A PRACTICAL GUIDE FOR PERSONNEL COORDINATORS

Coordinating and communicating with offshore personnel

7 parts · 55 min read

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PART 1

Foundations

About this guide

The personnel coordinator is the hub of all offshore crewing. It is the coordinator who makes sure the right person, with the right competence and valid certificates, is standing at the right heliport at the right time. When this works, nobody notices. When it fails, it costs money, trust and in the worst case safety.

The guide covers two realities that often sit side by side in the same company:

- **Fixed rotation**, where personnel work known patterns and the plan can be set months ahead.

- **Job-driven crewing at short notice**, typical of service companies in well services, inspection, maintenance campaigns and specialist work, where a confirmed job can arrive with weeks, days or hours of notice because the timing is set by rig schedules, operational progress and weather windows.

The principles are the same in both modes. What changes is *when* the work is done: at short notice, everything that can be prepared has to be done before the job exists. Chapter **4** is given over to this.

The guide covers the full breadth of the coordinator role: the daily lifecycle from plan to time off, the employee's journey through the operator's systems, the special cases (first-time travellers, international assignments), what has to be in place when something goes wrong (emergency preparedness, on-call rota), the documentation that has to stand up to inspection and audit, and what builds trust over time (pay, welfare). It is written for Norwegian conditions, but the principles apply equally to onshore rotation, workshop crewing and international operations. It can be used as training material for new coordinators, as a day-to-day reference, and as the basis for building your own routines and checklists.

The guide is tool-neutral. Where it sets requirements for what "the system" must be able to do, the requirement holds whether the system is a spreadsheet, an inbox or a platform. What matters is not which tool is used, but whether the requirements are actually met, every day, including when key people are ill or on holiday. Appendix **E** is a self-test for exactly that.

How to read "should" in this guide. Where it says something should be done, that is the guide's recommendation for what a good routine requires. It is not the same as a legal requirement. Where something genuinely follows from law, regulation or a tariffavtale (collective agreement), the text says so explicitly and names the source, and uses "must". Everything else is experience set down as routine, and you can choose differently as long as you know that you are doing so.

The guide is not legal advice. The requirements depend on the type of business, the agreement area and your contracts, and they change. Always verify against current regulations, your own collective agreement and legal counsel where relevant before building a routine on anything you read here.

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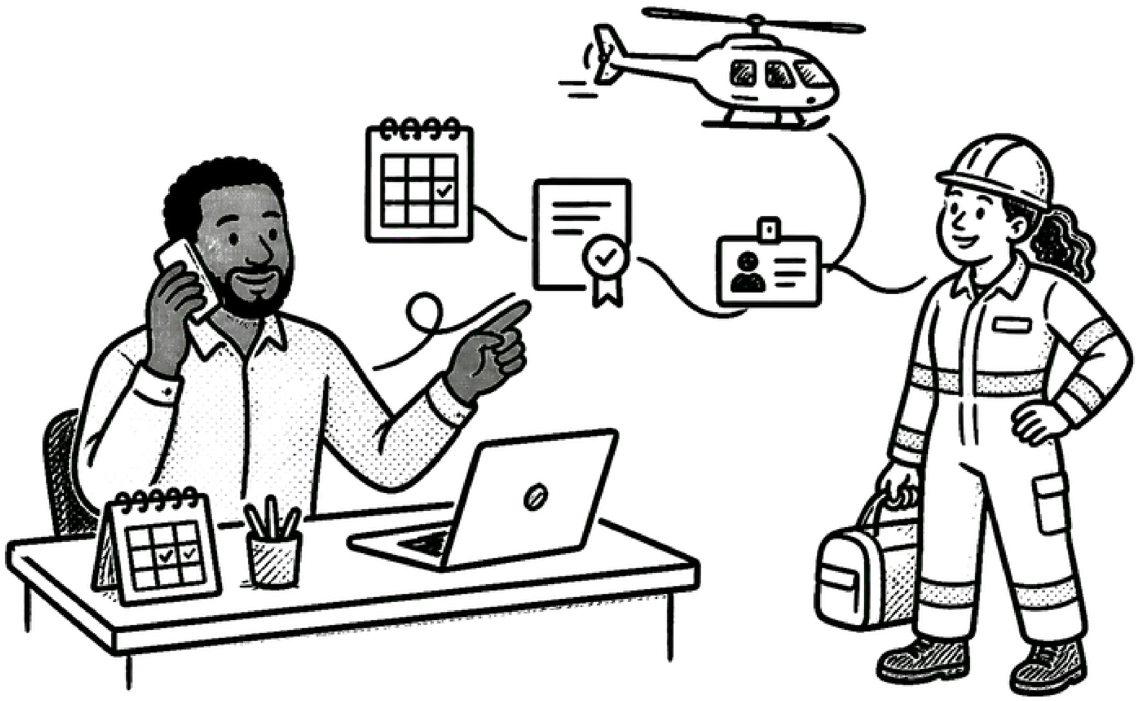
1. The coordinator role: more than logistics



A good personnel coordinator does three jobs at once:

Logistician. Rotation plans, travel, hotels, helicopter bookings, POB registration and documentation have to be right, every time.

Compliance checkpoint. The coordinator is often the last line of defence before someone is mobilised without a valid helseattest (offshore medical certificate), with an expired safety course, or in breach of the rest-period rules. Errors here are not merely impractical; they can be regulatory breaches with consequences for both the company and the employee.

Relationship builder. For the employee, the coordinator is often the most important face of the employer. Personnel who experience predictability, respect for their time off and clear communication are the ones who stay. In a market where experienced offshore workers are scarce, good coordination is a competitive advantage in recruitment and retention.

The role also has a fourth dimension that rarely appears in the job description but matters more than any of the others: **the coordinator's data is the basis for emergency preparedness.** Who is on board, where they are, and who to notify if something happens is information that has to be correct every single minute, not only when things are quiet. Chapter **11** is about this.

Everything in this guide rests on these roles being connected. Precise logistics without good communication produces unhappy employees. A good manner without control of compliance produces risk.

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2. Five basic principles

These principles recur through every phase described later in the guide, whether the notice is three months or three hours.

2.1 Be proactive, never reactive

The employee should never have to ring and ask "when am I going out?" or "have you booked a hotel?". All the information the employee needs should arrive unprompted and as early as the situation allows. Every incoming query about something the coordinator ought to have communicated is a signal that the routine has a hole in it. At short notice, being proactive also means flagging *likely* jobs before they are confirmed (see **4.3**).

2.2 One source of truth

The rotation plan, mobilisation details and certificate status should exist in one place that both the coordinator and the employee can reach. When the plan lives in a spreadsheet held by the coordinator, an email thread held by the employee and a whiteboard in the office, discrepancies appear. When something changes, update the source first and notify the employee second. Never the other way round.

2.3 Close every loop with a confirmation

Sent is not the same as received, and received is not the same as understood. All time-critical information should be actively confirmed by the recipient. "Confirm that you have received the mobilisation letter" is not bureaucracy; it is the only way to know that the person is actually coming. Unanswered notices should be followed up against a defined deadline, not assumed to be fine. The shorter the notice, the shorter the deadline and the faster the escalation to a phone call.

2.4 Respect time off

Time off belongs to the employee. Contact during time off should be limited to what has been agreed or is strictly necessary: confirmation of the next assignment, time-critical changes, and requests the person has made themselves. Course bookings, appraisals and administrative tasks belong in the work period as a rule, or should be agreed explicitly. In job-driven operations, where the line between "time off" and "available" is less sharp, this principle matters more rather than less: availability should be agreed and compensated, not assumed (see **4.2**). Companies known for chasing people outside agreed hours lose them.

2.5 Everything in writing, everything traceable

Verbal agreements about mobilisation dates, extensions or shift swaps should always be confirmed in writing the same day. At short notice the phone comes first, but the written confirmation follows immediately after. In a dispute, an inspection or a pay disagreement, the documentation is decisive. Putting it in writing protects both parties.

PART 2

The lifecycle

3. The lifecycle: from staffing requirement to time off

This chapter describes the full cycle as it looks for planned rotation or an assignment at normal notice, seen from the coordinator's side. Chapter **6** describes the same sequence seen from the employee's side, through the operator's systems. At short notice the same steps apply, but compressed: see chapter **4**.

3.1 Planning and the rotation plan

Good communication starts long before mobilisation. Predictability is the single biggest contributor to wellbeing for rotation personnel, because their whole family life is planned around the plan.

Best practice:

- Publish the rotation plan as far ahead as you can, ideally 6 to 12 months. A plan with caveats beats no plan.
- Check whether your agreement sets notice periods for changes, and follow them. The periods vary between agreement areas, and some agreements set no general deadline for changing a planned rotation. If yours does not, set an internal deadline and hold to it. Changes inside the deadline are permitted, but frequent changes close to it wear down trust even when they are formally correct.
- Distinguish clearly between a confirmed plan, a provisional plan and an availability period. The employee should never be in doubt about which status a period has.

- When the plan changes, always explain why. "The client has pushed the start back two weeks" is accepted far better than a silent shifting of dates.

3.2 Nomination and confirmation

When someone is nominated for an assignment, two things have to happen before anything else:

Requirements check. Confirm that the person meets every requirement for the installation and the role: a valid helseattest (offshore medical certificate), valid basic safety and emergency preparedness training, role-specific courses and certificates, any client requirements, and entry requirements for work abroad. Check validity against the whole assignment period, not just the departure date. A certificate that expires on day 8 of a 14-day trip is a problem to catch now.

Active confirmation from the employee. The person has to explicitly confirm that they are taking the assignment, with the date and the installation. A nomination without a confirmation is not a crewed position; it is a hope.

Only once both are in place is the person registered with the client and on the POB, and the registration process with the operator started (see **6.2**).

3.3 Pre-mobilisation: the communication timeline

A structured timeline removes both no-shows and unnecessary phone calls. The timeline below applies to assignments at normal notice. Adapt the deadlines to your own operation, but keep the structure. At less than 14 days' notice the steps compress as described in 4.4; none of them is skipped.

On confirmation (typically 2 to 6 weeks ahead): Send the mobilisation letter (see chapter **5**). Ask for active confirmation of receipt. At the same time, ask the employee to verify that next-of-kin information and contact details are correct (see chapter **11**). Start registration with the operator and ask the employee to complete their part (profile, document upload, e-learning; see 6.2 and 6.3).

14 days ahead: Confirm that all certificates and the helseattest are still valid for the whole period, and that the documents are approved in the operator's system, not only in your own. Book travel and hotel if that has not been done. Clarify special needs (diet, medication that has to be declared, survival suit size for a first-time traveller).

7 days ahead: Send the travel information as one package: tickets, hotel confirmation, reporting time and place at the heliport. Remind them of ID requirements, baggage rules and any pre-check-in in the operator's portal.

72 hours ahead: A short reminder with the three most important points: reporting time, reporting place, what to bring. Ask for confirmation again. An unanswered reminder is followed up by phone within 24 hours.

24 hours ahead: Check the weather forecast and helicopter status. Where a delay looks likely, give notice proactively that the situation is being monitored, even when nothing is settled. "We are watching the weather and will let you know by 18:00" is valuable information.

This timeline suits automation well, but automation never replaces the requirement for active confirmation and manual follow-up of the people who do not reply.

3.4 Mobilisation day

- The coordinator or the duty coordinator should be reachable on a known number from early morning until the personnel are confirmed on board (see chapter **12** on the on-call rota).

- If the helicopter is delayed or cancelled, tell people immediately, including when the new information is only "we do not know more yet, next update at X". Fixed update intervals during a wait reduce frustration dramatically.

- Have a defined no-show routine: who calls, when it escalates, who tells the client, and how the reserve is activated.

- Confirm arrival on board and update the POB. Only then is the mobilisation complete.

3.5 During the stay

Contact during the stay should be light but precise:

- **Working hours and rest:** The coordinator should keep a running view of whether the oppholdsperiode (continuous stay offshore) and rest periods stay inside regulation and agreement. Where an overrun is planned or looks likely, handle it before it happens, with a documented decision, rather than discovering it afterwards.

- **Extension:** A request to extend a stay should always go through the coordinator, never be agreed directly between the platform management and the employee alone. An extension is checked against the regulatory limits on oppholdsperiode and follows the process the agreement requires. Agreement areas differ here: several require discussion with the tillitsvalgte (employee representatives) rather than individual consent from the person, so check what applies to you. Whatever the agreement requires, the employee should confirm in writing themselves, with the consequences for compensation and the next period of time off. On service assignments, where the length of the job is set by the operation, the expected duration with an uncertainty range belongs in the mobilisation letter from the start (see **4.4**).

- **Changes at home:** Give the employee one clear channel for raising needs during the stay (illness in the family, a need to travel home early). Such approaches should be answered quickly and with empathy. How a company handles a crisis at home is remembered for a long time.

3.6 Demobilisation

- Confirm the journey home and any ticket changes the day before departure.
- Have a clear routine for submitting hours, expense claims and any deviation reports, with a deadline and a channel (see chapter **14** on pay and trust).
- Confirm the next confirmed rotation or known assignment possibilities in writing at demobilisation, so the employee travels home with full clarity about what lies ahead.

3.7 Time off

- Write down, ideally in the staff handbook, what counts as legitimate contact during time off and what does not.
- Time-critical changes to the next assignment are of course notified, but gather them where you can, so the employee does not get a drip of small messages through the whole period.
- Courses and refresher training that have to fall in time off should be agreed well in advance and compensated in line with the agreement. Never book a course in someone's time off without agreeing it.

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4. When the notice is days, not months: job-driven crewing

For service companies, short notice is not a deviation; it is the operating model. Start-up is set by the client's rig schedule, the progress of ongoing operations, weather windows and equipment readiness. A job can be "likely in week 29" for three weeks, then be confirmed with departure in 36 hours. Or it disappears entirely.

The timeline in 3.3 cannot be run in 36 hours. The answer is not to cut steps but to move them: **everything that can be done before the job exists is done continuously, so that the mobilisation itself consists only of what genuinely requires a specific assignment.** Good short-notice coordination is 90 per cent readiness and 10 per cent execution.

4.1 Move the work from the assignment phase to the readiness phase

- **Certificate status should be green across the whole pool at all times.** At short notice there is no time to renew a helseattest or take a refresher course. Renewals are planned continuously from the expiry date, not triggered by the next assignment. A person with an expired certificate is in practice unavailable, and the overview should show them as exactly that.

- **Complete personnel profiles, captured once.** Travel preferences, nearest airport, survival suit size, ID and passport details, next-of-kin information, emergency contact. None of this should have to be collected on mobilisation day.

- **A requirements matrix per client and installation, maintained in advance.** Then the requirements check at nomination takes minutes rather than a round of emails to the client.

- **Keep personnel "warm" with repeat clients.** For clients and installations the company serves regularly, make sure the relevant personnel are already registered in the operator's systems with approved documents and completed operator courses (see chapter **6**). Registration with an operator can take days, and is often the real bottleneck at short notice, not the travel.

- **Ready-made mobilisation letter templates per client and installation.** The fixed details (heliport, baggage rules, client requirements, contact points) are already in place, so a complete letter can be produced in minutes once the date arrives.

4.2 Real-time availability, and agreed standby

Short-notice crewing lives or dies on knowing who *can* travel, without a round of phone calls:

- Let employees report and maintain their own availability: holidays, course days, other work, "not available before Monday". An availability status the employees own is more accurate than the coordinator's assumptions, and it makes a "no" on the phone the exception rather than the rule.

- **Formalise standby.** If the business model requires people to be able to travel at under 48 hours' notice, there has to be an agreed arrangement for it: who is on standby when, what response time applies, how it is compensated, and that it is free to decline outside agreed standby. "Everybody is always half on call" without an agreement is the surest route to burnout and resignations in the service sector.

- Rotate the standby load visibly and fairly. People accept short notice when the burden is shared and the rules are known.

4.3 Signal likelihood, not only confirmation

The biggest communication failure in short-notice operations is staying silent until the job is certain. The employee then gets no information for three weeks, followed by a demand to travel out tomorrow. People handle uncertainty well when it is communicated; what they do not handle is being surprised.

Use three explicit statuses, and always be clear about which one applies:

1. **Possible:** "There is a job with [client] in weeks 29 to 30 that may become relevant for you. No commitment yet, more information when we have it."

2. **Intended:** "You are our candidate for [assignment] with a likely start around [date]. The client will probably confirm on [weekday]. Tell us now if the period does not suit you."

3. **Confirmed:** Full nomination with active confirmation and a mobilisation letter, as in 3.2.

An "intended" notice does two jobs: the employee can plan around a likely assignment, and the coordinator catches clashes ("I am at a wedding then") while there is still time to find someone else. Be honest about your hit rate at the same time: only flag what is genuinely likely, or the notices lose their value. An intended notice is also the right moment to start operator registration if the person is not already in the system (see **6.2**).

4.4 The compressed mobilisation sequence

When the confirmation arrives at short notice, the timeline from 3.3 collapses into one continuous sequence. No step is removed:

1. **Requirements check** against the requirements matrix; minutes, because the readiness work in 4.1 is done.

2. **Phone the employee** for verbal acceptance. At short notice you never start with email.

3. **A complete mobilisation letter** goes out immediately after the call, with a request for written confirmation. Set an internal standard, for example: letter out within one hour of the client's confirmation.

4. **Travel is booked** in parallel and sent on as soon as it is ready, with a clear message about what is outstanding and when it will arrive.

5. **The confirmation loop is closed.** At short notice, an unanswered confirmation is followed up by phone within the hour, not within the day.

Two additions specific to service assignments:

- **State the expected duration with its uncertainty, not a falsely precise date.** "Estimated 5 to 8 days, depending on the operation" is honest and lets people plan. A homeward date everyone knows is fictional undermines everything else in the letter.

- **Set out what happens on postponement or cancellation** in the letter itself: how it will be communicated, and what terms apply (see **4.5**).

4.5 Postponement and cancellation are the norm, treat them that way

In job-driven operations, jobs are cancelled and moved close to departure. That is outside the coordinator's control, but the communication around it is not:

- Give notice of postponements and cancellations as quickly and as methodically as mobilisations, answering the same four questions as in chapter **10**: what, why, what it means for you, what you have to do.

- Have clear and known rules for compensation when a job is cancelled at short notice, in line with the agreement. Someone who has rearranged the family logistics for a job that vanishes without a word and without compensation is soon a former employee.

- On a postponement, give a new status ("back to intended, next update Friday") rather than silence. The person should always know which state the assignment is in.

4.6 Measure the readiness, not only the execution

Alongside the key figures in chapter **18**, measure what decides your short-notice capability:

- **Time from client confirmation to mobilisation letter sent** (measured in minutes and hours)

- **Share of requests answered with a qualified, confirmed candidate inside the client's deadline**
- **Share of the pool that is "green"** on certificates and helseattest at any given time
- **Share of the pool fully registered with repeat clients and operators**
- **Accuracy of intended notices** (the share that were actually mobilised)

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5. The mobilisation letter: the most important document in the chain

The mobilisation letter is the employee's complete reference for the assignment. The aim is that the person never has to ring and ask about something that should have been in it. A complete mobilisation letter contains:

The assignment

- Installation or rig, and operator or client
- Position or role, and shift pattern
- Assignment period with planned outbound and homeward dates, or an estimated duration with an uncertainty range for operation-driven assignments
- The immediate supervisor on board, where known

Travel and reporting

- Reporting place and time at the heliport (including the requirement to report in good time before departure)
- Helicopter operator and flight information
- Travel route to the heliport with tickets, and hotel where an overnight stay is involved
- Baggage rules: weight limits, prohibited items, rules for lithium batteries and power banks, and medication
- Any pre-check-in the employee has to do in the operator's portal before reporting
- **A link to the operator's own travel information page.** The details around baggage, medication handling and check-in vary by operator and change over time. Pointing to the operator's authoritative source as well as summarising the essentials keeps the letter templates maintainable and gives the employee the current rules.

Requirements to bring or hold valid

- Valid photo identification
- A valid helseattest for offshore work
- Documentation of safety training and role-specific certificates
- Any client-specific requirements, including operator e-learning courses that have to be completed before departure

Practical

- A contact person at the employer with a telephone number, including the out-of-hours duty number

- What the employee should do in case of illness or another reason for not travelling
- The routine for delay, postponement or cancellation

Terms

- A reference to the applicable pay and compensation terms for the assignment, where relevant

Send the letter as early as you can, require active confirmation, and update it on every change. When something changes, always send the complete updated letter rather than a message about what changed. Then there are never two versions of the truth. At short notice the letter should be producible in minutes from prepared templates and pre-captured data (see **4.1**); haste is no excuse for an incomplete letter.

PART 3

The employee's journey

6. The employee's journey: through the operator's systems

Chapter **3** described mobilisation from the coordinator's side. The employee, however, experiences one continuous sequence, a large part of which happens inside the operator's machinery: registration, document approval, check-in, security screening, arrival briefing. When something stalls there, it is still the coordinator who gets the phone call. A coordinator who knows the whole sequence can prepare the employee properly and diagnose quickly where something has stopped, rather than simply passing frustration back and forth between employee and operator.

The details vary by operator, but the pattern on the Norwegian shelf is broadly the same:

6.1 Registration in the operator's personnel system

Before anyone can travel to an installation, the person has to exist in the operator's personnel logistics system (the systems that run helicopter booking, POB and accommodation on the Norwegian shelf). This is a separate process outside the employer's control:

- The person is registered by the operator or through the client's requisitioner, often requiring the employer to submit correct personal data in advance.
- The employee typically has to create or activate a profile in the operator's portal themselves, verify their personal data and next-of-kin information, and consent to the operator's privacy terms.

- Some clients also run an approval process for personnel (CV and competence approval) before a nomination is accepted at all.

The coordinator's job: start the registration process immediately on confirmation, know the lead time for each client, and verify that the person is genuinely visible and approved in the operator's system before the mobilisation letter promises a date. "Registered with us" and "registered with the operator" are two different states, and it is the second that decides whether the person gets on board.

6.2 Documents and courses in the operator's portals

- The helseattest (offshore medical certificate), safety courses and role-specific certificates often have to be uploaded to and approved in the operator's system, not merely held in the employer's archive. A document that is not approved there can stop the person at the heliport even though everything is in order with the employer.

- Many operators require their own e-learning courses (typically on work permits and job safety analysis) to be completed in their course portal before the first trip, with the course code visible in their system.

- The employee usually owns the upload itself, but the coordinator owns the check that the status reads "approved" in good time before departure.

6.3 Travel day through the employee's eyes

This is what the day looks like for the person travelling, and it is the context the coordinator's information has to prepare them for:

1. **Any pre-check-in** digitally in the operator's portal before reporting.

2. **Reporting at the heliport** in good time before departure, typically at least an hour and earlier for a first-time traveller, but follow the operator's own deadline. Valid ID and helseattest or course certificates ready to show on request.

3. **Check-in**, where the person also verifies their own personal data and next-of-kin information.

4. **Security screening** under aviation-style rules: baggage weight, prohibited items, medication logged in a medication envelope.

5. **Safety film and survival suit issue**, with fitting and instruction.

6. **Boarding and flight**, with all electronics switched fully off and the phone in the suit's inside pocket.

7. **On a delay:** the operator's heliport information governs the flight itself, but the employee still expects updates from their own coordinator. Agree internally who tracks flight status and communicates, so the employee is not left in limbo between two parties who each assume the other is informing them.

6.4 Arrival and life on board

- On arrival the person is registered on the installation's POB, given a **safety induction**, allocated a **cabin** and, most importantly, their **muster station and lifeboat seat**.

- The working day is governed by the installation's systems: work permits and job safety analysis before tasks, protective equipment requirements, 12-hour shifts.

- Medication is cleared with the nurse on board on arrival.

- Practical matters such as internet coverage, the gym and the ability to contact home vary by installation. The coordinator does not need to know everything, but should know where the answer is and pick up such questions from first-time travellers.

The coordinator's job: not to run any of this, but to know it well enough to set the right expectations in advance and to understand what the employee is dealing with when questions and problems are reported home.

6.5 Demobilisation from the operator's side

- Check-out from the installation's POB and return of equipment and suit.

- The journey home can be pushed by weather and by the operation, and flight priority is decided by the operator. The employee should know in advance how a delayed journey home is handled and compensated.

- Some clients require hours to be approved in their systems in addition to the employer's own. Clarify this before the first trip, not after the first payroll run.

6.6 Who owns what: the interface map

Most mobilisation failures do not happen inside one step, but at the interfaces, where everyone assumes someone else owns the step. Draw an explicit map for each client. As a starting point:

Step	The employee	Coordinator (employer)	Operator/client
Nomination and requirements check	Confirms the assignment	Owns the check and the confirmation	May approve personnel
Registration in the operator's system	Activates and verifies own profile	Initiates, chases, verifies status	Owns the system and the approval
Documents and operator courses	Uploads, completes e-learning	Checks that the status is approved	Approves documents
Travel to the heliport	Arrives on time with ID and documents	Books and distributes travel	
Check-in, screening, flight	Follows the operator's rules	Available if problems arise	Owns the heliport and the flight
Flight delays		Actively informs their own employee	Owns the flight information
POB and muster station on board		Keeps their own POB picture current	Owns the POB on the installation

Step	The employee	Coordinator (employer)	Operator/client
Extension or change during the stay	Confirms in writing	Owns the discussion, agreement and documentation	Raises the need
Demobilisation and journey home	Submits hours and equipment	Owns homeward logistics and payroll basis	Owns check-out and flight priority

The point of the map is not the table itself but the conversation with each client about where the lines actually fall. What looks the same across operators is rarely quite the same in practice.

7. Certificate and competence management

Expired certificates are the single most common cause of cancelled mobilisations, and the most avoidable. In short-notice operations the consequence is harder still: the person is in practice unavailable for every assignment until the renewal is in place. Best practice:

- **One complete overview.** All competence, all certificates and all helseattester in one place, with expiry dates. Responsibility for keeping the documentation current can be shared with the employee, but the coordinator owns the overview.

- **Notification in stages.** Notify both the employee and the coordinator at, for example, 90, 60 and 30 days before expiry. The 90-day notice gives time to plan the renewal into a work period or agreed time; the 30-day notice is an escalation.

- **Plan renewals against the plan, not against assignments.** Refresher courses and medicals are scheduled continuously so they do not collide with confirmed periods and do not eat into time off without agreement. In job-driven operations this is the very basis of your delivery capability: a pool that is always green.

- **Check against the whole period, always.** The rule from chapter **3.2** bears repeating because it is broken so often: validity is checked against the last day of the assignment, not the first. For assignments of uncertain length, check against the upper end of the estimate.

- **Client requirements are requirements too.** Many operators have requirements beyond the regulatory ones. Keep an up-to-date requirements matrix per client and installation, so the check at nomination is complete.

- **Approved with the operator, not merely valid with us.** A certificate only counts once it is visible and approved in the operator's system (see **6.2**). Check both statuses.

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8. First-time travellers: the single most important trip

The first trip offshore often decides whether a new employee stays in the industry. Everything is unfamiliar: the heliport, the security screening, the survival suit, the helicopter, life on board. A coordinator who treats the first trip as just another mobilisation leaves the new employee to fumble, and a bad first trip is a lost colleague. Treat a first trip as its own process:

8.1 Start earlier

A first-time traveller has nothing already in place: the helseattest, basic safety and emergency preparedness training and role-specific courses have to be obtained, not merely checked, and the person has to go through the whole registration process with the operator for the first time (chapter **6**). Start the requirements check with a generous margin and schedule the courses in the right order. Check operator-specific requirements early too: many operators require e-learning courses (on work permits and job safety analysis, for example) completed and documented before the first trip.

8.2 Have the conversation, do not just send the letter

The mobilisation letter is necessary but not sufficient. Ring the first-time traveller a few days before departure and go through the whole day verbally, ideally following the sequence in 6.3: when they should report (earlier than the minimum requirement; first-time travellers are always advised to arrive in good time before the check-in deadline), what happens at security screening, and what is different from an ordinary flight. Invite questions. What the experienced take for granted is exactly what the newcomer is wondering about.

8.3 Prepare them for what surprises people

The points that most often catch first-time travellers out, and which should therefore be covered explicitly:

- **No hand baggage in the helicopter.** Only a newspaper or book that fits in the survival suit's inside pocket.
- **Electronics have to be switched fully off** during the helicopter transit; flight mode is not enough. The phone goes in the suit's inside pocket, larger equipment in the baggage.
- **Medication has its own rules.** Prescription medicine in the original packaging marked with the name, everything else in unopened packaging, all of it logged in a medication envelope at the heliport and cleared with the nurse on board. Remind them to bring enough medication to cover a delayed journey home.
- **Baggage limits are strict**, and power banks are typically prohibited offshore.
- **Survival suit fitting** and what happens at check-in and security screening.
- **ID and documents must not go in checked baggage**; they have to be shown.
- **The muster station and lifeboat seat** are allocated on arrival, and the safety induction on board comes before anything else.

Consider sending a separate information sheet for first-time travellers alongside the mobilisation letter (see Appendix **C**).

8.4 A buddy on board, and a follow-up afterwards

Agree with the client whether an experienced colleague can receive and look after the newcomer on board for the first few days. And have a short conversation after the first trip: how was it, what was unclear, what should we have told you? The answers improve both the reception of the next new employee and the coordinator's own information material.

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9. International mobilisations

Assignments outside Norway add a layer of requirements with longer lead times and harsher consequences when they go wrong. Someone stopped at passport control is just as absent as someone who never turned up at the heliport.

9.1 Documents and entry

- **Passport and validity.** Many countries require a passport to be valid for at least six months beyond the date of entry. Check passport validity at nomination, not at departure, and put passport renewal into the readiness profile (see **4.1**) for personnel who are candidates for work abroad.

- **Visas and work permits.** Distinguish between an entry visa and the right to actually perform work. Working on a tourist visa is unlawful in most countries and exposes both the company and the employee. Lead times range from days to months, so start the process immediately at nomination, and watch for rule changes: entry and visa rules change often and vary between countries and points of entry.

- **Vaccinations and health requirements.** Some destinations require documented vaccinations (yellow fever, for example), and several more are recommended depending on the region. Plan the medical consultation well ahead, ideally at least a month before departure, since some vaccines need multiple doses or time to take effect.

- **Seaman's book and industry-specific documents** where the assignment requires them (vessels, yards, certain countries' shelf regimes).

9.2 The travel chain and local support

- Use a local agent or partner for meet and greet, transport and accommodation where the company has no presence of its own, and vet the supplier before the first mobilisation rather than during it.

- Give the employee one complete travel pack: the whole chain from home to installation or plant, with contact points for each leg and what to do if a leg fails (lost baggage, cancelled flight, nobody at the airport).

- Allow for time zones in all communication: make clear when the coordinator is available in the employee's local time, and who covers the rest of the day.

9.3 Duty of care: the employer's responsibility while travelling

The employer's responsibility for employees covers the whole journey, not only the time on the installation. A structured approach (ISO 31030 is a recognised framework for travel risk) covers:

- **A pre-travel risk assessment** based on the destination (security, health, political situation), the traveller's profile and the nature of the assignment.

- **A view of where people are en route.** The coordinator should know at any time where personnel are in the travel chain, not merely that they left home and should arrive at some point.

- **Insurance and assistance.** Verify that travel and health insurance genuinely covers the destination and the work, and that the employee has emergency numbers for the assistance provider and the employer readily to hand.

- **Preparedness for incidents abroad:** who does what in case of illness, an accident, unrest or a natural event at the destination, and how that connects to the company's wider emergency response plan (chapter **11**).

PART 4

When plans break

10. Deviations and changes: communicating when the plan breaks

Plans break. Weather, illness, postponed operations and changed client needs are the norm, not the exception. What separates good coordinators from the rest is not an absence of changes but how changes are communicated.

A good change notice always answers four questions, in this order:

1. **What has changed?** Concrete and unambiguous: dates, times, installation.

2. **Why?** One sentence is enough. A reason builds trust; silence builds rumours.

3. **What does it mean for you?** Consequences for travel, compensation, the next period of time off.

4. **What do you have to do?** Confirm, report somewhere else, wait for a further message by a stated time.

Other rules for handling deviations:

- **Give notice early, even with incomplete information.** "The assignment is probably postponed, final confirmation Thursday" beats waiting for full clarity.

- **Phone for big changes, confirm in writing afterwards.** Cancelling a trip someone has planned their life around deserves a call, not an email.

- **Always have a fallback for critical positions.** A maintained list of qualified and available reserve personnel, with agreed terms for short notice, turns a sickness absence into routine rather than a crisis.

- **Standby has to be agreed, not assumed.** Where personnel are expected to be available at short notice, that should be regulated and compensated in line with the agreement (see **4.2**).

---

11. Emergency preparedness: when the coordinator's data becomes critical

Day to day, the POB overview and the personnel data are an administrative tool. The day the alarm sounds on an installation, they are the basis of the emergency response: who is on board, who is missing, and who to notify. The quality of that data is decided long before the incident, by the coordinator's daily discipline.

11.1 POB accuracy is an emergency function, not administration

- The POB should be correct at all times, not by the end of the day. Every mobilisation, demobilisation, extension and internal transfer should be reflected immediately, not "during the day". At a muster, the gap between the recorded and the actual POB is the definition of chaos.

- Personnel movements should carry a complete audit trail: who, where, when, decided by whom. In an incident or an investigation, this is the documentation that shows what the company knew and did.

11.2 Next-of-kin information: verify at every mobilisation

- Next-of-kin information (closest relative with telephone number and relationship) should be recorded for all personnel and readily available to those who need it in an emergency, around the clock.

- **Verify at every mobilisation.** Ask the employee to confirm that their next-of-kin details are correct as part of the mobilisation confirmation. Lives change: separations, house moves, new phone numbers. Out-of-date next-of-kin information is always discovered at the worst possible moment.

- Next-of-kin data concerns someone who is not employed by you and who never chose to have a relationship with the employer. Store it with access control, use it only for its purpose, and do not pass it on.

11.3 The coordinator's role in the emergency response plan

The company's emergency response plan should define the coordinator's role explicitly, and the coordinator should know it before anything happens:

- **Know how your preparedness connects to the client's.** In an incident on an installation, the operator's emergency organisation leads the response. The employer still owns the care of, and the contact with, its own employees and their families. Agree the interface with each client: who notifies whom, in what order, with what information.

- **Families must never learn of it from the media or social media first.** In an incident that becomes public, early and coordinated contact with next of kin is decisive, even when the message is only "we confirm an incident is under way, your [relation] is accounted for" or "we do not have the full picture yet, we will call again by [time]".

- **One voice, confirmed information only.** The coordinator should never speculate to next of kin or to colleagues. Pass on what is confirmed, be honest about what is unknown, and give a specific time for the next update.

- **Notification of a death or serious injury** follows its own procedures involving the police and, where relevant, a chaplain or crisis team, and should never happen by phone from a coordinator alone. Know the procedure and your part in it.

11.4 Medical evacuation and early repatriation

In case of illness or injury on board, the installation and the operator handle the medical side and the evacuation itself. The coordinator owns the shore side:

- Receive the notification and inform next of kin in line with the agreed routine.

- Arrange onward transport, collection and, where needed, a hotel for the evacuated person.

- Plan replacement personnel if the operation requires it, in parallel rather than afterwards.

- Follow up the evacuated person afterwards: sickness absence follow-up, the insurance case, return to work.

11.5 Practise

Take part in clients' emergency exercises where you can, and run your own notification drills: can the duty coordinator produce a correct POB and next-of-kin list for a given installation in under five minutes, on a Sunday evening? If the answer is no, the exercise is the thing that should reveal it, not the incident.

---

12. On-call rota and continuity: the function must never be one person

Offshore crewing does not follow office hours. Helicopters leave early, operations change overnight, and incidents happen when they happen. At the same time, coordination is a discipline where a great deal of knowledge easily ends up in the head and the inbox of one person. Both have to be solved structurally:

- **Defined availability outside office hours.** On mobilisation and demobilisation days a known duty number should be staffed from before the first departure until the last person is confirmed as arrived. For companies with continuous operations: a formal on-call rota covering evenings, weekends and public holidays, with agreed compensation.

- **A deputy, always.** Every coordinator should have a named deputy who can take over at hours' notice. That requires the deputy to have access to the same systems and to know the same routines, not merely to be a name in a plan.

- **Routines in a system, not in an inbox.** All active mobilisations, pending confirmations, open changes and agreements should be visible in a shared system so that a deputy can take over without archaeology in someone else's email. The test is simple: could a competent colleague take over your portfolio tomorrow morning without calling you? If not, critical information is living in the wrong place.

- **A structured handover** at holidays and absences: a walkthrough of active and upcoming assignments, open deviations, things awaiting a reply, and known risks for the coming weeks. In writing, with a short verbal walkthrough.

- **An escalation matrix.** The duty coordinator should know who to contact for decisions beyond their own mandate (cancelling a mobilisation, approving extraordinary costs, activating emergency response), with names and numbers rather than job titles.

PART 5

Day to day

13. Channels, tone and privacy

The right channel for the right content

- **Email or platform:** Formal and complete information: mobilisation letters, plan changes, confirmations. Anything that has to be findable again.
- **SMS or push notification:** Time-critical reminders and short alerts that point to the full information in the main channel. Never the only channel for something important.
- **Telephone:** Big changes, sensitive matters, an inability to travel, and all first contact at short notice. Always followed by written confirmation.

Tone

Write short, concrete and without unnecessary formality, but never at the cost of precision. Write dates unambiguously with the weekday ("Thursday 16 July"), and times with the clock and the place. Avoid internal abbreviations the employee may not know. Always be explicit about status: possible, intended or confirmed.

Privacy

Coordinators handle sensitive personal information every day. Ground rules:

- Health information, the reason for sickness absence and other sensitive details should never be sent by SMS, in open messaging channels or to more recipients than necessary.
- Never share one employee's information with other employees, not even indirectly ("NN is ill, can you take his trip" is enough; the diagnosis is irrelevant).
- Follow the organisation's routines for storage and deletion. Certificates, helseattester, next-of-kin data and personnel documentation belong in systems with access control, not in private inboxes.
- When sharing personal data with clients, operators' systems or agents abroad: share only what the purpose requires, and make sure the legal basis and the agreements are in place in line with the organisation's privacy routines.

---

14. Pay, hours and trust

Everything good coordination builds through a trip can be torn down by one thing: an error on the payslip afterwards. For personnel with variable supplements, offshore allowances, overtime and compensation for extensions, pay is derived directly from what the coordinator has recorded and agreed. The coordinator is therefore part of the payroll chain, whether or not it says so in the job description:

- **Everything agreed in writing has to reach payroll.** Extensions, cancellation compensation, changed shifts and extraordinary agreements are documented not only for the archive; they have to enter the basis for the payroll run. An agreement that exists only in an email thread becomes a payroll error.

- **A clear routine for hours and expense claims** at demobilisation: the deadline, the channel and who approves, including any approval in the client's systems (see **6.5**). Chase before the deadline, not after the payroll run.

- **Answer pay questions quickly and traceably.** The coordinator is often the first point of contact for questions about pay after a trip. Answer with a reference to the documentation (mobilisation letter, extension confirmation, timesheets), and escalate to payroll or HR with full context rather than sending the employee onward alone.

- **Correct errors visibly.** When something does go wrong: acknowledge it, say when it will be corrected, and confirm when it has been. An error corrected quickly and cleanly can actually strengthen trust. An error that has to be chased three times does lasting damage.

15. Documentation and inspection: what has to be producible

Principle **2.5** says everything should be in writing and traceable. This chapter is about the other side of the same matter: what is *required* to be documented, who can demand to see it, and what "produced" actually means in practice. A coordinator can document diligently and still fail an inspection, because the documentation is spread across inboxes and old spreadsheet versions, or because the system can only show the current status and not how things looked at a given point in time.

This chapter is an overview of where the requirements come from, not an exhaustive list. The caveat from **About this guide** applies here in particular: verify against current regulations, your own collective agreement and legal counsel where relevant.

15.1 Who can demand to see documentation

- **Havindustritilsynet (Havtil, the Norwegian Ocean Industry Authority)** supervises offshore petroleum activity and certain onshore plants. Its inspections target the management system: can the company show that personnel were qualified, that working hours and oppholdsperioder (continuous stays offshore) were within the requirements, and that deviations were handled?

- **Arbeidstilsynet (the Norwegian Labour Inspection Authority)** supervises land-based activity, including workshops and bases, and hire-in and staffing arrangements. Classic themes are working-time records, overtime, employment contracts and equal treatment of hired-in workers.

- **The tax authorities and auditors** require the payroll basis: timesheets, approvals, variable supplements and expense claims.

- **Datatilsynet (the Norwegian Data Protection Authority)** may inspect the processing of personal data: the record of processing activities, the legal basis, data processing agreements and deletion routines.

- **Clients.** Contractual audits by operators and main contractors are in practice the most frequent scrutiny a service company meets, and they ask for much of the same: competence records, working hours, HSE documentation. Treat client audits as seriously as regulatory inspections; the result affects contracts directly.

- **Your own employees and tillitsvalgte (employee representatives).** Arbeidsmiljøloven (the Working Environment Act) gives employee representatives access to the working-time record. The individual has access to information about themselves under the privacy rules. In a dispute about pay or extensions, the documentation is the evidence.

15.2 The documentation categories the coordinator owns or feeds

Working hours, rest and oppholdsperioder. Arbeidsmiljøloven requires that a record exists of how much each employee has worked, available to Arbeidstilsynet and to employee representatives. The Act does not say how long the record has to be kept. That requirement comes from elsewhere: an inspection or a client audit asks backwards in time, and the payroll basis has a retention period of its own. In practice you therefore need a complete history of continuous stays, shifts, overtime and rest per person, plus a documented basis for any extension or extraordinary arrangement (agreement, discussion or consent, and any dispensation). The plan alone is not enough; it is the hours *actually* worked that have to be producible.

Competence, certificates and helseattest, with history. The inspection question is rarely "is NN qualified today?"; it is "was NN qualified when they did the job on 14 March last year?". The system therefore has to answer for the status *at a given point in time*: which certificates were valid, what the expiry dates were, and who checked it at mobilisation. For the helseattest, store validity and expiry, not medical content.

Personnel movements and POB history. Who was where, when, with a complete audit trail (see **11.1**). This is the documentation in incidents and investigations, and the basis for offshore days in pay and tax terms among other things.

Agreements and decisions. Mobilisation letters with every version, confirmations from employees, extension agreements with consent, standby and availability agreements, agreements on compensation for cancellation. Everything chapter **2.5** says should be put in writing should also be findable together per person and per assignment, not reconstructed from email threads.

Payroll basis. Timesheets, approvals and vouchers are accounting documentation with a statutory retention period (the general rule in bokføringsloven, the Bookkeeping Act, is five years). The coordinator's part of the chain (chapter **14**) is part of that basis.

Work abroad. For work in EEA countries: the A1 certificate documenting which country's social security scheme applies, a recurring checkpoint in audits of international work. Otherwise: work permits, visas and other documentation that the work was lawful, retained after the assignment has ended as well.

Hiring in and hiring out personnel, where relevant: registration as a staffing undertaking and documentation of equal treatment.

Privacy. The GDPR requires documentation of the processing itself: a record of processing activities, data processing agreements with system suppliers and with the parties personal data is shared with (operator systems, agents abroad), and defined deletion routines. The exemption for organisations with fewer than 250 employees does not help here, because personnel data is processed continuously rather than occasionally. Note the tension: some requirements impose long retention, while the privacy principles require deletion once the purpose is fulfilled. The answer is an explicit retention matrix per document type, with the legal basis and the deletion deadline, rather than a general "we keep everything" practice.

15.3 What "inspection-ready" means in practice

Four properties separate documentation that passes scrutiny from documentation that merely exists:

1. **History, not only current status.** Being able to show the state at any point in the past, for working hours, certificates, POB and agreements.

2. **Producible in days, not weeks.** Inspections and audits work to short deadlines. Test it the same way as the emergency drill in 11.5: can we produce complete documentation for one person and one assignment from last year, within a day?

3. **Traceable and tamper-evident.** Who recorded and changed what, and when. A timesheet that can be edited without a trace is weak documentation.

4. **One source.** The same question should give the same answer whoever asks and whoever answers. Two systems each holding their own version of the working-time history is worse than one with gaps, because then the company has to explain the discrepancy.

15.4 Make it routine, not a scramble

- Take documentation requirements into the requirements matrix per client (chapters **4.1** and **6.6**): what documentation are we contractually obliged to produce, in what format, how quickly.

- Run an annual self-check: pull a random assignment from last year and try to produce the complete documentation pack (requirements check, mobilisation letter with versions, confirmations, working hours, payroll basis). The gaps that surface are the inspection findings you did not have to receive.

- Where a requirement is breached (an exceeded oppholdsperiode, a mobilisation with shortcomings): document the deviation, the cause and the action at the time it happens. An acknowledged and handled deviation is a normal part of a management system; an undocumented deviation uncovered by someone else is a finding.

---

16. Welfare and a sustainable load

Controlling working hours and rest (chapter **3.5**) is the minimum. A coordinator who wants to keep people over time also watches the load that is lawful but unhealthy:

- **See the patterns in the data.** Frequent extensions on the same person, repeated short-notice trips falling to the same "yes people", time off steadily eaten by courses and travel. No rule is broken, but the person is used up. Distribute the load actively, and use the overview to catch imbalances before they turn into resignations.

- **Take the pulse regularly.** A short, genuine conversation at demobilisation or during time off ("how have the trips been lately, is the plan working for you?") picks up more than an annual survey. After particularly demanding trips or incidents on board, follow-up should be routine rather than chance.

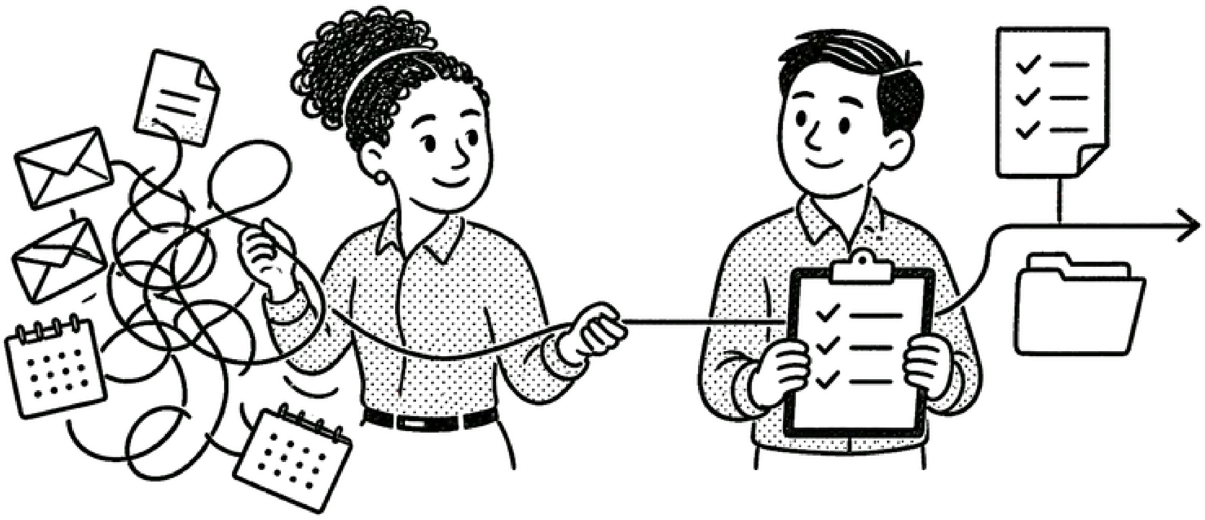
- **Know the signals, do not diagnose.** A changed pattern of replies, a shorter fuse, rising short absences. The coordinator's job is not to assess health but to see the person, ask, and point the way to support (line manager, HR, occupational health, any assistance scheme). The threshold for mentioning that help exists should be low.

- **Transparency is welfare too.** Much of the strain in offshore work comes not from the trips but from the unpredictability between them. Everything this guide says about early notice, clear status and respect for time off is in practice the most important welfare measure a coordinator controls.

PART 6

Improvement

17. Sixteen common pitfalls



1. **Sent without confirmation.** A mobilisation letter with no requirement for active confirmation, and no follow-up of those who do not reply.

2. **Certificates checked against the departure date only.** Expiry mid-stay is discovered on board.

3. **Verbal extensions.** Agreed on the platform, never documented, dispute about compensation afterwards.

4. **Information in dribs and drabs.** Five text messages each carrying one detail, instead of one complete, updated mobilisation letter.

5. **A change without a reason.** Dates move in the plan without a word about why.

6. **A reserve list that does not exist.** Every sickness absence becomes a scramble.

7. **Course bookings in time off without agreement.** Formally possible perhaps; relationally destructive.

8. **Routines that depend on a person.** Everything works until the coordinator is ill or leaves, because the routines live in one person's head and inbox.

9. **Silence during a delay.** Personnel waiting at the heliport without updates, because "we do not know anything new".

10. **Two sources of truth.** The spreadsheet says one date, the email another, and nobody knows which applies.

11. **Silence until the job is certain.** No heads-up for three weeks, then a demand to travel out tomorrow. Uncertainty that is communicated is tolerated; surprises are not.

12. **Certificate renewal triggered by an assignment.** The renewal only starts when the next job appears, and by then it is too late. In short-notice operations the pool should always be green.

13. **Registered with us, unknown to the operator.** Everything is green in your own system, but the person does not exist or is not approved in the operator's system, and is stopped at check-in.

14. **Next-of-kin information that is never verified.** Recorded at hiring five years ago, discovered to be out of date during an incident.

15. **Agreements that never reach payroll.** The extension was cleanly documented in an email but never entered the payroll basis. The employee discovers it on the payslip.

16. **Documentation that exists but cannot be produced.** Everything is "documented", but spread across inboxes, old spreadsheet versions and systems that only show current status. When the inspector or the client audit asks for the history of one assignment from last year with a week's deadline, an archaeological dig begins.

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18. Measure what matters

What gets measured gets better. Useful key figures for the coordination function:

- **Share of mobilisation letters sent by the deadline** (for planned assignments: at least 14 days before departure, for example; for short-notice assignments: within the internal standard, for example one hour after the client's confirmation)
- **Share of mobilisations with active confirmation from the employee**
- **Share of mobilisations with verified next-of-kin information**
- **No-show rate** and its distribution by cause
- **Number of mobilisations cancelled or postponed because of expired certificates or helseattest** (the target is zero)
- **Number of mobilisations stopped because of missing registration or approval with the operator** (the target is zero)
- **Share of the pool that is "green"** on certificates and helseattest at any given time
- **Share of plan changes notified later than 72 hours before departure**

- **Number of breaches or near-breaches of the working-hour and rest rules**
- **Payroll error rate per trip** (the share of trips that trigger a pay correction)
- **Distribution of short-notice trips and extensions per person** (evenness as a welfare indicator)
- **Employee satisfaction with coordination and communication**, measured regularly with a few fixed questions

Review the figures on a fixed cadence, monthly for example, and treat every deviation as a question about routine: which hole in the process let this through, and how do we close it?

PART 7

Appendices

Appendix A: Pre-mobilisation checklist (normal notice)

At nomination

- [ ] Helseattest valid for the whole assignment period
- [ ] Basic safety and emergency preparedness training valid for the whole period
- [ ] Role-specific certificates and courses valid for the whole period
- [ ] Client-specific requirements checked against the requirements matrix (including the operator's e-learning courses)
- [ ] No conflict with rest periods or the oppholdsperiode from the previous rotation
- [ ] For work abroad: passport, visa or work permit, and vaccination requirements checked

- [ ] Active confirmation received from the employee

At confirmation

- [ ] Mobilisation letter sent
- [ ] Confirmation of receipt recorded
- [ ] Next-of-kin information verified by the employee
- [ ] Registration with the operator started, employee informed of their part (profile, uploads, e-learning)
- [ ] Person registered with the client and on the POB

14 days ahead

- [ ] Certificates and helseattest re-checked
- [ ] Status verified in the operator's system: registered, documents approved, course codes visible
- [ ] Travel and hotel booked and distributed
- [ ] Special needs clarified
- [ ] First-time traveller: preparation call held, information sheet sent

72 hours ahead

- [ ] Reminder sent with reporting time, place and requirements
- [ ] Confirmation received, otherwise followed up by phone
- [ ] Weather and helicopter status being monitored

Mobilisation day

- [ ] Coordinator or duty coordinator reachable
- [ ] Arrival on board confirmed
- [ ] POB updated

Appendix B: Quick checklist at short notice

Continuous readiness (before the job exists)

- [ ] Certificate and helseattest overview green across the whole pool
- [ ] Personnel profiles complete (travel, suit size, ID and passport, next of kin, emergency contact)
- [ ] Requirements matrix per client and installation up to date
- [ ] Relevant personnel fully registered and approved with repeat clients and operators
- [ ] Mobilisation letter template ready per client and installation
- [ ] Standby and availability status kept current by the employees

On client confirmation (target: letter out within 1 hour)

- [ ] Requirements check against the matrix, validity against the upper estimate of duration
- [ ] Status with the operator verified (registered and approved), otherwise escalated immediately
- [ ] Phone call to the employee, verbal acceptance
- [ ] Complete mobilisation letter sent, with estimated duration and uncertainty range
- [ ] Next-of-kin information verified in the same pass
- [ ] Travel booked, or the time it will follow communicated
- [ ] Written confirmation received, otherwise phone within 1 hour
- [ ] Client and POB updated

On postponement or cancellation

- [ ] Notified immediately by phone, in writing afterwards
- [ ] New status communicated (intended or cancelled) with the next update time
- [ ] Cancellation compensation rules followed up, and passed on to payroll

---

Appendix C: Information sheet for first-time travellers

(template, adapt per operator)

> **Your first trip offshore: what you need to know**
>
> Welcome. Here is what matters most for travel day, alongside your mobilisation letter. Read the operator's own travel information as well: [link].
>
> **Before travel day:** You will get access to [the operator's portal] where you create a profile, verify your details and upload [documents]. This has to be approved before you can travel, so do it as soon as you get the access.
>
> **Reporting:** Report at [heliport] by [time] at the latest. As a first-time traveller we recommend arriving well before that. Have valid ID easily to hand, not packed in your baggage.
>
> **Baggage:** Maximum [weight] per item. Power banks cannot be taken offshore. Tools and work equipment are sent as freight, not in your baggage.
>
> **In the helicopter:** No hand baggage, only a newspaper or book in the inside pocket of the survival suit you will be issued. All electronics have to be switched fully off, not in flight mode. Your phone goes in the suit's inside pocket.
>
> **Medication:** Prescription medicine in its original packaging marked with your name. Anything else in unopened packaging. All of it is logged in a medication envelope at the heliport and cleared with the nurse on board. Bring enough for a few days of delayed travel home.
>
> **On board:** You will get a safety induction on arrival and be allocated a cabin and a muster station. [Buddy or contact person] will meet you and show you round.
>
> Questions? Call me on [phone]. There are no stupid questions before a first trip.

Appendix D: Change notice template

> **Change to your assignment, [installation]**
>
> Hi [name],
>
> **What has changed:** Departure has moved from [date and time] to [date and time]. The journey home is now planned for [date or estimated duration].
>
> **Why:** [One sentence, e.g. "The operator has pushed the start of the campaign back by a week."]
>
> **What it means for you:** [Consequences for travel, compensation, the next period of time off.]
>
> **What you have to do:** Confirm that you have received this change and that the new date works, by [deadline]. An updated mobilisation letter is attached and replaces the previous version.
>
> Get in touch on [phone] if anything is unclear.

Appendix E: Self-test, how robust is your coordination?

Twelve yes or no questions. Each one is a requirement from the guide, and each one is about capability rather than effort. Answer honestly, and answer for an ordinary Tuesday, not for your best day with everyone at work.

1. Can the duty coordinator produce a correct POB and next-of-kin list for a given installation in under five minutes, on a Sunday evening?

2. Can you document which certificates and which helseattest an employee held valid on a given date last year, not only today?
3. Are both the employee and the coordinator notified in good time before a certificate or a helseattest expires, early enough to schedule the renewal into a work period?
4. Do you know right now what share of the personnel pool is "green" and could travel out tomorrow?
5. Can you produce a complete, correct mobilisation letter within one hour of the client's confirmation, from templates and pre-captured data?
6. Do you know at any time who has confirmed their mobilisation letter and who has not replied, without anyone having to go looking?
7. Do the rotation plan, certificate status and mobilisation details exist in one place that both the coordinator and the employee can see, with the same content?
8. Could a competent colleague take over the whole coordination portfolio tomorrow morning without calling the coordinator?
9. Do employees report their own availability, or does every short-notice assignment start with a round of phone calls?
10. Does every written agreement about an extension, a change or compensation always find its way to the payroll basis, without depending on one person remembering?
11. Can you produce actual working hours and continuous stays per person, with history, within a day if an inspection or a client audit asks?
12. Do you see an uneven distribution of short-notice trips and extensions across people before it turns into wear and resignations?

10 to 12 yes: Coordination is robust. Use the guide to fine-tune.

6 to 9 yes: The core works, but the gaps are real. Note which questions came back no: each one corresponds to a chapter in the guide, and each one is an incident waiting to happen.

Under 6 yes: It is worth being honest about what is actually holding the operation up today. It is probably not the processes, but the vigilance and memory of a few individuals. That works right up until they are ill, on holiday or working out their notice. The questions above are tool-neutral, but they describe capabilities nobody builds through effort alone. They have to be built into the way the work is organised, so that a yes is a yes whoever is on duty.

About the publisher

Markular builds workforce planning software for offshore operations. We published this guide because the work it describes is done well by very few people and written down by almost none. It is free to read and free to share inside your own company.

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