

POLICY & PROCEDURES MANUAL FOR PERSONNEL

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Establishment of the Symphony Roster of Musicians / Artists

Policy: The Audition Committee¹ shall establish the roster of musicians / artists authorized to perform or rehearse with the Symphony. The Audition Committee shall determine which musicians / artists shall be included in the roster of those authorized to perform or rehearse with the Symphony.

Procedure: The Personnel Manager shall be responsible for maintaining the roster.

Authorization for Engaging Musicians / Artists

Policy: Only the Personnel Manager appointed by the Board shall have the authority to issue invitations or Engagement / Commitment Letters to musicians / artists to perform or rehearse with the Southwest Washington Symphony.

Procedure: Music Director shall decide the needs of the organization for musicians / artists based upon the repertoire selected by the Programming Committee.

All recommendations for musicians / artists shall be referred to the Personnel Manager. The Personnel Manager shall submit all referrals of musician /artist candidates to the Audition Committee for consideration.

In the event that such a Commitment Letter shall involve the expenditure of monies, the Personnel Manager shall submit the Commitment Letter along with a budget detail to the Board of Directors for approval prior to issuing the Commitment Letter.

Authorization for Engaging Guest Musicians / Artists / Soloists

Policy: Upon the Board of Director's formal approval of concert repertoire and budgets, Guest Musicians / Artists / Soloists will be issued performance contracts.

Procedure: The Personnel Manager shall be responsible for negotiating and signing the contracts with guest Musicians / Artists / Soloists.

¹ Bylaws; Article VII, Section VII.17. A; for composition of.

Notification by Musician / Artist of Absence

Policy: Musicians / Artists shall notify the Music Director, Personnel Manager and their Section Leader as soon as possible upon learning they will be, or may be, unable to attend, or be late for a rehearsal or concert performance.

In extraordinary circumstances (e.g. death in the family, severe financial hardship, etc.), sufficient notice, in writing, must still be given when missing a major event such as a concert.

Failure to follow, in good faith, the notification guidelines and procedures for absences will place a musician / artist's position with the Symphony in jeopardy and may result in review by the Audition Committee.

Procedure: Notice must be given as soon as the musician is aware that they will miss a concert. A replacement for the concert is chosen **only** from the established roster of musicians by the Music Director in consultation with the Personnel Manager.

In case of extreme emergency, the personnel manager may engage or hire the substitute.

Replacement of Musician / Artist Due to Absences

Policy: In the event the Music Director, Personnel Manager and / or Audition Committee determines that a musician / artist is unable to attend sufficient rehearsals or concert dates, the musician / artist shall be notified in writing that they are being replaced.²

Procedure: The Personnel Manager shall notify the musician they are being replaced.

Replacement of the musician / artist shall be at the discretion of the Music Director in consultation with the Personnel Manager and the Audition Committee.

Replacement of a musician /artist shall be from the roster of musicians / artists authorized to perform or rehearse with the Symphony.

² Doesn't necessarily result in loss of membership. See *Notification by Musician / Artist of Absence*, top of this page.

Engaging of Substitute / Extra (Auxiliary) Musicians

Policy: When the need for a substitute / extra (auxiliary) musician arises, the musician / artist will be chosen from the Audition Committee's substitutes / extras list.

Procedure: The Personnel Manager, in consultation with the Conductor / Music Director, will make the final decision on the choice of musician / artist.

Establishment of the Substitute / Extras List

Policy: The Substitute / Extras list is typically established through the audition process. However, musicians / artists may get on this list upon recommendation of the principal of the section and music director / conductor.

Procedure: The policy is the procedure

Student Musicians

Policy: Southwest Washington Symphony encourages qualified student musicians to be part of our group. Student musicians are currently studying privately on the instrument played in the Symphony.

Procedure: A student musician is anyone under 21 years of age. Student musicians are subject to the same policies and procedures as non-student musicians but may be subject to stricter attendance requirements. The audition committee may grant waivers or exceptions to the private lesson policy.

Auditions for Musicians / Artists

Policy: All musicians / artists desiring to perform or rehearse with the Southwest Washington Symphony shall be subject to an audition at the discretion of the Audition Committee and / or the Personnel Manager. Musicians / artists who have demonstrated proficiency through prior performance may not be required to audition at the sole discretion of the Audition Committee.

The Personnel Manager shall announce the call for auditions and coordinate the scheduling of all auditions with the Audition Committee. For some auditions, the Audition Committee may request of the Board that specialized adjudicators be utilized.³

The minimum content of an audition shall involve at least one prepared piece, with or without accompaniment, scales, a sight-reading test, and selected prepared orchestral excerpts as determined by the Audition Committee. The Audition Committee may elect to eliminate or add audition elements as they deem appropriate to the individual audition.

Members of the Audition Committee shall recuse themselves if there may be, or appear to be, a conflict of interest involving an audition candidate.

Procedure: In addition to the minimum content as defined above, auditions for each instrument family may include specifically or generally:

Strings:

Diatonic scale of the player's choice of three octaves up and down.

Prepared piece is player's choice.

Sight-reading is audition committee's choice.

Woodwinds:

Diatonic scale of the player's choice of two octaves up and down.

Prepared piece and sight-reading parameters same as strings.

Brass:

Diatonic scale of the player's choice of two octaves up and down.

Prepared piece and sight-reading parameters same as strings.

Percussion:

Diatonic scale of the player's choice depending on instrument(s)⁴ auditioning for.

Prepared piece and sight-reading parameters same as strings.

All Principals are notified of all auditions and invited to attend.

The Audition Committee shall notify the Music Director/Conductor of the results of the audition(s) and their recommendation of acceptance or refusal of the candidate. The Music Director/Conductor shall make the final decision as to acceptance or refusal of the candidate(s).

³ Such as the Young Artist auditions.

⁴ Candidates may want to be considered for multiple instruments.

Musician and Artist Engagement and Commitment Letters

Policy: It shall be the policy of Southwest Washington Symphony to issue Engagement / Commitment Letters to any and all musicians / artists who are to be authorized to perform and / or rehearse with the Symphony whether on an ongoing annual basis or for a single performance. Said Letter shall be issued and signed only by the authorized Personnel Manager who is appointed by the Board of Directors. Engagement / Commitment Letters shall be issued only to individuals listed in the Symphony roster of authorized musicians / artists established by the Audition Committee.

Said Letter shall be issued to each musician / artist to be engaged no later than 30 days prior to the beginning of rehearsals for each concert season. The letter shall reference an attached schedule of rehearsal dates and concert dates along with a list of the repertoire to be performed applicable to the individual musician / artist.

The individual musician / artist shall sign the Commitment Letter indicating their acceptance of the terms of their engagement as a performer with the Southwest Washington Symphony. At the time of signing the Commitment Letter, the musician / artist shall list any known conflicts with the attached rehearsal schedule or concert dates which will result in their absence. The signed Commitment Letter shall be returned to the Personnel Manager no later than the first rehearsal of each concert season.

- Procedure:**
1. A new commitment letter will be issued for each concert season.
 2. Once an initial commitment letter is signed, returned and accepted by the personnel manager, said musician can expect to be issued a new commitment letter on a continuing basis for each new season as in 1., above.
 3. The Music Director shall communicate with any musician whose competence or behaviors are a cause for concern. If no improvement is shown, the invitation to perform may be withdrawn. Affected musicians may petition for reinstatement according to policy. Search for a permanent replacement musician will not occur until after final determination regarding the appeal.⁵

Reinstatement of Musician / Artist

Policy: A Musician / Artist whose invitation to perform with the Southwest Washington Symphony is withdrawn for any reason **or** is denied a commitment letter for the next season for any reason may petition the Audition Committee for reinstatement.

Procedure: The petition, in writing, shall be delivered to the Personnel Manager. The petition shall be considered at the next meeting of the Audition Committee which shall determine:⁶

- A. Reinstatement
- B. Allowing the musician / artist to audition again.

⁵ See *Reinstatement of Musician / Artist*.

⁶ If orchestra membership is denied for cause only, then reinstatement (or not) will be the determination.

Auxiliary Musician(s)

Policy: It shall be the policy of Southwest Washington Symphony to engage occasional paid auxiliary musicians to supplement the regular volunteer musicians as determined by the Personnel Manager and approved by the Board of Directors to meet the demands of the Board approved selected repertoire for an individual program as approved by the Board of Directors. Paid auxiliary musicians shall be called from a roster of musicians approved to perform with Southwest Washington Symphony by the Audition Committee per the policies and procedures pertaining to that committee.⁷ Engagement of paid auxiliary musicians shall be on an individual program basis and for only the concert(s) and rehearsal(s) required for that program. Paid auxiliary musicians shall be occasional independent contractors, as evidenced by a signed contract and completed IRS W-9 Forms and are not considered regular members of the Southwest Washington Symphony. Payment for services shall not be processed without a fully- signed Independent Contractor Contract and a current completed IRS W-9 Form on file in the Financial Records of the Southwest Washington Symphony.

Procedure: The need for paid auxiliary musicians shall be presented to the Board of Directors in the final proposed expenditure budget for a given program. The number of musicians and the positions required along with the expense shall be presented in the written proposal.

Upon approval of the cost for the engagement of paid auxiliary musicians for a given concert program by the Board of Directors, the Personnel Manager shall consult the roster of approved musicians established by the Audition Committee and present a list of proposed musicians to the appropriate section leader(s), concert master and Music Director.

The Personnel Manager shall negotiate and prepare Independent Contractor Contracts, in accordance with the established form approved by the Board of Directors for such contracts, for the required positions to be filled by paid auxiliary musicians. Only the Personnel Manager shall contact potential auxiliary musicians for availability and issue contracts to musicians.

The prepared contracts shall be presented to the Board of Directors for final approval before the Personnel Manager issues the contracts to be signed by the auxiliary musician(s).

Contracts and completed IRS W-9 Forms must be filed in the secured financial files prior to the beginning rehearsal(s) for the individual program for which the auxiliary musician is contracted.

Once fully executed, original signed contracts and completed IRS W-9 Forms shall be filed in the secured financial files of the Southwest Washington Symphony. Copies of contracts shall be maintained in the Personnel Manager's Personnel files and with the Treasurer or Accountant for the Symphony. The Personnel Manager shall deliver a copy of the fully-executed contract to the respective musician.

Payments will be processed only for those auxiliary musicians for whom there are fully-signed contracts and current completed IRS W-9 Forms on file in the secured financial files. The Financial Secretary will verify contracts, W-9 Forms and payment amounts for each auxiliary musician before sending the request for payment to the Treasurer.

The Treasurer shall prepare payment for final distribution.

⁷ Bylaws; Article VII.17.B. *Policies and Procedures Manual in B may also refer to one established by the Policy and Bylaws Committee and doesn't necessarily deal with personnel.*