!*






## Contractor Forums — PLNL Clubhouse

Forum 1

July 24th, 2019





As part of our Contractor Management initiatives, Contractor Forums are being held to establish stronger communication links with our Contractors thereby ensuring a better understanding of PLNL's strategic goals and alignment with their companies and personnel.

Two sessions have been completed to date, July 24th and September 18th, with about 47 of our high risk, high frequency Contractors attending and more sessions will be scheduled in the future.

The topics covered by the respective persons in the sessions were as follows:

**PLNL's Strategic Direction -** *F. Harewood*

**HSSE Process Safety Policy -** *C. Nandlal*

**Changes to HSSE Requirements -** *D. Sonny*

a. PPE

b. Respiratory

c. Jewelry

d. Work at heights

**Upcoming procedures -** *D. Sonny*

a. Fitness to work

b. Site Rules – Smoking

**Injury Management Process -** *C. Nandlal*

**Compliance -** *K. Peters*

a. Third-party due diligence

b. Corrupt Practices

c. Conflicts of Interest

d. Gifts and Entertainment

e. Reporting of Concerns

**Procurement -** *Z. Mohammed*

a. Prequalification

b. Rate Sheets

c. RFQs and Tender Instructions

d. Invoicing

**Upcoming Work Programs –** *R. Williams/ S. Jadoonanan*

a. 2019 Major Activities

b. Upcoming Capex Projects

c. 2020 Planned Outage

d. 2021 Turnaround

**Open Floor / General Discussion**

Forum 2

September 18, 2019



### Find some key words used at PLNL

T K M Q Y E C O M M U N I C A T I O N W Q J Z X
C O H A N Z A U C Y T I L I B A S I D N A K T N
I M C E E R G L P Q P R I N C I P L E S E S H M
L G O M T L E O E O U K J S Y H T A P M E Y R L
F P N E W O N B O V M H L H V J S E C I V R E S
N A D U O A C P R O C E D U R E S Q D T V E R E
O B U T R S Y F K H T U O Y C A C O V D A D R X
C W C K K S S E U L A V H A Z A R D Y U P N D T
I L T L I E W O G H J S L C O D N Q J H D E C G
P D F P N R X H M H V J Q R Q B O V W U B G O N
O D I N G T H C O M M U N I T Y I U R S Z J N I
L W E O A I K D Z U V P O S H U T F W H L H F T
I Y T I N V N E Y J A C M I S Y A Y Z E L W I R
C Q A T S E G A S S E M I S S E S H G G Z N D O
I G T A C T T C E P S E R R U O I V A H E B E P
E B I V L D N Q R E F E R R A L N S W O L R N E
S P L R I E M D O D O V F L M Y A L V K I M T R
Y P I E E M H Y V M H H O N R Q G D V J I O I E
G C C S N M T K W N Z V R F I Y R D D G B V A T
S A A B T I Q R E B A Z M E Y B O U N V M Z L H
T S F O R T L F A S L S S X W A J B D G O Y I I
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K V H W N F H S E T O N E S A C L X Y Y M S Y S
C C A O H U Z F V T S M Z V O L U N T E E R S I

| | | | |
|---|---|---|---|
| forms | assertive | confidentiality | imessages |
| conduct | casenotes | behaviour | advocacy |
| organisation | principles | observation | agency |
| charity | client | communication | community |
| conflict | counsellor | crisis | disability |
| empathy | ethics | facilitate | gender |
| hazard | networking | policies | procedures |
| referral | reporting | respect | services |
| values | volunteers | whs | youth |

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Y. Barrington-Thomas
Corporate Communications Asst.

*Special* thanks to all those to contributed to this edition of our Pipeline Newsletter

Edition 2, 2019

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