

# GUIDELINES FOR DEPARTMENTS AND CLUBS DURING WAGE SETTLEMENTS

## **Foreword**

During wage settlements and possible conflicts, departments and clubs have many important tasks to do. In this brochure we have created a guide for all local representatives. The brochure is not a 'law book', with legal conclusions to questions that representatives may be asked during a wage settlement. This is a political and organisational guide for implementing wage settlements in situations when strikes and lockouts might be used by the parties to make a stand. It is essential to fully understand the material presented here, to avoid unnecessary mistakes.

The information provided in this brochure is based on the Master Agreement, the union's articles of association\* and established practice. The word 'conflict' has therefore been replaced by the words 'strike' and 'lockout'. The tasks associated with a conflict are the same as for a strike or lockout. Fellesforbundet will ensure that, in addition to this brochure, the departments and clubs also receive all information required during a wage settlement.

Information is continually updated on our website.

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12. edition - November 2015

\*References to the articles of association refer to the section, unless otherwise stated.

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# DEPARTMENTS' AND CLUBS' TASKS DURING WAGE SETTLEMENTS

## Organisational tasks during wage settlements

This brochure focuses principally on those tasks that departments and clubs must perform during a conflict. A conflict can place major demands on an organisation in all areas, particularly in terms of preparation and implementation. Moreover, departments and clubs will have responsibilities relating to the implementation of wage settlements regardless of whether the settlement ends in a conflict or not.

Wage settlements generate a major focus on Fellesforbundet and its organisation. In the clubs and departments the process starts by submitting proposals for the settlement. This is an important part of the wage settlement because already at this point work begins on ensuring that Fellesforbundet's requirements are understood by its members.

### Organisation and recruitment

The discussions and awareness about the wage settlement and the federation also provide a basis for discussion with non-members with the aim of organising them in a union. The highest possible level of organisation is essential for our negotiation. According to the articles of association it is the departments that are responsible for recruitment, but the workplace is where much of the activity and actual recruitment takes place.

It should be a matter of course that all those who are not organised in a union but working for a company with a collective agreement are contacted by the union representative with the offer of membership. It is important here to remember that renewed members must have paid the standard membership fees to an LO union at least 12 weeks before work stoppage to be entitled to conflict subsidies, and that new members must have paid their membership fees for at least 2 weeks. (Articles of association 5.3.2.1)



Application for  
membership

### Fee restrictions

It is a condition for members that they do not owe membership fees for more than two months to retain their right to conflict subsidies. It is therefore important to review members' arrears.

## **Information**

The parties' requirements are announced at the start of the settlement. It is important to publicise the requirements in the workplace, both the union's demands, but also, and equally important, the employer's demands. Claims and counterclaims represent what is at stake in the settlement.

It is also important that information about the process of the settlement is thoroughly dispersed in the workplace.

## **Working with a referendum**

Holding a referendum on the result is an important part of the process surrounding a wage settlement. It is important that departments and clubs plan and implement the referendum in the best way possible and that the referendum provides a clear reflection of members' views. Participation in the referendum is essential. A high participation in a referendum will not happen by itself but is achieved through targeted effort. This is stated in the Master Agreement's § 3-4.2.a *about rights* and in § 3-4.2.d *about duty* to participate in all referendums on wage proposals and the articles of association's 5.2.1, which says that '*All members to whom the collective agreement applies have the right to vote*'.

## **Member meetings for voting on wage proposals**

Master Agreement § 5-6.4 (extract): *Member meetings for electing representatives and voting on wage proposals may be held during working hours without any deduction in pay, as long as this does not cause significant operational hindrance.* Furthermore, the Master Agreement's § 3-4.3.b states: *For companies that operate shifts, and where there is no conflict, the meeting or meetings must be held such that all members have an opportunity to vote.*

## **Preparatory work before a conflict occurs**

Good preparations are essential for handling a conflict effectively. Many things need to be planned in advance. It is important that local parties clarify any important questions on how the conflict should be processed *before* a conflict arises. It is equally important that necessary preparations are in place so that the conflict is handled effectively. It is far too late to start preparations once the conflict has started.

## The club board's tasks ahead of a possible conflict

### Agreements and clarifications with the company

Before a potential conflict arises, there are several conditions that need clarifying between the company and the club. It is therefore important that an agreement indicates how different conditions around a conflict should be handled. This should be assessed in the individual company, but might include:

- *Shutdown of production*

When shutting down work as part of work stoppage, reference is made to the Master Agreement's § 3-3. If required, the local parties must agree the work required for shutting down production. We emphasise that this can only be justified by taking technical and safety considerations into account.

- *Essential security against fire, theft etc. and to prevent damage to any equipment or similar.*

When a conflict arises, the starting point for our company clubs must be that all work at the individual company is blocked. The clubs must in this instance – and before the conflict arises - negotiate with the companies about which staff must be present to ensure that equipment and similar is not damaged, and that the necessary safety precautions have been made against fire, theft and similar. This usually applies to security guards, but may also involve other groups.

- *Access to the union office under a conflict*

In many of our companies, the union board has its own office. It is Fellesforbundet's opinion that companies should provide access to this. However, who has access to the union office must be agreed with the company. If against expectations the club/union does not have access to using the club office at the individual company, the club board and department must establish themselves outside the company.

- *Strike shifts*

It is worthwhile making practical arrangements related to strike shifts with the company, such as access to toilets and other facilities on the company's premises.

- *Company equipment*

If employees use company equipment for private use, such as a mobile phone, computer equipment and similar, it is important to agree with the company whether these can be used in a conflict situation.

- *Relationships with other employee groups, such as managers*

When contacting the company, the club board must also discuss relationships with other employee groups such as managers etc. It is Fellesforbundet's opinion that they cannot conduct work other than their daily job. These groups can therefore not – under any circumstance – perform blocked work during a conflict.

- *Hired employees, including contractors/construction*

The relationship with any hired employees, who work in part of the company's standard production, must be addressed by the company management. It is Fellesforbundet's opinion that these people should not work during a conflict.

Construction jobs in Norway that are performed by foreign companies with foreign workers can only be performed in cases of genuine construction jobs under own management, with own employees and in a clearly designated area. The scope of such a job should be clarified with the company.

Example:

Installing machines using own engineers, own tools and own management. This would take place unhindered, but without assistance from our members, such as welding or crane operation. If the job requires such support functions, the job will end the moment these functions are required.

In cases where it is difficult to determine what is a contract and what is a hired contract, contact the federation.

- *General contact between club and company*

During a conflict contact may be required between the club board and the company's management. It should be agreed in plenty of time on what basis such contact should take place, and when such meetings can be held.

### **Employees working on jobs outside the company**

Many companies in our organisational areas have workers who work/have jobs outside the company. They will also be involved in any conflict that may arise.

All the company's obligations cease for its employees as soon as the conflict starts. Agreements therefore need to be put in place to handle any questions that arise during a conflict.

For members on rotation schemes, a specific assessment of where in their work period members are at the start of the conflict is required when entering an agreement with the company.

If members are summoned back to the company or sent home, it is Fellesforbundet's opinion that the associated costs should be covered by the company.

It is important that the clubs negotiate clear and transparent agreements with the companies.

- *Onshore*

For members on an onshore plant, agreements should first and foremost be made so that members can stay living where they are if they take part in a strike and roll-call meetings at their place of work.

- *Offshore*

The same applies to offshore members, but the options for transport to land, capacity for overnight stays and safety must also be taken into account.

### **Contact with members**

It is essential that the club retains good contact with members during a conflict, and that the club board ensures updated contact information to all members. It is also important for members' contact information to be updated so that payment of conflict subsidies is problem free.

Before a conflict arises, the club board must inform members about the background to the conflict, and any special conditions in the work place (reduced access to the company area, what is considered as being on strike, any requirements for employees to bring personal belongings with them before the conflict starts etc.)

Before any possible conflict, the club must make sure it has good emergency information that can be implemented immediately when the conflict starts, and the club board must then assess the need for member meetings and any other activities.

### **Identity cards**

When the club board has agreed with the company management any needs for security to secure plants and equipment, and which apprentices and employees need access to the company, it is essential these are issued with the necessary identity cards. This is for the conflict picket lines and strike guards.

## **The department's task ahead of a possible conflict**

Before a conflict arises, the departments must plan how they are going to manage their members.

### **Roll-call meetings**

During a conflict, the departments must ensure a roll-call at least once a week. It is important that the first roll-call meeting is held as early as possible, and should therefore be planned before a conflict has already occurred. The roll-call meeting should provide necessary information about the conflict, and ensure that the necessary checks are performed. Members are obliged to attend roll-call meetings.

In most departments, it will be standard to summon a roll-call meeting for all of the department's members involved in the conflict. In areas where this is not practically possible, the department must ensure that the club boards, particularly in larger companies, summon everyone to such meetings and that the departments ensure that a representative is present at the meeting. For smaller companies, where roll-call meetings are not standard, the department should summon all members.

### **Personal finance**

A conflict will always be of financial concern to those involved. If the conflict lasts a long time, friction can easily arise as a result of financial problems. The department should contact banks and other credit institutions where members have loans, and agree a postponement of any payments and interest while the conflict is ongoing. The departments should also obtain an overview of those banks that provide conflict loans, and ensure that members are informed of these.

## **Working during a conflict**

### **Scope of conflict**

Any work stoppage (strike or lockout) initially only covers organised employees covered by collective agreements who have been notified.

### **Apprentices**

Apprentices and interns on a training contract will, as a rule, not be removed during a conflict, ref. the Master Agreement's § 3-2 no. 1. If they are to be subjected to the conflict, it must be clearly indicated in the notification of dismissal (an example is that apprentices covered by the National Agreement are traditionally covered by the notification).

Apprentices who remain in the company must not be asked to perform jobs over and above their normal job. If the apprentices cannot perform work that forms part of their apprenticeship, they may be laid off by the company with a minimum of 7 days' notice for the duration of the conflict (ref. § 3-2 of the Master Agreement).

For apprentices who are laid off, the question of possible extension of their apprenticeship due to work stoppage must be clarified in accordance with the Apprenticeship Act, or similar regulations in other legislation.

Apprentices who are members of Fellesforbundet will upon dismissal or participation in the conflict be entitled to conflict subsidies just as the other Fellesforbundet members.

### **Transfer of production**

Fellesforbundet is of the opinion that members of foreign unions must not undertake any production/work that should have been undertaken in the company during the conflict. This also applies to the transfer of production from a foreign-owned subsidiary in Norway to another country. Example: A company increases production in Sweden to compensate for the shortage in Norway.

It is important that representatives who become aware that the company is transferring, or planning to transfer, production during a conflict, notify their local department about it.

### **Picket lines**

The department is responsible for organising picket lines for the companies involved in the work stoppage. In practice it is the club boards that prepare picket lines and adapt them to the individual company. This must be submitted to the department for approval.

The picket lines' duties are first and foremost to ensure that no one carries out the work that our members should be doing. It is very important that picketers act firmly on the task they are assigned, but also calmly and respectfully to avoid unnecessary acrimonious situations from arising.

### **Strike violation**

Employees who are not involved in the conflict must not perform work that is normally done by employees who are involved in the conflict. It is considered strike violation if employees perform work normally performed by members involved in the conflict.

The company's owner, spouse and live-in children and the daily manager can do whatever work they want without this being considered strike violation.

Attempt at strike violation should be reported to the department immediately. Fellesforbundet must be informed if such a development cannot be stopped at local level.



## **Financial terms**

### **Wages earned**

When work stoppage begins, the company's payment obligations cease to apply. On the last payday prior to work stoppage, accrued wages are paid as normal. Wages earned during a payment period when the work stoppage occurs, must be paid as soon as possible.

### **Conflict subsidies**

Subsidies are paid from the first day of the conflict. Fellesforbundet's board may make an exception to this rule in special circumstances.

To be entitled to subsidies, ref. 5.3.2.1 pt. 2 of the articles of association, a member must have:

- paid their membership fees to a union affiliated to LO at least 2 weeks prior to the work stoppage
- re-instated members must have paid ordinary membership fees in an LO union for at least 12 consecutive months prior to the work stoppage.
- membership fees are not owed for more than 2 months

### **How much subsidy?**

Fellesforbundet's board shall determine the amount of subsidies paid.

Members who work part-time and members on shift and rotation schemes are paid subsidies in relation to a pre-determined work schedule. Fellesforbundet's board may make an exception to this rule in special circumstances.

Members who were ill when the work stoppage began can claim subsidies from the day their sick pay is no longer paid. Members who were conscripted to military service or civil duties when the work stoppage began will receive subsidies from the day they are discharged.

### **Payment**

Payment will be made directly from Fellesforbundet and to the individual member using Fellesforbundet's member system. The departments will be issued with instructions containing comprehensive guidelines for implementing subsidy payments.

It is important to be aware of the rules in the articles' chapter 5 concerning conflict subsidy, which state that:

- All members, to whom the collective agreement applies, have the right to vote. (5.2.1)
- Members who during work stoppage for no valid reason have not voted on proposals for a new agreement, shall lose the right to continued subsidies. Disputes between the department and members on this rule shall be resolved by Fellesforbundet’s board. Other disputes between a department and a union on the use of voting rules, shall be resolved by the National Organisation’s secretariat.(5.3.2.1)
- If members accept other work during the conflict, they must inform the department. Subsidies during work stoppage shall cease for as long as the member continues such work. (5.3.2.2)

### **Extra membership fees**

#### **- Solidarity management for the members who are NOT affected by the conflict**

According to Fellesforbundet’s articles of association, members who work and who are not affected by the conflict are obliged to pay an additional membership fee, ref. pt. 4.1.5. of the articles.

Fellesforbundet’s board determines when the additional membership fee should be paid.

When Fellesforbundet’s board has decided to claim additional membership fees, Fellesforbundet will immediately provide detailed guidelines on how the additional membership fees should be collected.

### **Foreign employees**

We do not have any rules in our articles of association for paying conflict subsidies to employees who are members of foreign unions. If such employees take part in the conflict alongside our own members (attend roll-call meetings, picket etc.) they will receive subsidies from us.

## **Other terms and conditions**

### **Right to holiday / holiday pay**

In the Holiday Act § 9 pt. 4, it states that:

*During lawful industrial action (strike or lockout) holiday can be scheduled and claimed in accordance with the provisions of § § 6 and 7. The employer cannot change the dates of scheduled holiday because of lawful industrial action. Should the employer fail to pay holiday pay in accordance with § 11 paragraph 4, fixed holiday shall not be considered as taken during the absence.*

This means the provisions for holiday planning and holiday claims in §§ 6 and 7 do not change as a result of lawful industrial action. The employer cannot change the time of a scheduled holiday.

The Holiday Act states that holiday must be taken in accordance with the law's standard provision, even during lawful industrial action. Holiday pay shall be paid as normal for the holiday taken during the conflict.

This includes:

- Scheduled holiday should be taken during the conflict unless the parties agree otherwise. The employer cannot change the time of the scheduled holiday due to lawful industrial action.
- If holiday is not scheduled before the start of the industrial action, the Holiday Act's standard provisions apply. This means that the employer can demand notice of the time of holiday at least two months before the holiday takes place. The employer must also comply with the rules for consultation duty.
- Holiday pay accrued from the previous year must be paid on the last normal payday before the holiday. The employer can claim holiday pay is paid no later than 14 days before the holiday. Even if due to industrial action wages are not paid on the day that would otherwise be a normal payday, holiday must be paid on that day. The employer must also pay holiday pay even if the conflict is in process. If the employer refuses to pay holiday pay, the scheduled holiday cannot be considered as taken during the absence.
- Holiday pay accrued from the present holiday year, must not be paid upon dismissal as part of industrial action.

### **Right to sick pay**

The National Insurance Act has in § 8-31 provisions on the right to sick pay during a conflict.

The employee who is reported as sick by a doctor before the start of work stoppage is entitled to sick pay from the social security office during work stoppage.

The individual NAV office will take the employer's place and pay the sick pay during the employer period. The NAV office must pay sick pay for as long as the member is reported sick during the conflict. If the sickness lasts beyond the conflict period, the employer period shall resume from the day the work stoppage ceases. From the point that the sickness stops, but the conflict is still on-going, conflict subsidies shall be paid instead.

Employees, who are reported sick through self-certification when the work stoppage starts or who are reported sick by a doctor after this point, cannot claim sick pay.

### **Insurance cover**

LO's leisure accident insurance applies to our members affected by a conflict. This also means that members who are active as picketers or in another activity during the strike are covered by LO's leisure activity insurance. The insurance cover also applies to journeys to and from the home.

With regards compensation amounts and terms, please refer to LOfavør's website

### **Leave of absence**

Employees, who have taken paid leave of absence before the start of work stoppage, will not be affected by the conflict for the duration of the leave. This means that these employees are entitled to complete their paid leave regardless of the work stoppage. Moreover, employees are not entitled to be granted leave for new collective agreements (e.g. Brief compassionate leave or other leave as is normally sought pursuant to tariff provisions) as long as they are involved in the work stoppage.

### **Layoffs**

- *Work stoppage in own company*  
Employees who are not involved in the conflict in their own company can be laid off according to the Master Agreement's § 7-1, providing they can no longer be employed in a rational way. A period of 14 days notice must be given in this instance. According to § 7.5, however, a special rule applies to conditional notice. Anyone who might be affected by the layoff shall be notified as far in advance of implementation as possible (see report on conditional layoff notice below).
- *Work stoppage in another company*  
Conflict in another company can provide reasonable grounds for layoffs under the Master Agreement's § 1.7, and then the rule of 14 days notice does not apply. Meanwhile the company is obliged to give as much notice as possible, ref. the Master Agreement's § 7-3 no. 4.
- *Discussions with representative*  
Before notice is given, discussions with the representative must take place. A protocol must be set-up based on discussions. The notice period in the Master Agreement's § 7-3 no. 1 and no. 2 only start once the discussion has been held.

- *Law on payment obligation during a layoff*  
§ 3 no. 3 of the Wages Act during layoffs states that employers' payment of wages does not apply to layoffs as a result of industrial action.
- *Conditional layoff notice*

During a conflict in your own company it may be appropriate for the employer to provide a conditional layoff notice to employees who are not involved in the conflict. The notification shall be provided with 14 days notice, see Master Agreement § 7.3 Section 1 When it becomes necessary to implement the announced layoff notice shall be given as far in advance as possible provided there has been at least 14 days since the lay-off notice was given, see Master Agreement § 5.7.

- *Unemployment benefit during layoffs*  
We refer to the National Insurance Act § 4-22 – Suspension during strikes and lockouts:

*Unemployment benefit is not paid to members who participate in a strike, or who are involved in a lockout or other industrial dispute. The same applies to members who do not take part in the industrial dispute, but due to the industrial dispute become available at the company or workplace dispute, when it is to be assumed that the salary or working conditions will be affected by the outcome of the dispute.*

This means employees who have already been laid off due to reasons other than the conflict, will lose the right to unemployment benefit if their pay and working conditions are affected by the dispute.

- *Conflict subsidies*  
Conflict subsidies are provided when members are laid off because of the conflict and when these are not entitled to unemployment benefit under the National Insurance Act.

## **Dispensations**

If a company believes it should be exempt from the conflict, it must submit an application to its employer association (National Association) for dispensation from work stoppage (conflict). If the employer organisation decides to send the dispensation application to the federation, it is the federation that processes the application and determines whether it should be granted (companies that have a direct agreement with Fellesforbundet, and which are affected by the conflict, can submit their application directly to Fellesforbundet). Such dispensation applications are the company's responsibility, and the clubs/representatives do not have to make their views known nor sign the applications. Only upon direct request from Felles-

forbundet should the club/representative make their opinion known, and then only to Fellesforbundet.

All dispensations must be approved by Fellesforbundet, ref. § 3-3 of the Master Agreement.

## **WAGE REVISION**

### **Summary of the negotiation process and mediation**

#### **Negotiations**

Negotiations begin as soon as proposals for changes to the agreement have been exchanged between parties. If agreement is reached about a new agreement, the recommended proposal is sent to referendum.

#### **Break in negotiations**

If the prospect of reaching agreement on a new contract is not present, either or both of the parties may request negotiations be broken and notify of stoppage.

#### **Stoppage**

If when the mediator receives notice of collective dismissal, finds that a work stoppage for this area will harm public interest, he should in accordance with the Industrial Disputes Act lay down a prohibition against work stoppage until mediation has been attempted.

#### **Mediation / stoppage**

The parties are hereby subjected to the management of the mediator.

When 10 days have passed following the notice of prohibition of work stoppage, either party can demand an end to mediation and report work stoppage. The mediator then has 4 days to mediate before the start of work stoppage. Two things must happen during this 4-day work period:

- if the parties, with the mediator's support, reach a recommended proposal for a new collective agreement, the proposal is sent to referendum.
- if the parties are so far apart that there is no basis for the mediator to make a proposal, if a proposal is rejected by the negotiation committee or if the recommended mediator's proposal is rejected in the referendum, then we face a conflict situation.

The deadline for concluding negotiations/mediation is usually midnight, but the parties may agree to negotiate/mediate in additional time.

Members are responsible for keeping themselves informed about whether the negotiations/mediation during the night have resulted in a solution of whether the company is in a conflict.

## **Referendum**

The department's board is responsible for the referendum in their area.

For referendums on wage proposals, Fellesforbundet will provide details about the rules that apply to holding a referendum via a circular.

The regulation on wage revision, referendums and work stoppage is found in chapter 5 of Fellesforbundet's articles of association, and in the Master Agreement's § 3-4.

All referendums must be held so that members can vote in their place of work, and in accordance with the rules stated here. It is important that the referendum is implemented in an appropriate manner so that members who work at different times and have different time off also have the opportunity to vote before the deadline.

### **Ballot slips**

Alongside the proposal is a ballot slip to be used during the referendum. Other ballot slips may not be used. Only a YES or NO should be ticked. If anything else is written on the ballot slip, it must be discarded.

The meetings held to inform members at the individual company, must be held before the referendum.

Referendums must not be held at the information meetings. Members have the opportunity to learn about the proposal and comment before voting.

### **Voting duty**

Reference is made to the Master Agreement's § 3-4 and to Fellesforbundet's articles of association 5.2. pt. 1: "All members to whom the collective agreement applies, have a duty to vote."

## **Implementing the referendum**

- *Voting board*

The vote is led by the department's board, a department-appointed voting board, the club board or voting board appointed at the workplace. The voting should, as a rule, take place for the whole company. For larger companies where this is not practically possible, voting may be carried out in groups. A voting board must be appointed for each individual group.

The voting board must consist of 3 or more members depending on the company's or group's size and depending on practical requirements. The voting board is appointed from those who are familiar with and have the most experience of such tasks.

If there is no company club, the department is responsible for conducting the voting.

- *Voting*

Voting shall take place during a personal meeting in a central and appropriate location in the company. The voting board takes registration by crossing names off a list. Upon request, applicable proof of membership must be shown at the vote.

Individual members to whom the wage proposal applies must vote in their department.

- *Electronic vote*

For those areas where it is possible to use electronic voting, Fellesforbundet will provide further information on how to do this. Ref. § 3-4.1 of the Master Agreement.

Separate guidelines and systems apply to such voting.

- *Postal vote*

For areas where it is appropriate to use a written postal vote, Fellesforbundet will provide further information on how to do this.

In this instance, voting shall be done using two envelopes, whereby the ballot slip with yes or no is placed in envelope no. 1. Nothing is written on this envelope. This envelope is then placed in a stamped addressed "reply" envelope (envelope no. 2), which is posted.

- *Voting offshore / plants*

Company clubs that have members on plants/installations in the North Sea are responsible for sending the proposals and ballot slips to its members and a copy of the last available list of Fellesforbundet memberships to the contact person/representative at the relevant installation. Voting at installations is done by the same deadline as other members of Fellesforbundet.

In this instance Fellesforbundet's representatives at the plant/installation comprise the voting board.

As soon as the count has been completed, the result is reported by telephone to the clubs that have members who have voted. Hereafter, the ballot slips and ticked checklists are sent to the club (s).

The clubs that have members at plants/ installations must, as soon as possible after the count, report their result to the department, so that these votes can be included in the referendum.

The club board must take into account voting for offshore workers who are having time off on land. If this does not happen, members must be informed that they have to vote in their department.

- *Check*

An appropriate ballot box must be provided. The ballot box must be supervised. Voting on behalf of others is not permitted. Only one ballot slip is to be submitted from each member.

Alongside the voting board, the club board has the main responsibility for voting in the company, and must therefore ensure that this is done in a discreet and secure manner, in accordance with the instructions from Fellesforbundet.

- *Protocol*

When the company voting is complete, the votes are counted by the voting board. A protocol must be set up for the voting results. This protocol must be signed by the voting board's members. The protocol and voting slips are given to the department, which provides a receipt.

- *Reporting the voting results*

The department announced the result of the vote to Fellesforbundet by phone and confirms the result by immediately scanning and sending in the signed voting protocol. The protocol can be sent by e-mail or fax.

- *Storage of ballot slips*  
Ballot slips from the vote are stored in a secure manner until further instruction from Fellesforbundet. This is in case Fellesforbundet requires a re-count.
- *Publishing of results*  
The voting result is published by the mediator if the matter has been through mediation, or by Fellesforbundet centrally when a result has been achieved through negotiation.

Before the result is released, the results from the clubs or departments must not have been announced. Refer to pt. 1 of § 3-4 of the Master Agreement, and § 27 of the Industrial Dispute Act.

- *Implementation of the negotiation/mediation result*  
When a wage proposal is adopted by members, it is essential that the representatives in the departments and clubs ensure that the new collective agreement is followed up in accordance with the agreement's provisions, and in accordance with the information provided by Fellesforbundet.