

ADMINISTRATIVE JOB DESCRIPTIONS THE ORCHESTRAL ASSOCIATION

This packet of job descriptions is provided to give orchestras guidance as they develop their administrative staffs. It includes job descriptions for the major administrative functions in every orchestra, although these functions are often merged in smaller orchestras (marketing/development, operations/education, finance/information systems). Ultimately, the executive director is responsible and accountable for all operational aspects of the orchestra, whether he or she personally performs these tasks or supervises those who do. This is explained in more detail in the background paper on the executive director's job description, included in the packet. (Position descriptions for the board of directors and artistic staff are available in other League publications; check with the Resource Center for more information.)

The positions included in this packet are:

- Executive Director
- Finance Director
- Development Director
- Marketing Director
- Education Director
- Operations Manager
- Orchestra Personnel Manager
- Orchestra Librarian
- Information Systems Manager

There is no preferred or ideal way to structure an orchestra's administrative staff—each orchestra must develop the structure that enables it to best achieve its mission—and by definition, each orchestra's mission is different, a function of its relationship to the community in which it exists. However, the functions outlined in the attached job descriptions are basically the same in every orchestra, whether the jobs are held by one person or by any combination of staff. As an orchestra grows in scope of operation and budget size, the jobs become more specialized, and new staff are brought in to carry out the responsibilities. These descriptions are meant to give the executive director a place to start when considering what responsibilities a new position might include, and how to separate functions that in the past may have been merged.

Orchestras will want to customize these descriptions to fit their individual needs. Jobs that require specific experience and skills (such as information systems manager) were intentionally made generic, since each orchestra will have a different set of technical requirements depending on the sophistication of their computer equipment. Executive directors will also want to define the interrelationships among staff members more precisely, since some of the functions may be merged into one position, or there may be some positions more senior than others in which the supervisory responsibilities need to be spelled out. With an eight-person staff, it is unlikely (and unwieldy) for seven staff members to report directly to the executive director.

Why Bother with Job Descriptions?

Not many people need to be convinced of the importance of job descriptions anymore, but finding the time to develop them when you come to an organization where they aren't already in place can sometimes mean that managers never get around to using them. As a reminder of their

importance and utility:

- Job descriptions clarify who is responsible for what within the organization. They define relationships between individuals and departments, and can be used to help resolve disputes and improve communications.
- Job descriptions help the employee understand what the job is and what he or she is accountable for, and to assess how the job fits into the responsibilities of the organization as a whole.
- Job descriptions are helpful to job applicants, employees, and supervisors at every stage in the employment relationship, from recruitment to retirement. They provide information about the knowledge, training, education, and skills needed for each job, preventing unnecessary misunderstandings. They can guide a new employee (or supervisor) in establishing priorities, and they provide the information in an objective and impersonal way.
- Job descriptions help management analyze and improve an organization's structure and functioning by demonstrating whether all areas are adequately covered and serving as a tool for reallocating responsibilities.
- Job descriptions provide a basis for job evaluation and the establishment of an equitable wage and salary structure.

Generic vs. Specific Job Descriptions

The *specific* job description is a statement of all the duties and responsibilities assigned to an individual in a job at a specific time—it is usually quite detailed and comprehensive, providing a good basis for job evaluation, training, orientation, and comparing the relative requirements among jobs. The *generic* job description is written in broadly stated, general terms without identifying specific tasks and responsibilities. It usually defines a category or type of job and is written broadly enough to allow for some variation in how duties are accomplished.

Whether specific or generic, a job description should differentiate a job from other jobs and establish criteria for determining whether an employee is performing the primary responsibilities. All job descriptions need to be updated periodically, and assessed in relation to the overall structure of the organization.

Of necessity, the job descriptions in this collection are all generic. They should be adapted by each orchestra to include more specific (or merged) responsibilities, if necessary, and more precise information on staff reporting relationships. Those in this packet should serve only as a starting point, to assist the busy executive director in creating job descriptions where there are none. Refining them will require some collaboration and concentrated effort, but the difficulty of writing the first draft is now behind you.

**INFORMATION SYSTEMS MANAGER JOB DESCRIPTION
THE ORCHESTRAL ASSOCIATION**

JOB TITLE: Information Systems Manager **DATE:**

REPORTS TO: Finance (Administrative) Director

SUPERVISES: (List applicable positions here)

JOB SUMMARY: The Information Systems Manager is responsible for managing all information systems hardware and software, including planning, purchasing, installation, configuration, and maintenance. The Information Systems Manager provides Association-wide applications support as well as programming and technical support for specific applications in accounting, marketing, and development – wherever it is needed. The Information Systems Manager also provides training to assist staff in efficient use of applications, and advises the Association in the purchase of new systems and applications.

JOB DUTIES AND RESPONSIBILITIES:

Information Systems

- Manage all information systems hardware and software, including planning, purchasing, installation, configuration, and maintenance.
- Provide for the ongoing maintenance and security of all hardware and software. Diagnose any system related problems and arrange for maintenance as needed.
- Install and configure all new hardware and software, and become proficient in their use.
- Manage network operating systems, and provide connectivity to all workstations for Association staff. Provide support for system-wide applications, such as communications software for e-mail, word processing, database maintenance, spreadsheet programs, and graphics packages.
- Provide programming and other technical support for specific applications in accounting, marketing, and development – wherever it is needed, such as: specialized accounting packages for finance; desktop publishing workstation for public relations; donor tracking for development; survey analyses and list management for marketing and group sales.
- Train and assist Association staff in the operation of both hardware and software; make recommendations on how new programs can assist them in their work.
- Cultivate and maintain professional relationships with all outside consultants, vendors, and user groups who can provide technical assistance and systems support.

Budget and Planning

- Assist the Finance Director and Executive Director in recommending appropriate expansion of the Association's computer network and technological capabilities. Recommend new office technologies (hardware, software applications, communications, Internet access, and training) to assist the staff in achieving the Association's goals.
- Develop budgets for new acquisitions; prepare any budget projections needed for future expansion.
- Identify new technologies and trends that may present new opportunities for the Association; recommend a course of action that takes this information into account.

Administrative

- Solicit bids for and make recommendations on the most cost effective hardware and software purchases, including maintenance agreements. Make all purchases of computers and supplies at competitive prices.
- Coordinate with Finance Director to schedule and supervise information systems activities, including reconfiguring of equipment and system shutdowns for maintenance.
- Provide for the security and integrity of computer-based systems; develop and manage a system for backing up all computer work.
- Collaborate with the Development Director in developing funding proposals for donations or acquisitions of new equipment.
- Collaborate with other department directors in the implementation of all computer applications that support their work.
- Provide for upgrades of specific applications when appropriate.
- Hire, train, manage, and evaluate the performance of all information systems staff, including temporary staff.
- Provide capability to generate reports needed by the staff and Board.

Other

- Act as a liaison between the Association and computer consultants, vendors, and suppliers.
- Keep abreast of recent developments in office technology; maintain a collection of current resource materials.

- Perform other duties as assigned by the Finance Director and Executive Director.

**DEVELOPMENT DIRECTOR JOB DESCRIPTION
THE ORCHESTRAL ASSOCIATION**

JOB TITLE: Development Director **DATE:**

REPORTS TO: Executive Director

SUPERVISES: (List applicable positions here)

JOB SUMMARY: The Development Director is responsible for the development, management, implementation, and evaluation of an overall fund-raising program consistent with the Association's needs and goals. To that end, the Development Director manages staff and volunteers in planning and executing all annual, sponsorship, capital, endowment, and planned giving programs, as well as fund-raising events and benefits. The Development Director is also responsible for making grant applications to federal, state, and local government agencies that provide arts funding; and researching and applying to private foundations and corporations that provide arts grants. The Development Director will recommend fund-raising policies and procedures to the Executive Director and Board with the goal of building a year-round development program that demonstrates the highest standards of professionalism and ethical conduct.

JOB DUTIES AND RESPONSIBILITIES:

Fund Raising

- Plan, manage, and implement all phases of the Annual Fund campaign; oversee the solicitation and acknowledgment process, maintenance of records, and establishment and disclosure within IRS guidelines of donor benefits; monitor progress and make adjustments as needed.
- Develop a comprehensive case statement for support of the Association, based on long-range plan; update annually. Work with Board to develop and direct year-round program to cultivate new prospects and seek out new funding opportunities.
- Develop and implement a corporate sponsorship program; research and identify potential sponsors; prepare proposals and work with Board to identify matches between Association's program and each company's interests.
- Prepare grant applications for corporations, foundations, and government agencies that provide arts funding; research all grant possibilities and write reports and back-up materials to support each application; follow up on each proposal.
- Work with volunteers to plan all special fund-raising events and benefits; participate in establishing the budget and oversee the execution of each event.
- Oversee the development and production of all materials used to support the Association's

fund-raising events and campaigns.

- Develop an ongoing planned giving program; work with Board to identify, cultivate, and solicit prospects.
- Provide strategic guidance and planning to all committees of the Endowment campaign; develop campaign prospect list; organize and participate in leadership solicitations; meet with volunteers to review strategies and track progress; attend committee meetings as needed.

Budgeting and Planning

- Assist the Executive Director and Board in establishing appropriate goals for the Annual Fund and all other fund-raising campaigns deemed necessary (endowment, capital, planned giving, etc.) each year.
- Develop a plan for achieving those goals and establish a master calendar that outlines all fund-raising events and campaigns; coordinate all activities with the Association's master calendar.
- Develop budgets for each event and campaign; monitor the progress of each, and adjust plans when necessary.
- Work closely with the Executive Director and other designated staff in long-range planning for the Association; prepare budget projections as needed.

Board of Directors

- Staff the Development Committee of the Board and other volunteers enlisted to participate in the development program.
- Report to the Board and Executive Committee on progress of all fund-raising events and campaigns; provide other reports and statements as requested.
- Develop Board and volunteer leadership through participation in Board committee meetings and ongoing donor cultivation efforts; participate in identifying and recruiting new leadership.
- Recommend fund-raising policies and procedures to the Executive Director and Board with the goal of building a year-round development program that demonstrates the highest standards of professionalism and ethical conduct.

Administrative

- Organize staff and volunteers to carry out all fund-raising campaigns and events; evaluate effectiveness of each campaign.
- Oversee the maintenance of all donor files and records; develop and administer all donor benefits

programs in accordance with IRS guidelines.

- Provide periodic progress reports on all campaigns; prepare listings and financial statements as needed by the Board and staff.
- Serve as part of the senior management team to assist the Executive Director in setting and implementing administrative and artistic policies established by the Board.
- Hire, train, manage, and evaluate the performance of all development staff, including interns and volunteers.

Other

- Develop and maintain internal and external contacts to optimize fund-raising efforts.
- Maintain ongoing contact with contributors, corporate sponsors, and business and community leaders.
- Support Board and staff efforts to solicit in-kind contributions.
- Keep abreast of recent research on fund raising; maintain a collection of current fund-raising resource materials.
- Attend other civic and cultural events in the community; represent the Association by speaking at public events as requested.
- Perform other duties as assigned by the Executive Director.

EDUCATION DIRECTOR JOB DESCRIPTION THE ORCHESTRAL ASSOCIATION

JOB TITLE: Education Director **DATE:**

REPORTS TO: Executive Director

SUPERVISES: (List applicable positions here)

JOB SUMMARY: The Education Director is responsible for designing, developing, administering, and evaluating all education and outreach programs, consistent with Association policies and stated educational mission. The Education Director will plan and manage all educational activities, including the supervision of all volunteers and staff involved in delivering any aspect of the programs. The Education Director will also represent the Association to other arts, education, and civic institutions to promote constructive working partnerships in the community.

JOB DUTIES AND RESPONSIBILITIES:

Education Programs

- Plan and implement all aspects of the Association's education and outreach programs, including youth concerts, lecture-demonstrations, family concerts, school concerts, adult education, and volunteer programs. Assess effectiveness of each activity.
- Use creativity and innovation in developing new programs that attempt to incorporate current educational and technological initiatives and cultivate new community partnerships.
- Work in conjunction with schools and other partners to develop all materials used in teacher training, musician training, volunteer training, and student preparation for education programs. Oversee the work of any outside contractors in the development of these materials.
- In consultation with the Marketing Director, oversee the marketing and ticketing for all educational programs, including brochures, newsletters, flyers, and advertisements as necessary.
- Cultivate and maintain professional relationships with the local school district, community colleges, and other educational/civic institutions. Act as the primary spokesperson for the Association in education matters.

Budget and Planning

- Assist the Executive Director, Music Director, and Board in establishing appropriate education and outreach goals for the Association.
- In consultation with the Music Director, develop programs and a plan for achieving those goals;

coordinate all activities with the Association's master calendar.

- Develop budgets for each program; monitor the progress of each, and adjust plans as necessary.
- Identify educational trends that may present new opportunities for the Association; recommend a course of action that takes this information into account.
- Work closely with the Executive Director and other designated staff in long-range planning for the Association; prepare budget projections as needed.

Board of Directors

- Staff the Education and Outreach Committees of the Board and other volunteers enlisted to participate in education programs. Work with the chairmen of all Board education committees to plan and direct activities.
- Recruit new Board members who represent a broad spectrum of community and education interests.
- Report to the Board on the progress of all education programs; provide other reports and public communications as requested.

Administrative

- Collaborate with the Development Director in developing funding proposals for ongoing and new educational initiatives.
- Collaborate with the Marketing Director and Operations Manager in the implementation of all education programs; coordinate with other Association activities.
- In consultation with the Music Director, direct the orchestra musicians' involvement in ensemble events sponsored by or supporting the Association's education efforts.
- Hire, train, manage, and evaluate the performance of all education staff, including interns and volunteers.
- Serve as part of the senior management team to assist the Executive Director in setting and implementing administrative and artistic policies established by the Board.

Other

- Attend concerts of local school groups; act as a liaison between Association and community educational institutions.
- Keep abreast of recent research on music education; maintain a collection of current resource

materials.

- Perform other duties as assigned by the Executive Director.

EXECUTIVE DIRECTOR JOB DESCRIPTION: BACKGROUND

A Word on Nomenclature: This paper uses "executive director" to describe the function of the top administrative executive. American orchestras sometimes use general manager, managing director, or, in some instances, president, for the same function. In larger orchestras, the title of general manager is often given to the number two administrator in the organization. In considering a title, the board of directors will want to compare titles of the chief staff administrators at other arts institutions and voluntary organizations in the community to ensure that the orchestra's chief administrator is afforded appropriate stature.

BASIC FUNCTION: The executive director is the top staff administrative position, responsible for managing the human and financial resources of the organization in order to achieve the orchestra's mission. To that end, the executive director is responsible and accountable for all operational aspects of the organization (performing the tasks himself or supervising others who do), and implementing the policies set by the board of directors. The executive director is selected by and reports to the orchestra's board of directors through the board president. The executive director's artistic counterpart is the music director.

GENERAL FRAMEWORK: The executive director and the music director are responsible for providing the leadership, vision, and information needed to enable the board of directors to adopt constructive, progressive, sound, and practical plans for the continued development of the organization and the continued enrichment of the musical life of the community.

ROLE: The role of the executive director is to do all things possible to see that the organization constantly improves its musical product, that it operates on as stable a financial basis as possible, and that it carries out its obligation to serve as a community cultural and educational institution -- an obligation placed upon it by federal tax laws as a 501(c)(3) organization, and also by the fact that the organization solicits and accepts contributions from the general public in order to strengthen the musical assets of the community.

Specifically, the executive director's overall responsibilities involve all aspects of the organization. This does not mean that the executive director carries out all tasks personally, but that he or she is responsible for seeing that all of them are handled in an appropriate manner.

EXECUTIVE DIRECTOR AS CEO: The job description should answer the fundamental question of who functions as the chief executive officer (CEO) of the organization. This question is separate from the issue of title. The chief executive officer is the individual who is vested with the ultimate responsibility for the success or failure of the organization. The CEO is responsible for the orchestra's consistent achievement of its mission and financial objectives, and serves as the chief spokesperson for the organization. In some orchestras, the executive director is the CEO. In others, it is the board president. In some cases, but less frequently, the music director fulfills this function. If the executive director is not the CEO, he will most likely be the chief operating officer of the organization.

TITLES FOR THIS POSITION: This position most commonly carries the title of executive

director or general manager. In some orchestras, as mentioned above, the position may be called president or managing director.

- Working with the Nominating Committee, help to identify and recruit qualified candidates for Board membership; assist with new member orientation.

Direct-Service Volunteers

- Use direct-service volunteer resources effectively to assist the Association in meeting its goals and to make the experience meaningful for the Association's volunteers.
- Assist direct-service volunteers as necessary to help ensure the success of their activities.

Fund Raising and Development/External Relations

- Ensure effective communication with the Association's constituencies: volunteer groups, other arts organizations, public agencies, government agencies, and the general public to achieve the public service objectives of the Association.
- Assist Board and President in fund-raising activities, including annual fund drive, corporate sponsorships, special events, endowment campaigns, planned giving program, and identification and cultivation of donors.
- Prepare and submit grant applications and reports to foundations, corporations, and government agencies.
- Ensure that all contributions and other support are acknowledged as may be required by law and as is otherwise appropriate; maintain accurate and complete records of financial contributions and other substantial support.
- Direct advocacy activities at local, state, and federal level. Monitor legislative activity that affects the orchestra and recommend appropriate action to the Board of Directors.

Artistic Administration

- Assist in the development, implementation, and monitoring of orchestra's artistic objectives.
- Consult with the Music Director in the selection of guest artists, guest conductors, performing groups, and programs to support the orchestra's artistic objectives.
- Negotiate contracts for all guest artists within budget parameters set by the Board. Arrange for their transportation, lodging, and entertainment.

Concert Production

- Develop an annual master plan for orchestra operations, including rehearsal schedules, local

and run-out concerts, program themes and ideas, special events, broadcasts, and audience development. Direct implementation of the master plan.

- In consultation with the Music Director, seek and obtain new opportunities for performances by the orchestra and its ensembles.
- Negotiate and execute concert hall leases and rent other concert space as required.
- Secure required equipment, instruments, licenses, and permits.
- Arrange for transportation and accommodations for musicians and equipment for local and run-out performances and broadcasts.
- Ensure that rehearsals and concerts are properly staffed.
- Attend rehearsals and concerts.

Marketing and Promotion

- Develop and implement a marketing plan for subscription campaigns and for individual performances, using appropriate advertising and publicity to achieve maximum season and single ticket sales; oversee ticket sales operations.
- Maintain relationship with media contacts; generate feature stories in print and broadcast media about the orchestra.

Finance

- Ensure that accurate books of accounts are maintained; maintain bank accounts as directed by the Board.
- Prepare and submit for approval annual operating budgets. Monitor and authorize expenditures in accordance with approved budget; prepare updated projections based on actual income and expense activity.
- Prepare monthly financial statements, including cash flow projections, for Board review and approval. Review and approve accounts payable and receivable.
- Ensure that grants are spent in accordance with grant guidelines and that all reporting requirements are met.

Administrative

- Maintain the business office of the organization.

- Purchase equipment, supplies, etc., according to budget and approved procedures.
- Handle correspondence, including patron suggestions and complaints.
- Maintain documents according to legal requirements and/or Board policies and procedures.
- Maintain adequate insurance to protect the orchestra's assets/property.
- Recruit, select, and supervise administrative staff. Promote, discipline, and terminate in accordance with legal requirements and Board policy. Evaluate staff performance as needed but at least annually in writing. Maintain personnel files.
- Develop, implement, and monitor compensation and benefits programs.
- Ensure that all employer responsibilities are met and that the organization is in compliance with all local, state, and federal laws.
- Prepare and revise job descriptions, employee handbook, and employment policies.
- Maintain all payroll records for administrative and artistic staff.

Musicians

- Assist Music Director in hiring of all musicians; negotiate and execute individual contracts according to approved budget and policies set by the Board.
- Serve as principal staff spokesperson/liaison to the orchestra for policy issues and non-artistic matters.
- Coordinate all aspects of auditions.

If the musicians are represented under a collective bargaining agreement:

- Serve as chief liaison to local office of the American Federation of Musicians (AFM).
- Successfully negotiate the master agreement with the orchestra and the AFM.
- Ensure proper implementation of the master agreement.

Education

- Together with the Music Director, recommend to the Board appropriate education initiatives and implement them.

- Serve as liaison to public schools in planning of in-school programs.

General

- Keep abreast of activities and developments in the orchestra field; advise the Board of matters that may be helpful to promote the orchestra's objectives.

**FINANCE DIRECTOR
THE ORCHESTRAL ASSOCIATION**

JOB TITLE: Finance Director **DATE:**

REPORTS TO: Executive Director

SUPERVISES: (List applicable positions here)

JOB SUMMARY: The Finance Director is responsible for the business and financial operations of the organization, including financial planning, control, and reporting. The Finance Director is also responsible for the preparation of the annual operating budget and long-range plan financial projections, monthly financial statements, banking relations, information systems management, facilities operations, and the administration of payroll, employee benefits, and personnel policies.

JOB DUTIES AND RESPONSIBILITIES:

Financial Management

- Develop sound financial and administrative policies and procedures and internal controls for accounting, auditing, budgeting, purchasing, inventories, payroll, and administrative services functions. Implement and monitor policies, procedures, and internal controls to ensure accuracy and efficiency.
- Direct activities relating to the management and control of cash flow, banking relations, and investments.
- Participate in the Board's development of investment policies and strategies. Serve as primary contact with fund managers and ensure proper accounting for all investment transactions.
- Manage the Association's daily administrative and financial activities, including financial record keeping, production of financial statements, and personnel records.
- Prepare special analyses as required.

Budgeting and Planning

- Work with the Board President, Vice President for Finance, Board of Directors, and the Executive Director in the development of financial objectives for the Association.
- Direct the preparation of organizational operating budgets and forecasts with staff and Executive Director for Finance Committee and Board approval.
- Prepare operating budgets and forecasts for all financial functions; monitor revenues and

expenses against approved budget. Recommend and monitor expense control initiatives. Prepare analyses of variances and recommend revision of plan and budget.

- Work closely with Executive Director and other designated staff in long-range planning for the Association and prepare budgets for plan.

Record Keeping

- Direct the timely preparation and maintenance of all accounting records and provide appropriate financial/statistical reports.
- Maintain the Association's revenue and expense records, produce monthly financial statements, process accounts payable and accounts receivable, process deposits, and maintain annuity records.
- Establish and direct payroll and tax payment systems; direct the preparation and maintenance of all payroll records and reporting, assuring compliance with all legal requirements and organizational objectives.
- Prepare and submit federal, state, and local income tax forms, withholding forms, and other forms as required.
- Direct the monitoring and compliance with the terms and conditions of all planned gifts.
- Direct the preparation and maintenance of property, equipment, and instrument inventory records and establish depreciation schedules.
- Ensure compliance with all financial/tax reporting requirements of agencies/foundations.

Audit and Income Tax Reporting

- Review audit needs of the Association; make recommendation as to selection of auditors.
- Direct preparation for audits.
- Work with the auditors in preparation of the annual audit report and filing of tax reports. Review and approve all drafts; assure distribution of reports as required.
- Respond to auditor's findings and recommendations in consultation with Finance Committee, taking action as appropriate.
- Develop internal audit procedures to ensure that systems are functioning as planned.
- Ensure that a copy of the most recent IRS form 990 and Schedule A are available for review

according to federal law.

Board of Directors

- Staff the Finance Committee; interact with committees of the Board and individual Board members as needed.
- Prepare monthly financial statements and interim reports as requested by Executive Director and/or Board.

Personnel

- Direct the establishment of personnel policies for the administrative staff.
- Direct the execution of all benefits programs, including retirement programs, health insurance, and all other types of institutional insurance, maintaining accurate records and filing all required reports.
- Maintain employee records (both staff and orchestra) showing date of hire, compensation and benefits, leave records, and other pertinent personnel data.
- Prepare and file employer reports to government agencies, insurance companies, union, etc. Carry out organizational and personnel surveys as needed.

Administrative

- Negotiate contracts as needed; coordinate the administration of all operating leases and contracts, including: computer services, insurance, audit services, building lease, maintenance contracts, and other services. Ensure that artist/performer contracts are not at variance with Association objectives, including compliance with tax laws and adequate insurance endorsements.
- Prepare and review all contracts for guest artists, major contracted services, and staff employment offers, for Executive Director's signature.
- Develop purchasing policies and procedures and direct/monitor their implementation.
- Direct data processing function, including preparation of DP plan, software and hardware requirements, development of appropriate controls, and new systems installations.
- Hire, train, manage, and evaluate all finance/administrative staff.
- Serve as part of the senior management team to assist the Executive Director in setting and implementing administrative and artistic policies established by the Board.

- Work with the Association's attorney to resolve legal matters.
- Perform other duties as assigned by the Executive Director.

**ORCHESTRA LIBRARIAN JOB DESCRIPTION
THE ORCHESTRAL ASSOCIATION**

JOB TITLE: Orchestra Librarian **DATE:**

REPORTS TO: Music Director

SUPERVISES: (List applicable positions here)

JOB SUMMARY: The Orchestra Librarian is responsible for providing and organizing all of the music needed for performances, and for maintaining the orchestra's library of parts and scores.

JOB DUTIES AND RESPONSIBILITIES:

Music Procurement

- Arrange for the purchase or rental of materials to meet program needs for the orchestra.
- Take delivery of and track incoming music, pack and ship outgoing music, and maintain shipping records.
- Check all incoming and outgoing performance materials for condition and completeness.
- Ensure prompt return of rented or borrowed materials and adherence to copyright laws.

Music Preparation

- Assist in all aspects of music preparation, including but not limited to editing, proofreading, distribution, and marking string parts.
- Work with conductors and soloists to prepare music according to their specific requirements.
- Review all music to determine if orchestra parts meet acceptable standards: legible parts, adequate rehearsal letters, numbers, and measure numbers. Take the necessary steps to correct problems that potentially could disrupt rehearsals.
- Ensure that there are enough parts; provide parts sufficiently in advance to the concertmaster and other designated string principals for bowing and pre-rehearsal practice.
- Ensure that bowings, rehearsal letters/numbers, and measure numbers are compatible between the conductor's score and the players' parts.
- Assemble and arrange music in orchestra folders.

Concert/Rehearsal Duties

- For assigned rehearsals and concerts, arrive one hour early to execute any changes in bowing, stage set-up, etc. Ensure that all musicians have music and, if not, provide alternative. Set conductor's scores and batons; collect and store all music at conclusion of service.
- Distribute and collect music at concerts and rehearsals; assist Music Director and musicians with needs related to printed music.
- Follow up at every rehearsal with the conductor and string principals for possible bowing changes, mistakes to be corrected in the parts, bad page turns, etc.

Orchestra Library Maintenance

- Maintain the orchestra's collection of scores and parts; repair and maintain music and folders.
- Catalogue and file music purchased for the orchestra library, maintain accurate inventory, and ensure adequate security.
- Track all items borrowed from the library, i.e., individual parts, scores, reference materials; ensure their timely return.

Administrative

- Provide program listings, instrumentation requirements, and other information to staff on request; proofread program book.
- Prepare timing sheets for concerts.
- Maintain accurate orchestra performance records.
- Prepare annual library budget.
- Review and process all payments for music and supplies.
- Report to all appropriate performance licensing organizations (ASCAP, BMI, SESAC) all music performed on all concert series; pay annual fees as required.
- During budgeting process, provide projected expense figures for planned repertoire.

Other

- Maintain a current file of publisher catalogues, research availability and cost of music to be ordered.

- Report music lost or damaged to the Executive Director.
- Prepare music for all auditions.
- Assist artistic staff in obtaining needed scores and preparing music to be performed.

**MARKETING DIRECTOR JOB DESCRIPTION
THE ORCHESTRAL ASSOCIATION**

JOB TITLE: Marketing Director **DATE:**

REPORTS TO: Executive Director

SUPERVISES: (List applicable positions here)

JOB SUMMARY: The Marketing Director is responsible for planning, supervising, administering, and evaluating programs that meet or exceed attendance and ticket revenue goals for orchestra events and maximizing the visibility of the orchestra, consistent with Association policies and long-range objectives. As such, the Marketing Director will plan and manage all marketing activities, including but not limited to: public relations (press, program books, and newsletters); advertising (print, electronic, and media); season subscription and renewal campaigns (direct mail, telemarketing); all ticket sales (including box office management); audience research; new subscriber activities; and merchandising for the Association.

JOB DUTIES AND RESPONSIBILITIES:

Marketing Management

- Plan and implement all aspects of season subscription and renewal campaigns, including direct mail and telemarketing. Oversee the acquisition of prospect lists, production of all campaign materials, and work of outside contractors. Monitor the progress of all campaigns and provide progress reports and analyses of results.
- Plan and implement a year-round single tickets sales campaign, including the design and placement of print and electronic advertising, special promotions, and corporate sales. Oversee the work of outside contractors; provide periodic progress reports.
- Oversee the development of a group sales program and other targeted ticket sales programs; monitor and report on results.
- Develop pricing strategies and policies that fulfill revenue/attendance goals. Research and recommend any special ticketing policies (i.e., exchanges) and subscription series makeup.
- Manage the box office and ticket office operations. Ensure friendly, courteous service and customer satisfaction in ticket transactions; engage in customer research if needed to establish sales/return policies. Direct the development of internal information systems to ensure accurate and efficient ticketing systems; provide periodic ticket sales reports as requested.
- Develop program for communicating the Association's plans and activities to the media. Work closely with Executive Director in establishing positive contacts with local media outlets, and in

conveying an image consistent with the Board's policies and objectives for the Association. Maintain media contacts, act as spokesman for Association as needed, and provide public information by request.

- Oversee the development and production of all materials used to support the Association's public relations events and marketing campaigns, including subscription brochures, print ads, posters, signs, electronic media advertising copy, telemarketing scripts, press releases, newsletters, program book, annual report, and special promotions. Ensure the quality, consistency, and accuracy of all Association communications.
- Oversee the planning and development of special public relations events and new subscriber activities; coordinate with volunteers to carry out the events and ensure that they are consistent with the Association's policies and objectives.
- Assist in the creation, development, and implementation of all facets of Association merchandise sales; coordinate with volunteers to carry out any proposed projects and ensure that the products are in keeping with the Association's image.
- Conduct audience and market research as needed; develop strategies based on survey analyses. Provide statistical and demographic information to the Association as requested.

Budget and Planning

- Assist the Executive Director and Board in establishing appropriate goals for the subscription campaign and other tickets sales campaigns.
- Develop a plan for achieving those goals and establish a master calendar that outlines all campaigns and special events; coordinate all activities with the Association's master calendar.
- Develop budgets for each event and campaign; monitor the progress of each, and adjust plans when necessary.
- Identify organizational and market trends that may cause significant problems or present new opportunities for the Association; recommend a course of action or changes in the current operating plan that takes this information into account.
- Provide information for the Music Director and Executive Director in developing program themes. Develop and recommend coordinated packaging to achieve maximum sales.
- Work closely with the Executive Director and other designated staff in long-range planning for the Association; prepare budget projections as needed.

Board of Directors

- Staff the Marketing Committee of the Board and other volunteers enlisted to participate in marketing and public relations special events and campaigns.
- Report to the Board on progress of all ticket sales campaigns; provide other reports and public communications as requested.
- Recommend marketing policies and promotion strategies to the Executive Director and Board with the goal of reaching new audiences for the orchestra; ensure that all new promotions demonstrate the highest standards of professionalism and ethical conduct.

Administrative

- Oversee the development and maintenance of all tickets sales systems and records; ensure the accuracy of all ticket revenue reports; provide periodic progress reports as requested.
- Work with Finance Director to establish a system of timely deposits, sales reports, ticket audits, and concert settlements.
- Work with the Development Director in packaging and solicitation of sponsorships and in-kind support for various product lines and campaigns; ensure that media exposure and acknowledgment promised to donors takes place.
- Negotiate contracts as needed with outside vendors for the provision of direct mail, telemarketing, marketing research, design, and printing services; ensure competitive pricing and the quality of their work.
- Hire, train, manage, and evaluate the performance of all marketing and public relations staff, including interns and volunteers.
- Serve as part of the senior management team to assist the Executive Director in setting and implementing administrative and artistic policies established by the Board.

Other

- Attend concerts of the orchestra to act as liaison to the media and the public; oversee distribution of tickets to press and VIPs; participate in artist hospitality as requested.
- Develop and maintain relationships with local business and arts leaders to enhance Association's marketing and public relations efforts. Work to enhance public understanding of and support for the unique role of the orchestra in the community.
- Attend civic and cultural events in the community; represent the Association by speaking at public events as requested.

- Assist the Association's outreach to community and ethnic groups through the promotion of outreach concerts, disbursement of complimentary tickets, etc.
- Keep abreast of recent research on marketing techniques; maintain a collection of current resource materials.
- Perform other duties as assigned by the Executive Director.

**OPERATIONS MANAGER JOB DESCRIPTION
THE ORCHESTRAL ASSOCIATION**

JOB TITLE: Operations Manager **DATE:**

REPORTS TO: Executive Director

SUPERVISES: (List applicable positions here)

JOB SUMMARY: The Operations Manager is responsible for ensuring that the scheduling and production of all orchestra events (concerts, rehearsals, tours, run-outs, special events) run smoothly, effectively, and in a financially responsible manner. The Operations Manager also functions as a liaison between the orchestra and the rest of the Association, and is responsible for carrying out many provisions in the master agreement.

JOB DUTIES AND RESPONSIBILITIES:

Concert Production

- Plan and administer all concert production activities of the orchestra, including facility and equipment rental, staging requirements, and other logistical arrangements.
- Coordinate activities with library, personnel, and artistic staff.
- Supervise orchestra setup for rehearsals and concerts and coordinate with Music Director regarding special setup requirements.
- Arrive backstage early to check all preparations, inform orchestra personnel or stage technicians of any last-minute changes, and determine actual starting time of concerts.
- Confirm arrangements with recording engineer for any taping of concerts.
- Arrange for guest artist hospitality.

Scheduling

- Prepare the orchestra's master schedule by working with Executive Director and Music Director to achieve artistic goals while maximizing services for financial benefit and upholding the requirements of the master agreement.
- Determine feasible schedules for special events such as tours, recordings, and outreach programs.
- Book the necessary facilities.

Tours and Run-outs

- Organize and produce all orchestra tours and run-out concerts.
- Act as liaison with the orchestra's booking agent in developing, scheduling, and budgeting presenters for run-out concerts.
- Assist in communication with Orchestra Tour Committee.
- Plan logistics and schedules, book hotel and airline reservations, prepare manifests, rooming lists, billing, and tour handbook. Escort orchestra on tour; assure that all plans are properly executed.
- Make special arrangements for guest artist travel and hospitality.

Master Agreement/Contracts

- Serve as a member of management's negotiating team for collective bargaining agreements (musicians' master agreement, stagehands' contract).
- Research specific issues as requested by the negotiating team; determine financial impact of proposed changes.
- Propose changes to agreements and strategies for achieving and implementing those changes.
- Interpret, implement, and uphold terms of the master agreement and other collective bargaining agreements; research background and precedent where discrepancies in interpretation occur.
- Incorporate new terms of agreements in all scheduling and logistical planning; monitor compliance.

Orchestra Personnel

- Meet with the Orchestra Committee to share information and discuss issues of concern; respond to orchestra member requests for information on scheduling and working conditions.
- Follow up on all requests in a timely manner; help promote positive relations between the orchestra and the Association.
- Ensure best possible physical working conditions for the orchestra in all situations.

Administrative

- Develop and monitor budgets for all production and touring activities.
- Maintain appropriate cost controls while maintaining artistic integrity and upholding the master agreement.
- Hire, train, manage, and evaluate performance of all production staff.
- Manage procurement of supplies, licenses, equipment, and services for operational purposes. Maintain inventories of property and supplies, making periodic checks for reports to the Executive Director.
- Serve as part of senior management team to assist the Executive Director in setting and implementing administrative and artistic policies established by the Board.
- Work closely with Executive Director and other designated staff in long-range planning for the Association; prepare budget projections as needed.
- Coordinate with the artistic staff in planning programs.

Other

- Coordinate logistical arrangements for all special events and projects.
- Coordinate production requirements, timings, and special needs for broadcasts.
- Serve as liaison to record producers and engineers to arrange schedule and technical requirements for recording sessions.
- Coordinate activities of Development, Marketing, and Public Relations departments for special projects involving use of the auditorium, stage crew, and/or orchestra players.
- Perform other duties as assigned by the Executive Director.

ORCHESTRA PERSONNEL MANAGER JOB DESCRIPTION
THE ORCHESTRAL ASSOCIATION

JOB TITLE: Orchestra Personnel Manager **DATE:**

REPORTS TO: Executive Director

SUPERVISES: (List applicable positions)

JOB SUMMARY: The Orchestra Personnel Manager is responsible for administering the personnel of the orchestra. This includes application of the master agreement, preparation and maintenance of payroll and other records, scheduling of musicians, hiring of substitute and extra musicians, and coordination of auditions. The Personnel Manager serves as a liaison between the conducting staff and musicians; the administrative staff and musicians; and the management and musicians' union.

JOB DUTIES AND RESPONSIBILITIES:

Orchestra Personnel

- Secure from librarian instrumentation needs of each piece performed.
- Maintain select list of players suitable for hire as extras or substitutes.
- Hire extra and substitute musicians, consistent with orchestra's artistic standards and Executive Director's guidelines, as necessitated by repertoire and player absence.

Rehearsals

- Provide five-minute call for rehearsals and notify conductor of the start and close of rehearsals.
- Log significant events in connection with rehearsals or concerts such as complaints, tardiness, failure to wear appropriate dress, general deportment, and HVAC problems.
- Respond to conductor and musician requests, problems, and issues arising out of or in connection with an imminent service in a manner consistent with past practice, master agreement, and Association's standards; communicate such events to the Executive Director as soon as possible for collaboration and final approval of action to be taken.
- Coordinate changes in seating, on-call musicians, and engagement of last-minute substitutes due to unscheduled absence or tardiness.
- Make personnel announcements at rehearsals as required.

Scheduling

- Prepare master schedule to be consistent with provisions of the master agreement and individual musicians' contracts.
- Draft schedules for player relief, on-call, rotating vacations, and other paid and unpaid time off.
- Recommend schedules to Executive Director with supporting documentation consistent with master agreement, individual contracts, repertoire, and Association artistic standards.

Work Climate

- Advise Executive Director and Operations Manager regarding schedules and conditions for home services, tours, and run-outs.
- Participate in selected planning meetings regarding the negotiation of the master agreement.
- Assist in drafting work rules under the direction of the Executive Director.
- Advise the Executive Director regarding the interpretation of and adherence to all contracts consistent with general professional orchestra practice, Association policy, the master agreement, and individual musicians' contracts.

Payroll

- Ensure that staff musicians and extra and substitute players receive timely and accurate compensation; track payroll variations including doubling, extra services, overtime, extra and substitute players, Electronic Media Guarantee (EMG), and small ensemble payments.
- Complete weekly attendance sheets for each service.
- Secure all necessary signature approvals for personnel payment; ensure timely distribution of checks; resolve all financial discrepancies with the Finance Director.

Recording Sessions

- Monitor recording sessions; ensure that all recording and broadcast contracts that govern these sessions are followed.
- Ensure proper EMG payments to staff musicians consistent with the master agreement; submit EPW (pension) requirements to the Finance Director.

Auditions

- Coordinate the audition process for the replacement or addition of permanent orchestra musicians.
- Advise management and appropriate orchestra committees regarding the audition process at other orchestras and previous Association auditions.
- Secure candidate requirements, audition schedules, and music selections from Audition Committee chairman.
- Initiate appropriate recruiting strategy (such as placing ads, phoning candidates, maintaining and updating candidate lists, and providing solicitation letters).
- Forward audition information to candidates.
- Schedule auditions, consistent with past practice, Audition Committee instructions, appropriate laws, management standards, and the master agreement.
- Coordinate candidate schedules among the Audition Committee, Music Director, and staff.
- Greet candidates and appropriately represent the Association.
- Conduct actual auditions, record the results, and communicate decisions to candidates.

Administrative/Budgeting

- Assist with the development of budget projections for orchestra musician expense.
- Adhere to financial budgeting limits prescribed in all areas of responsibility, including audition expenses, doubling fees, extra players, overtime, premium pay, etc.
- Provide personnel list for concert programs.
- Assist Executive Director annually in preparation of individual musician contracts.
- Draft recommendations, correspondence, and meeting agendas as may be assigned by the Executive Director.
- Research special projects as requested by the Executive Director.