The Norwegian Nurses Organisation’s (NNO’s) objectives, statement of principles, constitution etc.

Applicable for the period
2008 – 2011
Introduction

The objects clause of the constitution of the Norwegian Nurses Organisation (NNO) clearly sets out what is to be prioritised in organisational policy work. The content and structure of this clause therefore form the basis of the statement of principles, and together these constitute the ideological foundation of the NNO’s work.

Collectively the objectives, statement of principles and key priority areas represent a logically constructed hierarchy for goal-oriented management – a policy-based guideline for the operations of the organisation.

The constitution, election rules, guidelines and funds statutes are not in themselves elements of the NNO’s basis for goal-oriented policy management. On the contrary, they are rather to be considered organisational tools that aim to facilitate the realisation of the policy objectives.

This document presents the basis for NNO’s work. We hope the booklet will serve as a useful reference work for all the organisation’s members, as well as providing support for the daily work of NNO stewards.

The ethical guidelines for nurses are included in the booklet.

NORWEGIAN NURSES ORGANISATION

Lisbeth Normann
President
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The NNO’s objectives

The NNO has several objectives. These are closely related to society and the profession, and to the interests of nurses.

**Related to society, the NNO shall:**
- influence social conditions in the best interests of the population’s health
- influence the development of the health service in ways that enable it to prevent and solve the health problems of the population at all times
- influence the supply of health services to ensure that they meet the population’s needs and demands for quality and accessibility
- strive to realise the goal of equality between women and men in all areas
- promote international understanding and solidarity, and make an active effort towards the development of a society based on multi-cultural understanding and equality

**Related to the profession, the NNO shall:**
- influence nursing education in accordance with the needs of the nursing service
- develop the nursing service and the nursing profession in accordance with public needs for nursing
- facilitate and contribute to the development of nurses’ professional competencies
- further the development of high ethical professional standards among nurses

**Related to the interests of nurses, the NNO shall:**
- safeguard the organisational, professional, pay, competence-building and socio-economic interests of nurses
The NNO’s statement of principles

THE HEALTH SERVICE AND SOCIETY

The NNO believes that:

- health-promoting and preventive measures are the cornerstones of the health service

- government community planning must prioritise factors that are of significance for the environment, social wellbeing and health to achieve the best possible health and quality of life

- national targets for the health service must define key priority areas. The allocation of resources must ensure framework conditions that allow health policy goals to be realised

- the health service is a public responsibility, and must be the subject of policy management and control that clarify objectives, prioritisations, resource allocation and accessibility

- outsourcing/profit-based privatisation is incompatible with the principles of good resource utilisation, equal accessibility to health services, an appropriate working environment and contractual rights for employees

- the population as a whole must be ensured access to equal health services that focus on patient rights

INTERNATIONAL PARTICIPATION AND SOLIDARITY

The NNO believes that:

- organisational efforts at Nordic, European and international levels are a prerequisite for the attainment of national targets

- the NNO shall at all times have affiliations with other organisations that provide optimal opportunities to influence areas of importance for the profession and its employees
- international cooperation and solidarity are essential to promote democratic development, to safeguard human rights and to ensure peaceful co-existence between nations and ethnic groups

AN EQUAL AND INCLUSIVE SOCIETY AND WORKING LIFE

The NNO believes that:

- inclusion and diversity shall form the foundation of society. This requires equal status and equal rights to be recognised as significant values, and each individual to be regarded as an asset

- employees and patients shall be protected against direct and indirect discrimination on grounds of gender, age, ethnicity, religion, disability or sexual orientation

- gender distribution in the nursing service should be the same as that in the population as a whole

- conditions must be created that give men and women equal opportunities to participate in both working life and family life

- the gender perspective must be incorporated into all NNO activities and throughout the organisation in order to achieve equality between men and women

- the rules relating to occupational injury must not be applied in a discriminating manner

EDUCATION, PROFESSIONAL DEVELOPMENT AND RESEARCH

The NNO believes that:

- admission to the Bachelor’s degree study in Nursing shall be based on qualifications for studies at higher educational level

- all forms of nursing education shall be incorporated in the grade structure for higher education

- clinical and empirical Master’s degrees must be established in addition to the theoretical Master’s degrees in order to ensure high quality in nursing services
- reducing the length of the Bachelor’s studies in nursing is professionally incompatible with the requirements that are set for nurses

- national framework plans and regulations shall ensure a common knowledge content for authorised nurses and nurse specialists at all levels

- the development of international regulatory measures for nursing education shall safeguard the necessary knowledge content at all levels

- the number of those admitted to all levels of nursing education must be in line with the population’s needs for nursing service, with health policy goals, and with requirements regarding professional standards

- the establishment and development of Master’s degrees must safeguard in-depth studies in nursing

- collaboration between university colleges/universities and the health service is essential for knowledge exchange and competence building in nursing

- the authorities’ authorisation of nurse specialists must be safeguarded by specialist authorisation

- increased resources and high expertise must be ensured for the development of theoretical and applied nursing research, including in the areas of organisational development and leadership in the health service

- the number of doctorate and post-doctorate grants and positions for research and professional development in nursing must be increased to meet the need for competence in nursing education and practice

- clinical studies constitute a key knowledge base and must be safeguarded through requirements and responsibility regarding content, assessment and quality

- supervisors in nursing practice must be provided with framework conditions that ensure their ability to give guidance to students

- ICT and documentation of nursing must be put to use as a tool and instrument in knowledge and competence building and clinical practice
- All nurses must be able to take part in knowledge enhancement and competence building in the health service as well as in educational and research institutions in order to ensure knowledge-based practice

- Supervisory follow-up of newly-trained nurses shall be carried out

- Nursing education at all levels shall be a study option of high professional quality and shall be competitive with other study alternatives

**THE NURSING SERVICE**

The NNO believes that:

- Nursing practice shall be knowledge-based and shall be founded on research and empirical knowledge as well as on the patient’s/user’s choices and value preferences

- Nurses shall promote health, prevent illness, restore health, alleviate suffering and provide care

- Nurses shall ensure a high ethical and professional standard of the services provided

- Nursing must be organised and carried out in an effective and professionally appropriate manner. There must be a correlation between education, competence and responsibility

- The patient’s situation and need for nursing care shall form the basis for staffing and skills mix

- Nurses shall ensure well-coordinated health services through interdisciplinary cooperation and interaction between levels and sectors

- Nurses shall have both access and time to apply the necessary health information, professional support, sources of knowledge and technology in order to practise good nursing care

- Nurses shall have leadership responsibility at all levels in the health service

- The patient shall be ensured a nurse with specific responsibility for him/her
- nurses must possess an adequate understanding of language and health matters to facilitate safe and good communication with patients, next of kin and colleagues in the interdisciplinary environment

**PAY AND SOCIO-ECONOMIC CONDITIONS**

The NNO believes that:

- the organisation shall always be in a position to fully protect the members' interests in the fields of pay and socio-economic matters. Organisational freedom, the right to negotiate, and the right to strike shall be safeguarded

- the negotiation system shall be based on authentic negotiations and equal status between the parties, and shall contain genuine sanction options/models for resolving disputes

- members’ rights shall be protected through collective pay agreements

- the nursing profession shall be an attractive and future-oriented occupation for both men and women

- equal pay shall be ensured for the individual and for the occupational group through equal remuneration for education, competence and responsibility

- all means, both centrally and locally, must be utilised to maximum capacity to achieve higher pay for nurses

- "social dumping" in working life must be counteracted

- nurses must be ensured an acceptable working environment at all times

- nurses’ working environment and their working hours must be structured in a way that makes it possible for them to hold a full-time position in ordinary work up to the official retirement age

- full-time work shall be a right that must be attained without increasing the burden of weekend work. Part-time work must be a genuine option for the individual nurse

- a good whistle-blowing culture at the workplace is a prerequisite for detecting and averting blameworthy aspects related to the profession and the working environment and for developing learning organisations
- Rosters based on weekend work at the most every third week represent an established and accepted practice that preserves the nurse’s health and welfare needs above the minimum standard laid down in the Working Environment Act.

- Competence-based remuneration shall be introduced for nurses in the hospital sector as well as in the municipal health services.

- Established pension rights shall be maintained.
The NNO’s key priority areas 2008 – 2011

- Members
- Prioritising and financing of the health service
- International work
- An equal and inclusive society and working life
- Leadership and organisation
- Nursing education, knowledge and professional competence
- Staffing and quality
- Pay and socio-economic conditions
- Climate policy
THE NNO’S CONSTITUTION

§ 1 Name and target group
The Norwegian Nurses Organisation (NNO) is the nationwide union and professional organisation for nurses and midwives with a Norwegian authorisation to practice.

In addition, all student nurses at Norwegian educational institutions, as well as students with an affiliation to Norway who are enrolled in nursing education abroad, are entitled to student membership.

Extraordinary membership is granted to nurses and midwives with qualifications from other countries for the period during which they are waiting for or are qualifying for Norwegian authorisation.

The NNO is not affiliated to any political party.

§ 2 Objectives
The NNO has several objectives. These are closely related to society and the profession, and to the interests of nurses.

Related to society, the NNO shall:
- influence social conditions in the best interests of the population’s health
- influence the development of the health service in ways that enable it to prevent and solve the health problems of the population at all times
- influence the supply of health services to ensure that they meet the population’s needs and demands for quality and accessibility
- strive to realise the goal of equality between women and men in all areas
- promote international understanding and solidarity, and make an active effort towards the development of a society based on multi-cultural understanding and equality

Related to the profession, the NNO shall:
- influence nursing education in accordance with the needs of the nursing service
- develop the nursing service and the nursing profession in accordance with public needs for nursing
- facilitate and contribute to the development of nurses’ professional competencies
- further the development of high ethical professional standards among nurses

Related to the interests of nurses, the NNO shall:
- safeguard the organisational, professional, pay, competence-building and socio-economic interests of nurses
§ 3 Membership and membership rights

A. Members

Members who are not currently in nursing service are eligible to offices other than those mentioned in § 4 A, item 1, and have the right to vote.

Members who are concurrently working for different employers can be elected and have voting rights at the workplace at which they have their principal position. If the scope of the various positions is the same, members decide themselves at which workplace the eligibility and voting rights are to be exercised.

Working members are registered in the lead steward area that encompasses their workplace.

Retired members and members receiving disability benefit are registered in the county branch in which they have their residential address.

Other non-working members are also registered in the county branch in which they have their residential address.

Members who for special reasons want to register in a local organisation segment different from that indicated above can apply for such registration. Applications must be sent to the NNO’s head office, where they are considered in accordance with the guidelines laid down by the national executive committee of the NNO.

B. Honorary members

Individuals who have proved themselves to deserve honorary membership can be granted such membership by the national executive committee.

C. Student members

All student nurses at Norwegian educational institutions, as well as students with an affiliation to Norway who are enrolled in nursing education abroad, are entitled to student membership in the NNO. The membership applies until the education has been completed, and can be maintained during periods in which student members temporarily discontinue their studies. Student membership is automatically converted to ordinary membership from and including the month after the training has been completed and passed.

Student members cannot be elected to offices laid down in the Constitution except for the student member offices set out in the said Constitution at any given time. Nor can they participate in NNO forums laid down by the Constitution at local or central levels apart from those described in the Constitution unless the forum in question determines otherwise. If they are invited to attend such forums, student members may be granted the right to speak, but not the right to submit proposals or to vote.

A student member office can be maintained until the expiry of the term of office even though the holder of the office may complete his/her education during the period.

Student members are registered in the county branch in which their place of studies is located.

D. Extraordinary members

Nurses and midwives who have been educated in other countries can be granted extraordinary membership from the date on which they apply for Norwegian
authorisation. Extraordinary membership applies for the period during which the member is waiting for a reply to his/her application for authorisation and/or is taking theoretical/clinical qualifications in order to have the authorisation granted.

Extraordinary membership normally applies for a period of up to two years. The period can be extended if an application giving reasons for the request is granted.

Extraordinary members have the right to vote within the lead steward area to which they belong, but cannot be elected as NNO stewards or to other offices within the organisation.

Extraordinary membership is automatically converted to ordinary membership from the date Norwegian authorisation is granted.

§ 4 Local organisational structure

A. The workplace

Members' contact with the organisation shall primarily be handled by NNO stewards. The local organisation shall be divided into lead steward areas as determined by the county branch board. Prevailing main agreements with employers, when such agreements have been made, constitute the basis for this.

In each lead steward area, as determined by the county branch board, there must be at least one lead steward (or another representative with corresponding responsibility and function) and a steward who serves as deputy for him/her. These represent the NNO in negotiations and in other matters that affect the members’ interests at the workplace. Reference is also made to the guidelines for the basic roles for each of the levels within the organisation.

In small enterprises that are nationwide or have few members dispersed over several county branches, the national executive committee can determine a different form of division for the steward scheme.

1. The lead steward (or another representative with corresponding responsibility and function), the deputy for him/her, and any other stewards are elected at a members’ meeting by the members whom the steward in question is to represent. Notice of the meeting must be issued at least two weeks before the date it is to take place.

   A list of the candidates for the election and recommendations from a nomination committee (if relevant) must be publicised within the same deadline.

   Members who are not able to attend the election meeting can cast their vote in advance from the date on which the list of candidates and any possible recommendations have been issued.

   In the event of a tie, the result is decided by a draw that is carried out by the body that has arranged the election.

   Enterprise lead stewards in the hospital sector are elected according to the same procedures. In cases where the members of the enterprise in question belong to several different lead steward areas, the election meetings take place simultaneously in all these areas and are administrated by the lead steward (or by other representatives with corresponding responsibility and function).

2. A members’ meeting decides whether a nomination committee is to be set up for the election of the lead steward (or another representative with corresponding responsibility and function) and his/her deputy. If a nomination committee is established, the members of the committee are elected by a members’ meeting.

   When electing a enterprise lead steward in the hospital sector, the same procedure for setting up and electing a nomination committee is followed. In cases where the members in the enterprise in question belong to several lead steward areas, the
stewards in the enterprise decide whether a nomination committee is to be set up. In this case the committee is elected by the stewards. All the members in the enterprise are eligible.

3. In lead steward areas where there are two or more stewards, these organise a stewards committee. The lead steward (or another representative with corresponding responsibility and function) or his/her deputy is automatically the chairperson/deputy chairperson of the committee.

4. The term of office for stewards and lead stewards (or another representative with corresponding responsibility and function) is two years. The election takes place prior to 1 March of the year that has an odd number as its last digit. Re-election is possible.

5. The lead steward (or another representative with corresponding responsibility and function) is responsible for ensuring that members’ meetings are held.

6. The members’ meeting shall make relevant decisions and recommend proposals for the action plan. Such proposals shall be based on an evaluation of the previous year’s activities.

   In cases of fundamental importance that affect members, the members’ meeting shall serve as the review body for the lead steward (or another representative with corresponding responsibility and function).

   A members’ meeting can with a simple majority resolve that a new election is to be held. Such elections take place at a new members’ meeting in line with the provisions laid down in item 1. The new election remains in force until the expiry of the ordinary election term.

   A members’ meeting shall be held when 30 members or at least ten per cent of the members require this.

7. The lead steward (or another representative with corresponding responsibility and function) is responsible for ensuring that a brief annual report is submitted to the county branch board by 1 February each year.

8. The lead steward (or another representative with corresponding responsibility and function) acts as intermediary between the members and the county branch board/county branch office.

B. County organisation

The county branch board
The county organisation is led by the county branch board, which consists of the county branch chairperson, the deputy county branch chairperson, five members, and five alternate members who are elected through separate voting processes. If there are no candidates for the office of deputy chairperson, a sixth member of the county branch board is elected instead and the deputy chairperson is elected by and from the elected board members. The student members’ representative within the county and his/her personal deputy are also included as member and deputy member respectively. A post on the county branch board cannot be combined with employment in the NNO.

The chairperson of the board is the political and administrative manager of the county branch office and holds a full-time position paid by the NNO.

The chairperson of the local professional interest forum attends meetings of the county branch board with the right to speak and to submit proposals.

The members of the county branch board – including the chairperson – are elected for a four-year term of office. The election takes place before 1 April of the year in which the national congress is to be held.
The county branch board has a quorum when at least five members or alternate members are present. The first alternate member is to be called in to meetings of the board. In the event of a tie, the county branch chairperson’s vote is decisive.

The county branch board holds meetings at least four times a year. Members within the county branch can be present during the board’s handling of matters on the open agenda, as observers without speaking rights.

**Election procedure**

**Alternative 1 – in each lead steward area**

Elections for the county branch board and the election of delegates to the NNO national congress take place simultaneously at members’ meetings in each lead steward area. Notice of the election meeting must be issued at least two weeks before it takes place and must contain a list of the candidates who are running for office as well as the recommendations of the nomination committee.

The nomination committee takes care of the technical aspects of the election. Members who are unable to attend the election meeting can cast their vote in advance from the date on which the list of candidates and the recommendations of the nomination committee have been issued.

The chairperson and deputy chairperson of the county branch board are elected through a separate voting process. One name is to be crossed off on each voting slip. Board members and alternate members are elected at the same time by ten names being marked on the ballot slip.

If there is more than one candidate for the offices of county branch chairperson and deputy county branch chairperson respectively, and if these are also candidates for board membership, the chairperson/deputy chairperson candidate can also be marked on the ballot slip when electing board members/alternate members. In this case 11 (or 12 if appropriate) names are to be marked on the ballot slip.

Marking the actual names takes place by the names being ranked from 1 to 10 (or 11 or 12 respectively) when electing board members/alternate members. A candidate who is ranked first is assigned 10 points (or 11 or 12 respectively), the second is assigned 9 points (or 10 or 11 respectively) etc. The five who gain most points are elected as board members. The next five are elected as alternate members in the order indicated by their total points. In the event of an equal number of points, the nomination committee decides the outcome by a draw.

When electing delegates and alternate delegates to the national congress, the number of names that are crossed off shall correspond to the number of delegates and alternate delegates the county branch is to appoint. In the event of a tie when electing delegates and alternate delegates to the national congress, the outcome is decided in keeping with the nomination committee’s recommendation. However, if this still does not provide the basis for a decision, the nomination committee determines the outcome by a draw.

The ballot slips for the election of chairperson, deputy chairperson, board members/alternate members and delegates/alternate delegates are collectively sent to the nomination committee within one week after the election date.

Members who are in employment that is not covered by an established lead steward area, and non-working members (including retired persons and those receiving disability benefit), send their ballot slips directly to the nomination committee within one week after the election date.
**Alternative 2 – at the county branch meeting**

The county branch meeting is arranged prior to 1 April of the year the national congress is held. The county branch meeting is responsible for electing the county branch board and the county branch’s delegation to the national congress. The county branch chairperson, the deputy county branch chairperson, five board members and five alternate members are elected in separate voting processes. The county branch chairperson and the deputy county branch chairperson are elected in line with the provisions set out in the first paragraph of section § 8 F. When electing county branch board members and the county branch delegates to the national congress, a simple majority of the votes cast applies. The election of alternate members is conducted in the same way as the national congress’ election of alternate members for the national executive committee.

The county branch meeting appoints a committee of three members to count the votes cast.

The county branch meeting consists of delegates elected by and from the members of each lead steward area. When electing delegates, the same provisions as those set out in items 1 and 2 of § 4 A are followed. The number of delegates from each lead steward area is determined according to the following scale:

- 0 – 50 members: 1 delegate
- 51 – 100 members: 2 delegates
- 101 – 200 members: 3 delegates

plus a further delegate for each commenced 100 members.

Members in employment, who are not covered by an established lead steward area, form a joint constituency that elects delegates to the county branch meeting according to the same provisions as those for the lead steward areas. A joint constituency is also formed for non-working members (including retired persons and those receiving disability benefit). The technical aspects of the election are the responsibility of the county branch office. The election is conducted as a referendum.

Membership numbers as of 31 December of the previous year are used to calculate the number of delegates.

In addition, unless they have been elected as delegates, the county branch board members, the county branch’s nomination committee and lead stewards (or other representatives with corresponding responsibility and function), chairpersons of local professional interest groups and the chairperson of the local professional interest forum all take part. They are not assigned voting rights but are entitled to speak and have the right to submit proposals.

Members are allowed access to the county branch meeting and have speaking rights but no voting rights or the right to submit proposals.

The lead steward area’s delegates must be elected at the latest one month before the county branch meeting takes place.

**The nomination committee**

The county organisation’s nomination committee consists of a chairperson, four members and four alternate members elected among the members who have an affiliation to the county. A post on the nomination committee cannot be combined with employment in the NNO.

The nomination committee is elected by the county organisation’s lead stewards (and representatives with corresponding responsibility and function) at the latest seven months before the election of a new county branch board is to take place.

The nomination committee’s task is to submit nominations on the election of a new county branch board and the county branch’s delegation to the NNO national congress.
The nominations must be submitted six weeks before the respective elections take place.

The nomination committee has a quorum when four members/alternate members are present. The first alternate member is to be called in to meetings of the nomination committee.

Nomination committee members must leave office during the election process for posts for which they themselves are candidates. If so many of them have to leave office that the nomination committee no longer has a quorum, it is the responsibility of the county branch board to appoint new members to the committee.

If the chairperson of the nomination committee is permanently unable to perform his/her duties, a new chairperson must be elected by and from the members of the committee.

The nomination committee is elected and conducts its work on the basis of specific election rules.

**Term of office, new elections etc.**

The term of office of the retiring county branch board terminates when the election result is ready.

The deputy chairperson takes over the chairperson’s functions if the chairperson is temporarily or permanently unable to perform his/her duties. A new deputy chairperson is elected by and from the members of the county branch board. The same process applies if the deputy chairperson is permanently unable to perform his/her duties.

New elections shall be held if at least 50 per cent of the county’s lead stewards (and other representatives with corresponding responsibility and function) or at least ten per cent of the members require this. The requirement can be limited to new elections of county branch chairperson and/or county branch deputy chairperson. The new elections are conducted according to the same provisions as those for ordinary county branch board elections. The new election remains in force until the expiry of the ordinary election term.

**Mandate**

The county branch board shall:

1. Implement and coordinate NNO’s policy within the county.
2. Decide which alternative is to be chosen for the election procedure.
3. a. Approve the action plan for the lead steward areas.
   b. Adopt action plans, the budget and the accounts for the county organisation’s total operations.
4. Send the action plan and budget proposition for the following year to the national executive committee for approval, in line with the schedule set by this committee.
5. Send the annual report and comments to the accounts to the national executive committee at the latest by 1 March each year.
6. Distribute funds to the lead steward areas in the county.
7. Hold an annual conference for the county branch stewards. Such conferences must be utilised for discussing organisational policy, exchanging experience and building competence. In the event of a simple majority among the stewards present, the conferences can have an advisory function for the county branch board.
8. Assume joint responsibility for assessing and evaluating steward training in the county branch.
9. Hold annual professional conferences for members.
10. Make the necessary decisions on matters that lie outside the area of responsibility of the lead steward (or other representatives with corresponding responsibility and function).

The county branch board can merge two or more lead steward areas to form one constituency for county branch meeting purposes, if the number of members is so low that this is considered appropriate or if there are other special reasons for doing so.

The county branch board cannot make decisions on boycotts without the approval of the national executive committee.

**The working committee**

On the decision of the county branch board a working committee can be set up consisting of the county branch chairperson, the deputy county branch chairperson, one member and two alternate members. The member and alternate members are elected by and from the members of the county branch board.

The working committee has a quorum when three members or alternate members are present. All decisions are passed with a simple majority.

The task of the working committee is to prepare cases for the county branch board. In addition the committee can bring all matters to a close on approved delegation from the same body.

**Lead stewards’ council**

When there are several lead stewards in the same lead steward area (or other representatives with corresponding responsibility and function), matters of common interest shall be settled at a meeting between the lead stewards (or other representatives with corresponding responsibility and function) who are affected. Any decisions are passed with a simple majority among the lead stewards on this council (or other representatives with corresponding responsibility and function). If a lead steward (or another representative with corresponding responsibility and function) is unable to participate, his/her right to vote is exercised by his/her deputy.

If one or more joint representatives are to be elected for the area, the election is made by the members of the area among the lead stewards (or other representatives with corresponding responsibility and function). If the representation is of an ad-hoc nature, the election can be made by and from the lead stewards (or other representatives with corresponding responsibility and function). If the representative is to have paid leave, the election must take place by and from the members. For permanent posts the term of office must correspond to the election term at the local workplaces. Re-election is possible.

The county branch board appoints a nomination committee to make nominations for the election of representatives who are to have paid leave. This committee consists of a chairperson, two members and two alternate members. The members must have an affiliation to the lead steward area concerned. The appointment of the committee normally has to be conducted at the latest six months before the election is held, among candidates proposed by the members in the lead steward area concerned. At its own initiative the county branch board can supplement the committee with members that have an affiliation to the area, if the number of proposals for candidates from members is insufficient at the date on which the committee is to be established. The same applies if so many individuals are unable to participate in the committee that it is no longer functional.

If at the expiry of the deadline there is only one candidate for the office, and he/she is recommended by the nomination committee, the election can be concluded by the appointment of the person concerned by the county branch board.
When conducting an ordinary election, notice of the election meeting, the list of candidates who are running for election, and the recommendations of the nomination committee must be publicised at least two weeks in advance.

Members who are unable to attend the election meeting can cast their vote in advance from the date on which the list of candidates is issued.

In the event of a tie when electing joint representatives, the result is decided by a draw that is carried out by the body that has arranged the election.

A new election for joint representatives who are elected by the members shall be held if at least 25 per cent of the members require this. The new election is conducted according to the same provisions as those for an ordinary election and remains in force until the expiry of the ordinary election term. If, at the date for a new election a nomination committee has not been appointed, the new election is carried out without any prior recommendations.

If a joint representative who has been elected by the members leaves the post during the term of office, the county branch board appoints a new representative to be in office until the first ordinary election.

**County branch office**

The county branch office consists of the chairperson of the county branch board and of employees whose principal tasks are to carry out administrative services, to provide professional assistance to NNO representatives and members in efforts geared towards members’ pay/socio-economic and professional interests, to run the county branch’s organisational training of NNO stewards, and otherwise to perform tasks as instructed by the NNO head office.

The county branch office is under the supervision of the county branch board. The chairperson of the board has the authority and responsibility for day-to-day running of the office and for the performance of various tasks.

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**§ 5 Professional interest groups**

**A. Purpose**

Professional interest groups that are approved as part of the NNO structure shall contribute to furthering the NNO’s main objectives, principles and priorities – with particular focus on professional and health policies and thus on the NNO’s role as a professional organisation.

The objects clause of the individual groups may vary, but as a minimum they must include the following:

- To create a meeting place for professional development and knowledge enhancement
- To promote the development of a professional identity and a sense of unity
- To contribute to the development, application and dissemination of knowledge gained through research and experience
- To contribute to cooperation and the development of competence networks across professional interest groups
- To contribute to developing strategies, systematic work and competencies within the NNO’s prioritisations for professional and health policies
B. Approval of professional interest groups
When the above objectives have been reached, the national executive committee can approve the establishment of professional interest groups within the NNO if the group:

- Consists of members who are also members of the NNO within a clearly defined functional area
- Has at least 100 members
- Is committed to conforming with the NNO’s objectives, constitution and statement of principles
- Has an elected board and a general meeting (or similar)
- Meets any other requirements for approval that the national executive committee may consider necessary

Once approval has been granted, all professional interest groups must incorporate the acronym “NNO” into their name.

Approval of a professional interest group within the NNO is automatically terminated from the date on which one of the above prerequisites is no longer fulfilled. With regard to the requirement for the number of members however, approval is maintained at all times provided that the group had a minimum of 100 members at 31 December of the previous calendar year.

C. National professional interest forum
The chairpersons of the professional interest groups form a national professional interest forum that is held at least once a year to address coordination, sharing experiences, dissemination of information, operations, and any other tasks related to the groups’ objectives and function in the NNO.

Each group decides who is to be its representative if the chairperson is unable to attend.

The national professional interest forum elects a chairperson for the forum from the members of the professional interest groups – a full-time post paid by the NNO. The term of office is four years and conforms to the term of the national congress. Re-election is possible.

A deputy for the chairperson is elected at the same time by and from the professional interest group chairpersons.

The national professional interest forum elects a nomination committee consisting of three members from the chairpersons of the groups. The committee is responsible for preparing and conducting the election of the chairperson for the national professional interest forum and his/her deputy in accordance with the procedures set by this forum.

A working committee prepares and follows up the national professional interest forum’s meetings. This committee consists of the chairperson of the forum, his/her deputy, and a member and two alternate members. The member and alternate members are elected by and from the chairpersons of the national professional interest groups.

D. Local professional interest forum
The chairpersons of the local professional interest groups that are established within a county branch and that belong to approved professional interest groups in the NNO form a local professional interest forum. This forum meets at least once a year to address coordination, sharing experience, dissemination of information, operations, and any other tasks related to the local professional interest groups’ contribution to the achievement of the NNO objectives.
The local professional interest forum elects a chairperson for the forum from the members of the local professional interest groups. The term of office is four years and conforms to the term for the county branch board. Re-election is possible.

At the same time a deputy is elected by and from the chairpersons of the local professional interest groups.

The local forum elects a nomination committee that has three members drawn from the chairpersons of the local professional interest groups. The committee prepares and conducts the election of the chairperson and his/her deputy in accordance with procedures set by the local professional interest forum.

E. Annual national and local conference on professional policy

A national conference on professional policy is held once a year when the national executive committee has determined the following year’s priorities.

At this meeting overall efforts for policies relating to professional interests, education and health are discussed, and assessments are made of any joint projects and competence groups across professional interest groups/the professional environment. Input is also given on the formulation of each professional interest group’s action plan for the following year.

National interest group chairpersons participate in this conference as well as the chairperson of the national professional interest forum. The forum is prepared at the NNO head office.

Local conferences are arranged in the same way in county branches, with the chairperson of the local professional interest forum, local group chairpersons and the county branch board taking part. The conference is prepared at the county branch office. The objective is to ensure local follow-up of national plans and, if appropriate, to define independent local measures for policies relating to professional interests, education and health in keeping with local conditions and challenges.

F. Financing professional interest groups

Each professional interest group is responsible for financing the activities that are approved internally. However, within the limits of the NNO’s annual operating budget, the national executive committee can give general grants on application from the specific group. In addition, the NNO reimburses the costs incurred for direct involvement in its annual priorities in line with approved programmes and the associated budgets.

G. Professional interest groups’ national and local board members, and chairpersons of national/local forums

Offices defined in the constitution in the professional interest groups’ national and local structure, as well as in national and local forums cannot be combined with employment in the NNO. Leadership posts in national and local forums cannot be combined with offices on the national executive board and the county branch board respectively.

H. Other information

The NNO’s executive committee can approve supplementary provisions on activities and operations within the national and local professional interest forums and for the role of the chairpersons.
§ 6 Student organisation

A. Organisational structure

Student members of the NNO are incorporated into an organisational structure consisting of:
- county representatives
- an annual meeting
- a student board

B. County representatives

In each county branch student members elect a county representative with a personal deputy. The county representative is responsible for student members’ representation on NNO county branch boards.

C. Annual meeting

1. The students’ annual meeting consists of:

a) Participants with speaking and voting rights and with the right to submit proposals:
- county representatives
- delegates from university colleges/universities

Student members at each university college/university elect delegates according to the following scale:
- Up to 249 members: 2 delegates
- 250 – 349 members: 3 delegates
- 350 – 449 members: 4 delegates
- 450 – 549 members: 5 delegates
- 550 – 649 members: 6 delegates
- 650 members or more: 7 delegates

The university college/university that is represented by the county representative at the annual meeting has its number of delegates reduced by one.

Calculations for the number of delegates are based on membership numbers at 31 December the year before the annual meeting takes place.

b) Participants with no voting rights but with the right to speak and submit proposals:
- members of the student board

2. The annual meeting is normally arranged in the month of June.

3. The annual meeting elects the student board. The annual meeting’s mandate is defined by the national executive committee.

4. Any extraordinary annual meeting is convened by the national executive committee. In such cases this committee also sets the deadline for the notice of the meeting.

D. Student board

The student board is elected among the members and consists of a chairperson, a deputy chairperson, five members and three alternate members. In accordance with the mandate defined by the national executive committee, the student board is the executive student membership body between the annual meetings.
The chairperson of the student board holds a full-time paid post.

E. Election to student member posts
The election of county representatives and delegates for the annual meeting is normally conducted by the end of April and is effective for one year from 1 June after the election was held.

Student members’ delegates for the NNO national congress are elected at the same time, in the year the congress takes place. All elections are conducted according to specific election rules laid down by the national executive committee.

F. Local branches
Local branches can be set up on application to the student board. The limitations, objectives and other aspects of these branches are regulated by guidelines laid down by the national executive committee.

§ 7 The national executive committee
The national executive committee is the NNO’s highest authority between the national congresses and is responsible to the national congress for the decisions it makes.

A. Mandate
The national executive committee shall:

1. Put the national congress’ decisions into effect, as well as take the initiative in matters that are of importance for nursing and the nursing profession.
2. Assume responsibility for overall operations and administration in the national congress term.
3. Adopt annual organisational policy prioritisations, approve the action plan and the budget compiled on the basis of the national congress’ decisions on the distribution of financial resources in the national congress term, and approve the accounts and the annual reports for all budget areas.
4. Approve the NNO’s annual report and budget – audited by an independent auditor.
5. Make decisions concerning the use/coverage of any profit/deficit.
6. Consider proposals regarding the constitution and matters of principle, and prepare these for a final decision at the national congress. The national executive committee can put its decisions into effect in the interim period.
7. Compile proposals for guidelines and main principles for the NNO’s work to be approved at the national congress, as well as ensure that these are revised so that they remain in line with the development of society at all times.
8. Approve requirements and prioritisations in connection with central pay negotiations, and approve the outcome of the negotiations.
9. Appoint the general secretary, the director of the department for socio-economic welfare, and the director of the department for professional policy, as well as define staff appointment empowerments for other positions in the NNO.
10. Approve personnel policy guidelines and the main frameworks for pay negotiations within the NNO.
11. Make decisions on affiliating the NNO and/or parts of NNO’s organisational structure to other organisations. Affiliation to principal national and international confederations for employees and/or nursing organisations is prepared for final approval at the national congress.
12. Appoint the NNO representatives for formal bodies in organisations with which the NNO is affiliated or cooperates.

13. Represent the NNO at the general meeting for the wholly-owned subsidiaries the NNO may possess at any given time.

14. Exercise the right to give instructions to the entire organisational system.

15. Approve the establishment of professional interest groups in the NNO.

16. Make final decisions on adaptations to local organisation structure in accordance with guidelines approved at the national congress.

B. Composition

The national executive committee consists of the president of the NNO, the first vice president, the second vice president, six members and six alternate members. The chairperson and deputy chairperson of the student board are also included as a member and personal alternate member respectively.

The chairperson of the national professional interest forum meets in the national executive committee with the rights to speak and to submit proposals, with his/her deputy chairperson as personal alternate.

Posts on the national executive committee cannot be combined with posts/employment in nurses’ employer organisations, with employment in the NNO, or with the office of county branch chairperson in the NNO.

1. The president, first vice president and second vice president are elected for a period of four years by the national congress through a separate voting process. Re-election is possible.

   In the event of the absence of the president, the first vice president assumes the president’s responsibility and function.

   The posts of the president, first vice president and second vice president are full-time paid offices.

2. National executive committee members and alternate members are elected for a period of four years by the national congress through a separate voting process. Re-election is possible.

   Reference is also made to the specific election rules.

C. Meetings

1. The national executive committee meets six times a year and otherwise as often as the president or at least two of the national executive committee’s members deem necessary. Minutes shall be taken at these meetings.

2. The notice of the meeting, with an agenda and the necessary documentation, must in general be sent to the members at least 14 days before the meeting is to be held.

3. The national executive committee has a quorum when seven members or alternate members are present. The first alternate member is to be called in to meetings of the national executive committee. Decisions are passed with a simple majority. In the event of a tie, the vote of the president is decisive. Should the national executive committee make decisions that involve a dispensation from the NNO’s constitution, at least six members or alternate members must have voted in favour of the proposal.

4. Members of the NNO can be present during the national executive committee’s handling of matters on the open agenda, as observers without speaking rights.
D. The working committee

1. Composition:
   The national executive committee’s working committee consists of the president of the NNO, the first vice president, the second vice president and two alternate members. The alternate members are elected by and from the members of the national executive committee.

2. Voting:
   The working committee has a quorum when three members or alternate members are present. All decisions are passed with a simple majority.

3. Mandate
   a. The working committee shall prepare matters for the national executive committee.
   b. The working committee serves as the national executive committee’s negotiations committee.
   c. The working committee can also bring all matters to a close on approved delegation from the national executive committee.

4. The minutes from the meetings of the working committee are sent to the national executive committee’s members.

E. The president

The president of the NNO is responsible for the organisational policy of the NNO and represents the organisation externally. On behalf of the national executive committee he/she is also responsible for ensuring that the decisions made are followed up in the organisation.

The president and the first and second vice presidents hold the organisation’s signature. In the absence of the president, the first vice president serves as the organisational policy leader. In the absence of the president and the first vice president, the second vice president serves as the organisational policy leader. The president shall ensure that the vice presidents are at all times updated on all cases and matters for which they must assume responsibility in the president’s absence.

F. Conferences

Collaborative conference:
The national executive committee calls the chief county officers and chairpersons of the professional interest groups to a joint conference at the beginning of each calendar year. The purpose is to strengthen collaboration within the organisation and develop a common understanding of the NNO’s policy objectives and challenges.

Leadership meeting:
The president calls the chief county officers and the chairperson of the national professional interest forum to a minimum of four leadership meetings per year. This meetings are to discuss:
- issues relating to the implementation of the NNO’s policies
- current policy challenges at local, regional and national level
- the basis on which the budget and action plans are to be compiled. This takes place at a leadership meeting attended by the national executive committee.

The conclusions from the collaborative conference and the leadership meeting must be recorded in meeting minutes.
§ 8 The national congress

A. Position within the organisation

The national congress is the NNO’s highest authority.

Members of the NNO have the right to attend the national congress. They have speaking rights, but not the right to submit proposals or to vote. The national congress is partly open and partly closed for the press depending on the decisions of the congress.

B. Composition

1. Participants with voting rights:
   - County branch delegates
   
   The number of delegates from the county branches shall at all times approach 160. The average number of members represented by each delegate is calculated according to the total number of members at 31 December of the previous year, and the delegates are distributed over the counties according to their membership numbers. No county is to have fewer than five delegates or more than 20. Decimals under 0.5 are deleted, while decimals from and including 0.5 are raised to 1.

   In addition, each county is to have a student delegate.

   The post of delegate at the national congress cannot be combined with employment in the NNO.

2. Participants with speaking rights and the right to submit proposals, but with no voting rights:
   - national executive committee members
   - the chairperson of the council for nursing ethics or his/her deputy
   - the chairperson of the control committee (during the discussions on the accounts and budget) or his/her deputy
   - chairpersons of the NNO’s county branch boards – provided that they have not been elected as delegates
   - chairpersons of national professional interest groups – provided that they have not been elected as delegates
   - the former chairperson and new chairperson of the national professional interest forum

3. Participants with speaking rights but without the right to submit proposals and to vote:
   - nomination committee members
   - candidates for posts on the national executive committee and for the chairpersons of the council for nursing ethics/the control committee/nomination committee – provided that they have not been elected as delegates.

C. Meetings

The national congress is held every fourth year before the end of the month of November.
D. Matters to be addressed

Matters of principle that affect the organisation’s function, work methods and structure must be addressed at the national congress.

Members who wish to submit matters to the national congress must forward these through their county branch office. Such matters must have reached the national executive committee at least six months before the congress is to be held.

The reasons for submitting such matters must be given, and they must have been investigated.

Documents relating to matters that are to be submitted to the national congress must be available at least 12 weeks before the congress is to be held and must be sent to the congress participants at least eight weeks before the congress.

E. Agenda

The agenda is proposed by the national executive committee and is finally approved by the national congress. Items that are not included on the agenda cannot be taken up for decision unless approved by at least four-fifths of those with voting rights attending the congress. Items can be removed from the agenda with a simple majority. The following items are mandatory:

1. Approval of the agenda
2. Appointment of chairpersons
3. Appointment of three members to sign the minutes
4. Appointment of committees for assignments during the congress
5. Review of the NNO’s activities for the four preceding years, including the annual report and accounts.
6. Approval of the NNO’s key priority areas and main financial guidelines for the four-year period following the corresponding decisions of the previous congress.
7. Election of:
   - the president of the NNO
   - the first vice president
   - the second vice president
   - members and alternate members for the national executive committee
   - chairperson, members and alternate members for the nomination committee
   - chairperson, members and alternate members for the council for nursing ethics
   - chairperson, members and alternate members for the control committee

F. Elections

Written votes must be cast. In order to be elected, the president, the first vice president and the second vice president must have at least 50 per cent of the total votes. If this majority is not achieved, a second ballot is held. If there are still no candidates who gain the required majority, a new ballot takes place between the two candidates who attained most votes at the first new ballot. Blank ballot slips are regarded as votes that are not cast.

Similar provisions apply for the election of the chairpersons for the nomination committee, the council for nursing ethics, and the control committee.

Unless otherwise stated in the constitution, at other elections and for other voting processes a simple majority of the votes cast applies. Unless any of those with voting rights require written ballot slips, all voting apart from elections takes place by a show of hands.
G. Extraordinary national congress

An extraordinary national congress shall be convened when this is required by one of the following bodies:
- the national executive committee
- at least 50 per cent of the county branch boards

1. Notice of the meeting:
Notice of the meeting must be issued at least four weeks before it takes place. Documents relating to the matters that have caused the meeting to be held must be sent to congress participants as soon as possible after the notice of the meeting, and at the latest three weeks before it is to be held.

2. Interim national executive committee:
If an extraordinary meeting leads to the termination of the national executive committee or to it being obliged to terminate its function, an interim executive committee is elected that functions until the next ordinary national congress. Similarly, interim members of the national executive committee are elected along with alternate members if so many members/alternate members leave their posts that the national executive committee is no longer functional.

3. The delegations shall be composed of those who were elected as delegates/alternate delegates for the most recent ordinary national congress. If in the meantime it has transpired that so many delegates are unable to participate that a county branch’s delegation is no longer complete in number, supplements are made by the appointment of new delegates by the county branch board.

H. Supplementary elections in the national congress term

In the event of the nomination committee, the council for nursing ethics and the control committee not being complete in number, the national executive committee has the right to appoint an interim chairperson as well as members and alternate members for these, to be effective up to the first ordinary national congress.

The national executive committee can supplement a county branch board for the remaining part of the election term if so many of those involved are permanently unable to participate that the committee is at risk of not being quorate. Supplementation is made according to advice from the county branch concerned, which also recommends candidates for appointment to the vacant posts.

§ 9 The council for nursing ethics

A. Mandate

The council for nursing ethics shall:

1. Monitor and promote the ethical standard of nursing practice and education.

2. Handle cases and issue statements on ethical issues that are presented to the council or to which the council itself takes the initiative.

3. Serve as review body and influence matters of an ethical nature internally in the NNO.

4. Encourage ethical reflection and discussion internally in the NNO.
5. Contribute to strengthening the health service’s overall value awareness.

6. Influence public debate in issues of an ethical nature.

B. Position in the NNO

Within the framework of its professional mandate, the council for nursing ethics is an independent and autonomous body within the NNO.

C. Composition

1. The council for nursing ethics consists of a chairperson and eight members who are elected by the national congress for four years. Re-election is possible.

2. The above offices cannot be combined with posts on the national executive committee or employment in the NNO.

3. The president of the council has the right to hold his/her post as a full-time position paid by the NNO.

4. If the council chairperson is permanently unable to attend to her/his duties, a new chairperson is elected by and from the council members.

D. Matters to be addressed

The council for nursing ethics:

1. Shall exercise its mandate on the basis of NNO’s ethical guidelines for nurses, the ICN’s code of ethics for nurses, collegiate provisions for NNO members, and ethical guidelines for the health service in general.

2. Shall ensure competence and confidentiality in all matters that are submitted to the council.

3. Shall submit recommendations to the national executive committee, if the council is of the opinion that there are grounds for the exclusion or suspension of a member whose conduct has been at variance with the NNO’s ethical guidelines.

4. Shall record the handling of cases and the decisions taken.

5. Decides itself for whom and in which manner its statements are to be made known.

Confidential records and documents must not be made available to persons other than the council members and the secretary.

Decisions made by the council are valid when there are a minimum of six votes in favour.

E. Reporting

At least 12 weeks before the national congress, the council for nursing ethics must submit a report on its activities during the national congress term. The report must be sent to the participants at the congress at least eight weeks before the congress is to be held. The council submits an annual report to the national executive committee.
§ 10 The national congress control committee

A. Composition

The committee consists of a chairperson, three members, and four alternate members who are elected by the national congress for four years. Re-election is possible. An office on the control committee cannot be combined with a post on the national executive committee and a county branch board, with a leadership position in the national and local professional interest forums, and with employment in the NNO. Former members of the national executive committee are not eligible for election until at least one congress term has elapsed.

The committee has a quorum when at least three members or alternate members are present. The first alternate member is to be called in to meetings of the control committee.

Each member of the committee can request a committee meeting to be held.

B. Term of office

The term of office for the committee follows the four accounting years that succeed the election of the committee.

C. Function

1. The committee shall ensure that the NNO manages its resources in such a manner that decisions taken in the national executive committee are in agreement with both the constitution and decisions taken at the national congress.

2. The committee has the right to inspect all books, meeting minutes and documents over which the NNO has control. The national executive committee, the head office and the auditor shall ensure that the committee is given all the information it requires to carry out its tasks.

3. The committee meets at least once a year, and in addition as often as is deemed necessary.

4. In a report to the national congress, the committee shall give an account of its work for each accounting year, as well as submitting any comments on the national executive committee’s report and the accounts. In addition the committee shall give its views on:

   4.1 Whether the committee has performed its tasks in accordance with these guidelines

   4.2 Whether the NNO’s financial transactions have been in agreement with the constitution and with the decisions of the national congress and the national executive committee

   4.3 Other matters that in the committee’s view should be brought to the notice of the national congress and the national executive committee, and that have not been included in the report, the accounts or the auditor’s report. Prior to discussing such matters in its report, the committee shall take them up with both the chairperson of the national executive committee and the auditor.

5. Should the committee become aware of substantial omissions or irregularities, these must immediately be taken up with the national executive committee.
6. The control committee does not have the right to communicate information about the NNO’s activities that it has become aware of during the performance of its tasks to individual members or to external persons.

D. Participation in national executive committee meetings and national congresses

The committee’s chairperson – or his/her deputy – is to attend the national congress’ handling of the accounts and budgets with speaking rights and the right to submit proposals. The same applies to the chairperson, or his/her deputy, of the committee that was in force the year preceding the national congress.

The chairperson, or his/her deputy, can attend the national executive committee’s handling of financial matters if the committee deems this to be necessary.

§ 11 The journal Sykepleien

A. Journal

The NNO publishes a journal that has its own responsible chief editor.

Objectives

The Sykepleien is intended to produce unbiased, independent and critical journalism that draws on the objects clause of the NNO constitution and that conforms to general rules for editors and the ethical principles that apply to the press.

The main task of the journal is to draw attention to nurses’ interests – for example through communicating to both members and the public the organisation’s views and its policies in the areas of society, the profession and nurses’ interests.

The journal shall take part in social debate and encourage commitment and controversy.

Publishing the journal and books, and other competence building

Based on the objectives given in § 2 of the constitution, the NNO shall publish a journal and books with the aim of developing its members’ professional competence. In addition the NNO shall make provisions for and strive to implement other competence-building programmes for its members. The national executive committee employs one or more chief editors to be in charge of and responsible for this undertaking. The national executive committee is the highest responsible body for the financial operations of the enterprise.

§ 12 The nomination committee

A. Mandate

The nomination committee makes nominations for elections that are to take place during the national congress. The nominations must be available at the opening of the congress. The nomination committee can change a nomination if an election that has already been held has consequences for other nominations the committee has made.

The nomination committee can also change a nomination if, with a two-thirds majority of the votes cast, the national congress decides to allow new proposals to be submitted for the elections that are to be held during the congress.

Otherwise a nomination can only be changed if new information emerges about a nominated candidate, information that the nomination committee deems would have had
an influence on its nomination if the information had been known when the nomination was made.

B. Composition

The nomination committee consists of a chairperson, six members, and six alternate members who are elected by the national congress for four years. Re-election is possible.

The chairperson, members and alternate members of the nomination committee must leave their posts if they themselves are candidates for any of the elections the national congress is to hold. However, this limitation does not apply for re-election to the nomination committee since nominations for this body are made by the chairpersons of the county branch boards. Posts on the nomination committee cannot be combined with employment in the NNO.

If so many nomination committee members have to leave their posts that the committee is no longer quorate, it is the responsibility of the national executive committee to supplement the committee members (see also § 8 H).

The nomination committee has a quorum when at least six members/alternate members are present. The first alternate member is to be called in to the meetings of the nomination committee.

C. Technical aspects of the elections

The nomination committee comes into effect at the close of the national congress and must evaluate the candidates who are proposed for election during the next congress. Evaluations must be made on the basis of proposals received from individual members and branches/other parts of the organisational structure. The nomination committee is required to maintain a regular dialogue with the NNO county branches in order to ensure that a sufficient number of suitable candidates are available at the expiry of the deadline. Should there be too few candidates for the positions that are to be filled for each election, the nomination committee is permitted to supplement this number with further candidates. These persons confirm their candidature in their reply to an enquiry from the nomination committee until the number of candidates corresponds with the number that are to be elected.

If at the opening of the congress there are still insufficient numbers of candidates, or if the nomination committee finds that it cannot submit a recommendation from the candidates who have been proposed, the committee has the right to suggest that the national congress should allow new proposals to be submitted for the elections that are to be held.

Six months before the national congress, the nomination committee prepares an account of the elections that are to take place. The account is sent to the county branch offices, the professional interest groups, the lead stewards (and representatives with corresponding responsibility and function), the council for nursing ethics and the control committee. The account shall contain a list of the candidates who at that date have confirmed their candidature to the nomination committee.

Two months at the latest before the national congress is to be held, proposals for candidates are sent to the nomination committee from the county branch boards, the professional interest groups, the council for nursing ethics and the control committee. Members send in proposals with the same deadline via their county branch office. Reasons must be given for the proposals. Proposed candidates must have given a written confirmation that they are willing to run for election before the proposal is submitted. Candidates for election are presented regularly in Sykepleien.

Candidates for membership posts in the various bodies are also regarded as candidates for alternate member posts in the same body.

Further details of the work of the nomination committee and its election functions can be found in the specific election rules.
§ 13 The negotiation system
The negotiation system is intended to safeguard the NNO’s interests regarding the negotiation of pay terms and working conditions. The national executive committee can make detailed decisions concerning the negotiation system.

A. Central negotiations

1. Negotiations committee:
   a. Mandate:

      The negotiations committee is responsible for collecting and systemising material for use during the NNO’s central negotiations on the main agreement and the basic collective agreement/settlement. The committee’s task is to submit recommendations on requirements and prioritisations to the national executive committee.

      Once the national executive committee has decided on requirements and prioritisations, the negotiations committee is responsible for conducting the negotiations on behalf of the national executive committee.

   b. Composition:

      The negotiations committee consists of the national executive committee’s working committee. The president of the NNO is the chairperson of the committee.

      The negotiations committee has a quorum when at least three members or alternate members are present.

2. Pay conferences

Prior to each main settlement, the national executive committee convenes pay conferences in pay agreement areas that have more than 1 000 members. The national executive committee can also decide to call in those in pay agreement areas with fewer members to such conferences.

The pay conferences submit recommendations to the national executive committee on prioritisations in pay policy, including those relating to revising the main agreement and the basic pay collective agreement/settlement. In cases where the date of the pay conferences deviates considerably from the date for negotiations on the main agreements/main agreement issues, the lead stewards (and representatives with corresponding responsibility and function) are invited to submit written proposals on requirements.

Each lead steward area is represented at the local and/or regional pay conference by its lead stewards (or representatives with corresponding responsibility and function). In addition, lead steward areas with 51 or more members elect more delegates according to the same provisions as those for the election of delegates to the county branch meeting. The lead stewards (or representatives with corresponding responsibility and function), other delegates from the lead steward areas, and county branch board members have the right to vote. Decisions are passed with a simple majority among those present with voting rights.

For national and other nationwide pay conferences representation is determined by the national executive committee.

National executive committee members can take part in the pay conferences with speaking rights and the right to submit proposals.
The national executive committee can decide that two or more pay agreement areas are to be included in the same pay conference. In such cases votes are cast for each individual pay agreement area.

The national executive committee can approve supplementary rules for conducting pay conferences.

3. Referendum:
If a settlement should lead to a referendum being held among the members, the result of any such referendum is binding for the national executive committee if 50 per cent of the members in the pay agreement area have voted in favour of the result or if at least 67 per cent have taken part in the referendum.

4. Collective walkouts:
The national executive committee can make decisions on collective walkouts on behalf of the members of the NNO in line with the notice periods that apply at any given time in the collective pay agreement.

B. Local negotiations
Local negotiations are held by the respective lead stewards (and other representatives with corresponding responsibility and function) and stewards who serve as deputies for these.

§ 14 Blockades and work stoppage
The national executive committee can refuse to allow NNO members to apply for or accept employment in positions for which the committee deems the pay, working conditions or other conditions unsatisfactory. The national executive committee can also instruct the members to leave their posts or to take part in other forms of work stoppage.

Within a county branch the county branch board can approve political demonstration strikes of up to one day’s duration. In a locally delimited workplace area (e.g. a municipality) a members’ meeting can approve likewise. If the workplace area involves several lead stewards (or representatives with corresponding responsibility and function), similar decisions are taken by these individuals.

§ 15 Suspension/exclusion
The national executive committee can exclude or suspend a member
a. whose conduct is at variance with the NNO’s constitution
b. whose conduct is at variance with the NNO’s ethical guidelines
c. who does not follow instructions issued by a competent body within the NNO

For a valid decision to be made concerning suspension/exclusion, seven of the members of the national executive committee must vote in favour. Before a decision is made, the person involved in the case must be given the right to submit an account of his/her actions – both in writing and orally – to the national executive committee.

Decisions on suspension are time-limited, and the person involved cannot assume positions of trust in any of the organisation’s various bodies during the suspension period. However, he/she retains membership with all the rights and obligations this entails.

Suspended/excluded individuals can request their case to be re-assessed. The deadline for submitting such a request is two months from the date on which the national executive committee’s decision was made. Requests for the re-assessment of cases concerning
exclusion postpone the penalty. However, this does not apply to requests for re-assessment of suspension cases.

On application the excluded member can regain membership rights, if the national executive committee so decides with a simple majority.

§ 16 Membership fees

A. Setting fees

The principles for calculating the fees – including the percentage rate – are set by the national congress. The fees include a subscription to the journal *Sykepleien*, but dues for joint membership in the national federation of unions, to which the NNO is affiliated, are additional.

The national executive committee can impose extra fees to cover strike contributions in connection with a possible strike or to cover contributions for members who lose income due to other collective actions in which they take part on the instructions of the committee.

B. Paying fees

Members in paid work pay the fees through monthly deductions from salary if an agreement on this procedure has been made between the NNO and the employer.

Members who are not able to pay membership fees through monthly deductions from salary, pay them annually, six-monthly, quarterly or monthly according to agreement.

When a new member has had his/her membership confirmed, the fees are calculated from and including the following month, and are in proportion to the remaining part of the calendar year.

C. Rates

1. Honorary members do not pay fees.
2. Members in paid work pay 1.45% of their gross salary. Fees are limited downwards by a minimum amount and upwards by a maximum amount set by the national executive committee. Gross salary is regarded as the amount given under item 111-A in the pay and deduction statement.
3. Other members pay fees as set by the national executive committee.

D. Reductions of fees

The national executive committee lays down guidelines for granting a reduction of the fees or a postponement of payment. The guidelines also define the body that is to bring such matters to a conclusion.

E. Arrears

Members who are in arrears with fees at the end of the year have their membership terminated. Such arrears must be paid before new membership can be taken out. The requirement regarding arrears is annulled after three years.

F. Changes in membership conditions

For a change to have a retroactive effect, the NNO must be notified as soon as possible – and at the latest within six months after any change has been made – of any change in membership conditions that leads to an alteration to the fees.
§ 17 Withdrawals
Notification of withdrawal from the NNO must be sent in writing. The proportional part of the annual fees must be paid, i.e. the fees up to and including the withdrawal month.

§ 18 Amendments to the constitution
With the exception of § 20, any amendments to the NNO’s constitution must be approved at the national congress with a two-thirds majority of the votes cast. Before a proposal for an amendment to the constitution can be passed by the national congress, it must have been subject to legal assessment.

§ 19 Impartiality rules
The rules on impartiality in the Norwegian Public Administration Act have analogical application for case processing in the NNO’s executive bodies. In matters where it is clear or probable beforehand that a member of the executive body in question will be regarded as partial during the processing of a case, an alternate member must be called in.

§ 20 Dissolution
A decision on the dissolution of the NNO must be taken by a referendum among the members of the organisation. Members must be given a deadline of one month to post their vote. If dissolution is to take place, at least 67 per cent of the members must have cast a vote, and at least five-sixths of these must have been in favour of the dissolution.

If the above conditions for dissolution are met, it is the responsibility of the national executive committee to decide how the organisation’s funds are to be administrated.
1. The nomination committee

The nomination committee is elected by the national congress. It consists of a chairperson, six members, and six alternate members who are all elected for the four-year period up to the closing of the next ordinary national congress. Re-election is possible.

A deputy chairperson is elected by and from the committee members. If the chairperson is permanently unable to perform his/her duties, the deputy chairperson is promoted and he/she functions as chairperson for the remainder of the election term. A new deputy chairperson is elected by and from the nomination committee members.

Alternate members are ranked according to the number of votes they won in the election. Members and deputy members of the nomination committee must leave their posts if they run for election in any of the elections that are to be held during the national congress. However, this limitation does not apply for re-election to the nomination committee, since recommendations for this body are made by the chairpersons of the county branch boards. Recommendations for the new nomination committee must be available the day before the election is to be held. The chairpersons of the county branch boards can also change their recommendations on the same grounds as those given in point 3. County branch board chairpersons who are running for election to the nomination committee cannot take part in the process of making recommendations.

Posts on the nomination committee cannot be combined with employment in the NNO.

The nomination committee has a quorum when at least six members or deputy members are present. In the event of a tie, the chairperson’s vote is decisive. Otherwise all decisions are passed with a simple majority. Abstentions are considered as votes not cast.

2. The nomination committee’s work in the national congress term

The nomination committee comes into effect at the close of the national congress, and shall evaluate the candidates who are proposed for election during the next congress. Evaluations must be made on the basis of proposals received from individual members and branches/other parts of the organisational structure. The nomination committee is required to maintain a regular dialogue with the NNO county branches, in order to ensure that a sufficient number of suitable candidates are available at the expiry of the deadline. Should this not be the case, and there are too few candidates for the positions that are to be filled for each election, the nomination committee is permitted to supplement this number with further candidates. These persons confirm their candidature in their reply to an enquiry from the nomination committee, and the process continues until the number of candidates corresponds with the number that are to be elected.

If at the opening of the congress there are still insufficient candidates, or if the nomination committee finds that it cannot submit a recommendation from the candidates who have been proposed, the committee has the right to suggest that the national congress should allow new proposals to be submitted for the elections that are to be held.

Six months before the national congress, the nomination committee prepares an account of the elections. This is sent to the lead stewards (and representatives with corresponding responsibility and function), the county branch offices, the professional interest groups, the council for nursing ethics, and the control committee of the national congress. It shall contain a list of the candidates who at that date have confirmed their candidature to the nomination committee.

Two months at the latest before the national congress is to be held, proposals for candidates are sent to the nomination committee from the various branches/other parts of the organisational structure. Members send in proposals with the same deadline via their county branch office. Proposed candidates must issue a written declaration to confirm that they are
willing to run for election before the proposals are sent in. The written declaration must be attached to the proposal, and the person submitting the proposal must give reasons for his/her choice.

Candidates for election are presented regularly in *Sykepleien*.

When a nomination committee is to be elected, the preparations described above are conducted by the head office. Nobody can run for election or re-election to the nomination committee without being proposed by branches/other parts of the organisational structure/individual members. If, at the expiry of the deadline there are too few candidates for the posts that are to be filled on the nomination committee, a new deadline is set by the national executive committee.

The nomination committee can require each candidate to present a programme statement. The committee is also responsible for investigating each candidate’s suitability for the post, and can – if desired – call in candidates to an interview.

All candidates for posts as the NNO president, first vice president, second vice president, members of the national executive committee and chairperson of the national congress control committee/chairperson of the council for nursing ethics/chairperson of the nomination committee are invited to attend the national congress with speaking rights. Candidates who will not be attending the national congress by virtue of another function are to be invited at the expense of the NNO. In this case they must be willing to assume appropriate assignments to serve the national congress.

Candidates for membership posts in the various bodies are also regarded as candidates for alternate member posts in the same body.

### 3. The nomination committee’s nominations

The nomination committee’s nominations for the various elections must be available at the opening of the congress. The nomination committee can change a nomination if an election that has already been held has consequences for other nominations the committee has made.

The nomination committee can also change a nomination if, with a two-thirds majority of the votes cast, the national congress decides to allow proposals to be submitted for new candidates for the various posts. Otherwise a nomination can only be changed if new information emerges about a nominated candidate that the nomination committee deems would have had an influence on its nomination if the information had been known when the nomination was made.

Immediately prior to each election the chairperson of the nomination committee presents an oral explanation of the committee’s nomination, giving the reasons to which the committee has given highest priority in its nomination.

#### 3.1.1. When making nominations for posts on the national executive committee – including chairperson posts – importance must be attached to the following factors:

a. Experience from organisational work in the NNO and broad knowledge of the organisation’s key priority areas, principles and objectives

b. Work experience/practice, education

c. The candidate’s organisational policy objectives

d. Personal qualifications

#### 3.1.2. When the above requirements have been met, the nomination committee should also take the following into account in its nomination:

a. Geographical distribution

b. Representation from the various disciplines

c. Ethnic minority backgrounds
d. Continuity/new recruitment

3.2. When making nominations for posts on the council for nursing ethics, the nomination committee must primarily place emphasis on the individual candidate’s professional background, including particularly their experience of working on issues concerning nursing ethics.

3.3. When making nominations for posts to the national congress control committee, the nomination committee must place emphasis on the candidates’ economic competence as well as on their experience from organisational work in the NNO and their knowledge of the organisation’s key priority areas, principles and objectives.

3.4. When making nominations for posts on the nomination committee, emphasis must be placed on the candidates’ experience from organisational work in the NNO and their knowledge of the organisation's key priority areas, principles and objectives.

4. Elections

4.1 General information
The nomination committee is responsible for ensuring that the candidates for the posts of NNO president and vice presidents make their views about each other known, in the light of their future cooperation.

Written votes must be cast. The election is decided by a simple majority unless otherwise stated in the NNO’s constitution. Votes can only be cast for the candidates who were proposed by the agreed deadline, and for any candidates proposed on the basis of enquiries from the nomination committee, unless the national congress with a two-thirds majority of the votes cast decides differently.

Ballot slips that contain names other than those of valid candidates will be discarded. Ballot slips on which votes have been cast for more or fewer candidates than the number to be elected are also discarded.

4.2 Election of the NNO president
The president is elected through a separate voting process. The nomination committee’s nomination must be listed first on the ballot slip, after which the other candidates are listed in alphabetical order.

To be elected the president must win at least 50 per cent of the votes cast. If this majority is not gained, a new election is held. If there is still no candidate who achieves the necessary majority, a new election is held between the two candidates who won most votes in the first new election.

4.3 Election of first vice president
The first vice president is elected through a separate voting process. See also item 4.2.

4.4 Election of second vice president
The second vice president is elected through a separate voting process. See also item 4.2.

4.5 Election of other national executive committee members
Six members of the national executive committee are to be elected. The nominations of the nomination committee must be listed first on the ballot slip, after which the other candidates are listed in alphabetical order.

In the event of a tie between candidates ranked last, a new election is held between them.
4.6 Election of alternate members of the national executive committee
Six alternate members are elected. The nominations of the nomination committee must be listed first on the ballot slip, after which the other candidates are listed in alphabetical order.
The first alternate member is elected through a separate voting process. In the event of a tie, a new election is held.
Other alternate members are elected by the following procedure: The marking of relevant names takes place by the names being ranked from 1 to 5. The committee that counts the votes gives each candidate points, i.e. a candidate ranked as number 1 is given 5 points, number 2 is given 4 points etc. The final ranking is determined in relation to the candidate’s total number of points. In the event of a tie in the number of points a new election is held between the candidates with an equal number. In such a new election only one candidate can be voted for, and the ranking is decided by the number of votes. If the number of votes is equal, the counting committee decides the outcome by a draw.

4.7 Election of chairperson of the council for nursing ethics
The chairperson for the council for nursing ethics is elected through a separate voting process. See also item 4.2.

4.8 Election of members of the council for nursing ethics
Eight members are elected to the council for nursing ethics. See also item 4.5.

4.9 Election of chairperson of the national congress control committee
The chairperson of the national congress control committee is elected through a separate voting process. See also item 4.2.

4.10 Election of members of the national congress control committee
Three members are elected to the national congress control committee. See also item 4.5.

4.11 Election of alternate members of the national congress control committee
Four alternate members are elected to the national congress control committee. See also paragraph 1 and 3 of item 4.6.

4.12 Election of chairperson of the nomination committee
The chairperson of the nomination committee is elected through a separate voting process, according to nominations from the chief county officers. See also item 4.2.

4.13 Election of members of the nomination committee
Six members are elected to the nomination committee, according to nominations from the chief county officers. See also item 4.5.

4.15 Election of alternate members of the nomination committee
Six alternate members are elected to the nomination committee according to nominations from the chief county officers. See also paragraph 1 and 3 of item 4.6.

5. Supplementary elections
In the event of any person in the bodies elected by the national congress being permanently unable to perform his/her duties, the first alternate member is promoted. Other alternate members are promoted in the order in which they are ranked (see also § 8 H).
THE NNO’S LOCAL ELECTION RULES

1. The nomination committee

1.1. General information
Provisions concerning the county organisation’s nomination committee can be found in § 4 B of the constitution. The following also applies:

1.2. Candidates for the nomination committee
Members who are registered in the county branch are eligible for election to the nomination committee. Proposals for candidates are sent to the county branch office from lead steward areas, other parts of the local organisational structure or individual members. Before the proposal is sent, the candidate must issue a written declaration to confirm that he/she is willing to run for election.

Proposals for candidates for the nomination committee must be received by the county branch office at the latest one month before the election of the nomination committee is to be held.

The technical aspects of the election are the responsibility of the county branch office.

1.3. Election of the nomination committee
The nomination committee must be elected at least seven months before the ordinary county branch board elections are conducted.

The nomination committee is elected by the lead stewards of the county organisation (and other representatives with corresponding responsibility and function). These persons have the right to vote at the election even if they are candidates for the nomination committee.

The election is conducted at a meeting which all lead stewards (and other representatives with corresponding responsibility and function) are invited to attend.

The chairperson of the nomination committee, the four members, and the four alternate members are elected through separate voting processes.

The result of the election of the chairperson and members is decided by a simple majority among the votes cast. In the event of a tie, a new election is held between the candidates who won the same number of votes in the first round. If two candidates still have the same number of votes after the new election, the outcome is decided by a draw.

The result of the election of alternate members is decided by the names being ranked from 1 to 4. A candidate who is ranked as number 1 is given 4 points, number 2 is given 3 points etc. The candidates are elected as alternate members in the order indicated by their total number of points. In the event of a tie, the outcome is decided by a draw.

1.4. Term of office etc.

The election result comes into force at the close of the meeting. The term of office of the nomination committee runs until the result of the next ordinary county branch board election has finally been established. This means that the nomination committee is also responsible for the technical aspects of any new election that may be announced during its term of office.

Nomination committee members must leave office during the election process for posts for which they themselves are candidates. A post on the nomination committee cannot be combined with employment in the NNO.
2. The nomination committee’s preparations for recommendations

The nomination committee shall evaluate the candidates who are proposed for election to the county branch board and the county branch’s delegation to the national congress. Evaluations must be made on the basis of proposals received from individual members and lead steward areas. The nomination committee is required to maintain a regular dialogue with the lead stewards in the county (and other representatives with corresponding responsibility and function) in order to ensure that a sufficient number of suitable candidates are available at the expiry of the deadline. Should this not be the case, and there are too few candidates for the positions that are to be filled for each election, the nomination committee is permitted to supplement this number with further candidates. These persons confirm their candidature in their reply to an enquiry from the nomination committee, and the process continues until the number of candidates corresponds with the number to be elected.

Six months before the elections are to be held, the nomination committee prepares an account of the elections. This is sent to the lead stewards (and other representatives with corresponding responsibility and function) and the county branch board and contains a list of the candidates who at that date have confirmed their candidature to the nomination committee.

Proposals for candidates are sent to the nomination committee at the latest two months before the elections are to be held. Proposed candidates must issue a written declaration to confirm that they are willing to run for election, and the person submitting the proposal must give reasons for his/her choice.

The nomination committee can require each candidate to present a programme statement. The committee is also responsible for investigating each candidate’s suitability for the post, and can – if desired – call in candidates to an interview.

Candidates for membership posts on the county branch board are also regarded as candidates for alternate member posts in the same body. Candidates for delegates to the national congress are also regarded as candidates for alternate delegates.

3. The nomination committee’s nominations

The nomination committee’s nominations must be available six weeks before the elections are to be held.

For practical reasons the committee cannot change its nominations for elections in the individual lead steward areas once they have been made known. If the election is to take place at the county branch meeting, the committee can change its nominations under the following conditions:

- When an election that has already been held has consequences for other nominations the nomination committee has made
- When, with a two-thirds majority of the votes cast, the county branch meeting decides to allow proposals to be submitted for new candidates for the various posts
- When new information emerges about a nominated candidate that the nomination committee deems would have had an influence on its nomination if the information had been known when the nomination was made.

The written nominations must contain a short justification of the committee’s recommendations.

3.1.1. When making nominations for posts as county branch chairperson and deputy county branch chairperson, importance must be attached to the following factors:

- Experience from organisational work in the NNO and good knowledge of the organisation’s prioritisations, principles and objectives
- Work experience/practice and education
- The candidate’s organisational policy objectives
- Personal qualifications

3.1.2. When making nominations for posts as member/alternate member on the county branch board, importance must be attached to the following factors:
- Experience from organisational work in the NNO at local level and general knowledge of the organisation’s prioritisations, principles and objectives
- Work experience/practice and education
- Personal qualifications

In addition the committee should take into account ethnic minority background, geographical distribution in the county, representation from lead steward areas of different size, representation from different pay agreement areas and continuity/new recruitment.

3.2 When making nominations for posts as delegates to the national congress, the nomination committee should attach importance to the candidates’ general knowledge of the organisation’s prioritisations, principles and objectives as well as their experience from organisational work in the NNO.

4. Election procedure

The county branch board decides from one time to the next whether the elections are to be held simultaneously in each lead steward area or at a county branch meeting. Provisions on the two systems can be found in § 4 B of the constitution. The following also applies:

4.1 – In each lead steward area

The number of delegates to be elected to the national congress is given on the list the county organisation receives from the NNO head office. The number of alternate delegates who can be elected corresponds to the number of delegates, but there must be at least five.

The ballot slips show how the crossing-off is to be conducted to ensure that the slips are valid. It must also state that the slips are discarded if votes are cast for more or fewer candidates than the number that are to be elected, and if the ballot slips contain names other than those of valid candidates.

The nomination committee’s recommendations must be listed first on the ballot slip, after which the other candidates are listed in alphabetical order.

Members who wish to vote in advance deliver their vote to their steward or lead steward. The lead steward (or steward) marks off on the member list (or elsewhere if relevant) that the member has cast a vote. Advance votes are sent to the county organisation’s nomination committee with the ballot slips from the election meeting. During the election a check is made of members to ensure that members have not voted in advance as well as during the meeting.

In addition to advance voting, technological systems should also be used for casting votes if this is practically possible.

When forwarding the ballot slips to the county organisation’s nomination committee, each lead steward area must state how many members have cast a vote, and how these are divided according to votes at the election meeting and advance votes (including voting using technology).

Advance voting that is conducted by methods other than those mentioned is not accepted.
4.2 – At the county branch meeting

Written votes are cast, and the election is decided by a simple majority unless otherwise stated in the following rules. Votes can only be cast for the candidates who were proposed by the agreed deadline unless the county meeting with a two-thirds majority of the votes cast decides differently.

Prior to each election the nomination committee must give an oral explanation of how the ballot slips are to be filled in.

Ballot slips that contain names other than those of valid candidates will be discarded. Ballot slips on which votes have been cast for more or fewer candidates than the number to be elected are also discarded, as are those on which any marks have been made that are not in line with the explanation given by the nomination committee.

4.2.1. Election of county branch chairperson

The county branch chairperson is elected through a separate voting process. The nomination committee’s nomination must be listed first on the ballot slip, after which the other candidates are listed in alphabetical order.

To be elected the county branch chairperson must win at least 50 per cent of the votes cast. If this majority is not gained, a new election is held. If there is still no candidate who achieves the necessary majority, a new election is held between the two candidates who won most votes in the first new election.

4.2.2. Election of deputy county branch chairperson

The deputy county branch chairperson is elected through a separate voting process. See also item 4.2.1.

4.2.3. Election of other members of the county branch board

Five board members are elected. The nomination committee’s nominations must be listed first on the ballot slip, after which the other candidates are listed in alphabetical order.

In the event of a tie between candidates ranked last, a new election is held between them.

4.2.4. Election of alternate members of the county branch board

Five alternate members are elected. The nomination committee’s nominations must be listed first on the ballot slip, after which the other candidates are listed in alphabetical order.

The first deputy member is elected through a separate voting process. In the event of a tie a new elections is held.

Other alternate members are elected by the following procedure: The marking of relevant names takes place by the names being ranked from 1 to 4. The committee that counts the votes gives each candidate points, i.e. a candidate ranked as number 1 is given 4 points, number 2 is given 3 points etc. The final ranking is determined in relation to the candidate’s total number of points. In the event of a tie in the number of points a new election is held between the candidates with an equal number. In such a new election only one candidate can be voted for, and the ranking is decided by the number of votes. If the number of votes is equal, the counting committee decides the outcome by a draw.

4.2.5. Election of the county organisation’s delegates to the national congress

The number of delegates to be elected is given on the list the county organisation has received from the NNO head office. The nomination committee’s nominations must be listed first on the ballot slip, after which the other candidates are listed in alphabetical order.

In the event of a tie between candidates ranked last, a new election is held between them.
4.2.6. Election of alternate delegates to the national congress
The number of alternate delegates who can be elected corresponds to the number of delegates, but there must be at least five. See also paragraphs 1 and 3 of item 4.2.4.

5. Supplementary elections
If a member of the county branch board or the county organisation’s delegation to the national congress becomes permanently unable to fulfil his/her duties, the first alternate member/first alternate delegate is promoted. The other alternate members/alternate delegates move up in the ranking.

The national executive committee can supplement a county branch board for the remaining part of the election term if so many of those involved are permanently unable to participate that the committee is at risk of not being quorate. Supplementation is made according to advice from the county branch concerned, which also recommends candidates for appointment to the vacant posts.

If the county organisation’s delegation to the national congress is no longer complete in number, supplements are made by the appointment of new delegates by the county branch board.

6. New elections during the period
Any new elections are conducted in accordance with the provisions in the third paragraph of § 4 B of the constitution – Term of office, new elections etc.

Information on new elections must be sent to the lead stewards (and other representatives with corresponding responsibility and function) immediately after a valid prerequisite for a new election has been confirmed. Proposals for candidates are sent to the county branch office at the latest two weeks after the issue of the announcement about the new election, and the actual election meeting is held after a further two weeks. The nomination committee’s nominations must be available at the opening of the election meeting.

If at the date of a new election a nomination committee has not been elected, the new election is carried out without any prior nominations.

If the new election is to be conducted at an extraordinary county branch meeting, the lead steward areas’ delegates must be elected at least one week before it is held. Information on the election of delegates and the list of candidates for this election are issued with the same deadline. If a nomination committee has not been elected, the committee that counts the votes gives the county meeting an oral explanation of how the ballot slips are to be filled in.

7. Election of lead stewards (and other representatives with corresponding responsibility and function) and stewards
Provisions on the election of lead stewards (and other representatives with corresponding responsibility and function) and stewards can be found in points 1, 2 and 6 of § 4 A of the constitution.

Relevant provisions in these election rules have corresponding application for election to these posts.

8. Miscellaneous
Any lists of candidates for individual positions must contain information on who has proposed him/her.
If the county organisation’s nomination committee requires formal clarifications or assistance in carrying out its work, any such enquiries must be addressed to the general secretary.
GUIDELINES FOR THE NNO

Basic roles for each of the levels within the organisation:
Each level within the organisation shall:
- Influence decision makers
- Support NNO representatives/stewards
- Provide services for the members

The definition of the various levels will vary from county to county and with each lead steward area, depending on the employer’s way of organising. It is therefore possible to deviate from the following guidelines if local conditions so indicate.

Workplace level:
Stewards:
The tasks of stewards will vary from workplace to workplace. Some tasks arise infrequently, while others are more regular. Within the framework of the objects clause of the constitution, the tasks mainly cover aspects related to the profession and the interests of nurses.
The main tasks of the stewards are:
- To maintain continuous contact with members
- To maintain continuous contact with the immediate manager (representative for the employer) concerning the work tasks of the employees, working hours (including staffing plans and rosters), professional accountability/notification of any divergence, competence building/professional development, holiday legislation, the working environment, employment processes and pay
- To represent their members/area in discussions, negotiations, committees, project groups and in other relevant circumstances
- To take part in steward training
- To keep updated with the NNO’s policy
- To inform the lead steward and other representatives with corresponding responsibility and function (where appropriate) of matters that are of importance for members

Lead stewards:¹
The main tasks of the lead stewards are:
- To maintain continuous contact with the employer in the unit that the lead steward area encompasses
- To assume responsibility for discussions and negotiations within the lead steward area
- To have contact with and influence political and administrative decision makers who are relevant for operations
- To keep updated with the NNO’s policy and ensure that stewards are familiar with it
- To give advice and support to their stewards
- To distribute and coordinate tasks among the stewards in the lead steward area
- To plan and make provisions for services and activities for members within the lead steward area, based on the action plan and budget
- To give advice to members
- To act as a liaison between the members in the lead steward area and other parts of NNO’s local organisational structure
- To facilitate member influence
- To inform the county branch office of matters that are of importance for members

¹ ‘Lead steward’ is a collective term that includes division stewards and department shop stewards in the hospital sector as well as stewards who have a different title but corresponding responsibility and function.
Board representatives:
- Are elected by and represent the employees on boards.

Enterprise lead stewards:
The main tasks of the enterprise lead stewards are:
- To maintain continuous contact with the employer and with the enterprise level (board and administration)
- To assume responsibility for discussions and negotiations within the enterprise
- To have contact with and influence political and administrative decision makers who are of importance for the enterprise
- To keep updated with the NNO’s policy and ensure that stewards are familiar with it
- To give advice and support to their lead stewards and stewards
- To distribute and coordinate tasks among the enterprise’s stewards
- To give input and information on relevant matters and to discuss them with the regional lead steward/corporate lead steward and the NNO’s county branches
- To plan and make provisions for services and activities for members within the enterprise based on the action plan and budget
- To facilitate member influence
- To give advice to members
- To act as a liaison between the members in the enterprise and other parts of NNO’s local organisational structure
- To organise the lead stewards’ council in areas with several lead stewards

Regional lead stewards: (see note 2)
The main tasks of the regional lead stewards are:
- To have contact with and influence political and administrative decision makers who are of importance for the hospital sector within the region
- To have communication, dialogues and collaboration with enterprise lead stewards, as a basis for decisions at regional level and enterprise level
- To participate in relevant collaborative arenas within the NNO at local, regional and central levels
- To collaborate with the county branches on matters that are of importance for members in the hospital sector in the region
- To inform central and local branches on matters that are of great importance for members or for the services offered

Coordinating lead steward:
The main task of the coordinating lead steward is:
- To assume responsibility for coordinating activity in several independent head shop steward areas

Local level:

County branch:
The main tasks of the county branch are:
- To disseminate the NNO’s policy and to contribute to setting the policy agenda
- To have contact with and influence relevant political and administrative decision makers
- To take a fundamental standpoint and to give advice on health services within the county and health region

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2 Board representatives and regional head shop stewards do not only serve the NNO’s members, and will therefore not be specifically addressed in the NNO’s constitution. The NNO uses the term ‘regional head shop steward’, but ‘corporate head shop steward’ is used in parallel until the new main agreement has been negotiated.
- To cooperate with other county branches within the health region in order to coordinate the work of the NNO. A coordinating county branch chairperson is appointed for this purpose.
- To organise a functional NNO steward system.
- To carry out basic training for stewards, lead stewards and enterprise head stewards.
- To coordinate, motivate and guide stewards, lead stewards, enterprise lead stewards and regional lead stewards.
- To give advice to members and provide services for them.
- To assume responsibility for ensuring that the members are offered professional services.
- To assume responsibility for general services for retired members and for those receiving disability benefits.
- To act as a liaison between local and central levels.
- To maintain regular contact with the regional lead steward in his/her region.
- To negotiate collective pay agreements in areas that do not have national agreements.

Central level's responsibility for the regional level (the hospital sector):
- Support and training etc. for board representatives and stewards at regional level is the responsibility of the NNO central level. The same applies to the training of board representatives at enterprise level. This means that responsibility for the transfer of information to county branches is assumed by the central level.
- Central level has contact with and influences relevant decision makers at regional level.
- Central level must submit matters for hearing at regional level after input from/dialogue with relevant county branches, professional interest groups and the regional lead stewards/corporate lead stewards involved.

National and international levels:
- Responsibility for the national and international levels lies with the national executive committee.

Members:
We shall work proactively to ensure that all nurses and midwives with Norwegian authorisation are members of the NNO.

The NNO shall be viewed as an integrated organisation that functions well and is easily accessible to its members.

All members shall be given the opportunity to keep updated on the NNO’s prioritised work areas and to maintain full awareness of the services the organisation can offer.

Members shall be allowed access to relevant case documents presented to the NNO’s executive bodies at national and county levels, unless such documents are subject to confidentiality or other form of limited access.

All members shall have the opportunity to participate in internal democratic processes.

Members have the right to speedy and professional assistance for issues concerning work and pay.

The NNO’s services shall be based on a regular charting of its members’ needs.

In important matters the NNO leadership shall obtain the views of its members as part of the decision-making process.

Members’ contact with the organisation shall primarily take place through NNO stewards but in a way that ensures that enquiries from members will be handled regardless of which body members approach.

Members shall be given the opportunity to receive advice on professional ethics.
Board members and stewards:
Our recruitment for election to positions within the organisation shall reflect the multicultural composition of NNO members.
We shall have greater continuity in all positions within the organisation.
All elected representatives will be given training that is correlated to the level within the organisation at which they are to function.
Through their posts in the NNO, members of the national executive board/county branch boards as well as lead stewards and other representatives with corresponding responsibility and function shall acquire knowledge and experience that give them the formal and informal qualifications required for holding different positions, also outside the organisation.

Employees:
Employees shall be recruited in a professional manner.
Our personnel policy shall focus on the recruitment and integration of staff with a minority background.
As far as possible, positions within the organisation shall be used as career opportunities for nurses.
Our pay system shall be clear and well-organised and flexible enough to enable us to appoint/retain the best qualified people. It shall also take performance into account.
All employees in the NNO shall be fully aware of where they stand and of the possibilities they have for their development and career.
All employees shall have at least one aims appraisal dialogue per year with their immediate superior.

Organisation:
The NNO’s organisational model shall further the organisation’s main objectives, reflect our values and enable us to face organisational challenges.
The structure shall create a rational and efficient organisation that can meet changes in its surroundings.
The structure shall put the NNO in a position to influence relevant decision-making processes and arenas at international, national, regional, municipal and workplace levels.
The structure shall provide rational and appropriate support to the NNO steward system.
We shall at all times assess the suitability of the NNO’s organisational structure.

Adaptations to local organisational structure:
One or more county branches can take the initiative to implement a process that affects them, as can the national executive committee.
The national executive committee sets up a project organisation with a steering group, a project group and reference groups, based on previous hearings in the county branches affected. In matters that are uncomplicated and have limited scope a simpler project organisation can be agreed with the county branches concerned.
A project manager is appointed from county branch level, and the project group preferably consists of involved parties from the same level.
A schedule is to be compiled for the implementation and mandate for the process/involved parties.
Should local structural adaptations have consequences for the composition of the bodies defined in the NNO’s constitution, the national executive committee is required to prepare a proposal for amending the constitution and, if appropriate, to put this into effect for an interim period until the final decision is taken at the next national congress (cf. point 6 of § 7 A of the constitution).

Responsibility, and the distribution of tasks and functions:
We will make conscious efforts to decentralise more activities, provided that this does not prove detrimental to the competence and overall uniformity in the organisation.
We shall have a clear assignment of responsibility and of decision empowerments in the organisation.
We shall have clear line management responsibility in the organisation.
Tasks shall be allocated in keeping with the challenges, competence, level and function involved.
How and where the NNO’s policy is to be formulated, approved and implemented shall be clearly defined.
We shall base our activities on flexible and goal-oriented work processes.
Those who submit cases to the NNO can attend the processing of their case in the national executive committee and county branch boards. Each board decides the extent to which the person concerned is to have speaking rights, and to which his/her presence is to be permitted during the handling of cases on the closed agenda.

Resources and competencies:
Resources shall be utilised in a targeted manner in line with prioritised key priority areas.
There shall be a correlation between the complexity of tasks and the competence required.
There shall be a correlation between the scope of the tasks to be performed and access to resources.
We shall use resources, competence and technology in a goal-oriented, efficient and effective manner.
We will endeavour to achieve the optimal utilisation of the competencies of our employees and representatives/stewards.
We will continuously chart and appraise competence as a basis for assessing necessary competence enhancement, competence modification, competence sharing and competence flow within the organisation.

Asset management and financial control:
The NNO’s assets must be managed in a professional manner that provides good security for the capital and is in line with the financial strategy that applies at any given time and that has been approved by the national executive committee.
The county branch boards set budget frameworks for each lead steward area on the basis of a brief action plan/activity overview and budget. Funds for lead steward areas that extend over county borders are allocated as agreed by the county branch boards involved.
Contracts that have financial consequences beyond the current accounting year and, that exceed the amount stipulated by the budget empowerment that applies at any given time, must be approved by the national executive committee. Alternatively the national executive committee grants empowerment for such approval to be given.

The national executive committee can, with immediate effect, put a cost centre under financial administration if there is any suspicion of economic irregularities.
STATUTES FOR THE NNO’S CONFLICT FUND

1. The conflict fund is administered by the national executive committee.

2. The conflict fund can be used:
   a. To cover strike contributions for members.
   b. To cover contributions for members who lose income due to other collective actions in which they take part on the instructions of the national executive committee.
   c. To cover the costs of legal proceedings resulting from the actions mentioned in a and b.
   d. To cover direct expenses in connection with actions/conflicts or other alternative measures that promote the NNO’s efforts for members’ pay terms and working conditions.

3. Funds are supplied to the conflict fund by allocations that correspond to at least two per cent of the NNO’s annual income from membership fees.

4. If funds are withdrawn that exceed the annual allocations (cf. item 3), the fund must be built up again as soon as possible. In such a situation extra membership fees are to be imposed if the fund cannot be otherwise re-established (cf. last paragraph of § 16 A of the NNO’s constitution).
THE NNO’S ETHICAL GUIDELINES

The foundation of nursing

The foundation of all nursing shall be respect for the life and inherent dignity of the individual.

Nursing shall be knowledge based and founded on compassion, care and respect for human rights.

1. The nurse and the patient

The nurse safeguards the dignity and integrity of the individual patient, including the patient’s right to receive a totality of nursing care, the right to participate in making decisions, and the right to be treated in a way that does not cause offence.

1.1 The nurse ensures that the individual patient receives a totality of care.

1.2 The nurse helps to enable the patient to take independent decisions by providing adequate and suitable information and by ensuring that the information has been understood.

1.3 The nurse safeguards the patient’s right to have confidential information protected.

1.4 The nurse protects the patient against actions that may cause offence. The unnecessary use of coercion or other measures that restrict the patient’s rights shall not be employed.

1.5 The nurse respects the patient’s right to make his/her own choices, including the right to renounce self-determination.

1.6 The nurse safeguards the patient’s dignity, rights and safety through the use of technology and scientific advances.

1.7 The nurse avoids relationships that may lead to the patient being exploited.

1.8 The nurse is responsible for performing nursing care that alleviates suffering and contributes to ensuring a dignified death.

1.9 The nurse does not assist in actions that are intended to advance a patient’s death (euthanasia) and does not help a patient to take his/her own life.

1.10 The nurse helps to ensure the patient a natural process of dying and decease, in which it is particularly important that purposeless life-prolonging treatment is halted or is not commenced.

1.11 The nurse shows respect for the body of the deceased.
2. The nurse and the next of kin

The nurse shows respect and care for the next of kin.

2.1 The nurse ensures that the rights of the next of kin are safeguarded.

2.2 The nurse cooperates with the next of kin and treats their information confidentially.

2.3 If conflicts of interest arise between the next of kin and the patient, consideration for the patient shall be given priority.

3. The nurse and the profession

The nurse has a professional, ethical and personal responsibility for his/her own actions and appraisals in the practice of nursing and makes himself/herself familiar with the legislation that governs the nursing service.

3.1 The nurse recognises a personal responsibility for ensuring that his/her own practice is professionally, ethically and legally justifiable.

3.2 The nurse is responsible for applying the ethical guidelines in his/her work.

3.3 The nurse recognises the limits of his/her competence, practises within these limits and seeks guidance in difficult situations.

3.4 The nurse keeps updated on research, development and documented practice within his/her own area of work.

3.5 The nurse contributes to value awareness, professional development and research and to ensuring that new knowledge is incorporated and applied in practice.

3.6 The nurse can, on the grounds of conscience, request to be released from obligations pertaining to his/her work area when this is pursuant to legislation or has been accepted in writing by the employer.

3.7 The nurse abstains from participation in marketing or other commercial activities which may influence the confidence the patient and the community have invested in nursing.

3.8 The nurse uses titles and designations to which his/her education, authorisation and work area give entitlement and which provide correct information on qualifications and responsibility.

4. The nurse and co-workers

The nurse shows respect for the work of colleagues and others, and offers support in difficult situations. This does not prevent the discussion of any breaches – be these professional, ethical or related to loyalty to colleagues.

4.1 The nurse takes the initiative and encourages cooperation in all sections of the health service, both within the nursing profession and on an interdisciplinary basis.

4.2 The nurse assumes a professional and ethical supervisory/guiding responsibility for other health professionals who participate in nursing and care work.

4.3 If conflicts of interest arise between colleagues when working on an undertaking, consideration for the life and health of the patient shall always be given priority.
4.4 The nurse opposes any form of discriminatory behaviour towards colleagues.

5. The nurse and the workplace

The nurse makes himself/herself familiar with the vision, values, objectives and prevailing guidelines of the workplace and is loyal to these as long as they are in accordance with the foundation of nursing.

5.1 The nurse makes himself/herself familiar with his/her duties and rights when beginning new employment, and keeps updated about relevant changes.

5.2 The nurse assists in formulating and implementing professional norms for good practice at the workplace.

5.3 The nurse reports/gives notification of any situation where a patient is exposed to unjustifiable or blameworthy conditions. Loyalty to the workplace does not prevent this.

5.4 The nurse has the right to expect respect and the necessary support from colleagues and his/her employer when he/she reports blameworthy conditions.

5.5 The nurse is entitled to protection and the necessary support if he/she is exposed to threats and violence.

6. The nurse and the community

The nurse plays an active role in public debate and contributes to ensuring that professional and ethical norms form the basis of decisions on socio-political and health matters.

6.1 The nurse keeps updated with the development of socio-political and health matters locally, nationally and globally.

6.2 The nurse strives to create a resource base and a foundation of nursing that make good nursing practice possible.

6.3 The nurse contributes to ensuring prioritisations that benefit patients who are in the greatest need of nursing care.

6.3 The nurse protects the reputation of the profession, and when appearing or speaking in public shall make it clear whether he/she is acting on behalf of himself/herself or on behalf of the profession or others.