

Rules on Employment of Instrumentalists in the Iceland Symphony Orchestra

Approved by Iceland Symphony Orchestra's Board on June 11th, 2025

CHAPTER I

Purpose and objectives

Article 1

These Rules apply to the employment and the hiring process for instrumentalists with the Iceland Symphony Orchestra (ISO).

Article 2

The hiring of instrumentalists shall be carried out in a manner consistent with the legally mandated role of the Iceland Symphony Orchestra; cf. Article 8 of Act No. 33/2023.

Article 3

The purpose of these Rules is to ensure that the best available instrumentalists are appointed to each position in the orchestra. With these Rules, it shall be ensured that when appointing positions for instrumentalists in the Iceland Symphony Orchestra, the criteria enhancing the orchestra and its artistic standing as a leading cultural institution are taken into account.

Article 4

The Board of the orchestra has the ultimate authority over the provisions of these Rules and shall review them every two years, in accordance with developments in the orchestra and its position at any given time. The Managing Director or the Human Resources Director, as the Managing Director's representative, shall administer matters relating to hiring.

CHAPTER II

Decisions on hiring; advertisement of available positions

Article 5

The Board of the orchestra shall take decisions on and be responsible for filling permanent positions and shall entrust the Managing Director with full authority to carry out the entire hiring process and the administration of matters related to hiring in accordance with these Rules.

Article 6

Available permanent positions for instrumentalists with the orchestra shall be advertised on the ISO website in both Icelandic and English. In addition, they shall be advertised in at least one Icelandic mass medium and/or information medium. It is permissible to advertise available positions on foreign musicians' employment websites or other comparable forums abroad as considered appropriate by the Managing Director. Positions must be advertised so that the application deadline is at least four weeks after the date the advertisement is published in print or online.

Article 7

The advertisement shall state which position is available and shall specify the competency and education requirements, the application deadline, the date and place of the audition, if a preliminary video round will

be offered, the solo repertoire the applicant must be prepared to perform at the audition, requirements for performance on additional instruments (if any) at the audition, and any other information that the Managing Director considers necessary. The audition repertoire shall be determined by the concertmaster (if applicable), section principal, or assistant principal, together with another member of the section concerned.

Article 8

After the application deadline has passed, the Managing Director and Human Resources Director shall evaluate the applications. All applicants who have university-level education in instrumental performance shall be offered an audition. The Managing Director is authorised to invite other applicants to participate in the audition if he considers it warranted.

Article 9

The assessment of which applicant is deemed best qualified to fill the advertised position shall be based on a comprehensive evaluation, including the applicant's performance at auditions according to Chapter IV of these Rules, in the opinion of the adjudicators; at least two weeks' trial period with the orchestra according to Article 25; and an assessment by the Managing Director, Human Resources Director, concertmaster, and relevant section principal, including the applicant's performance in interviews; cf. Article 27.

CHAPTER III

Adjudication panels: structure, role, and eligibility

Article 10

The Board of the orchestra authorises the Managing Director to appoint a special adjudication panel that shall function in accordance with these Rules and the Protocols on Employment of Instrumentalists with the Iceland Symphony Orchestra. The appointment of adjudication panels shall be in accordance with Article 14 of these Rules. The adjudication panel shall be appointed after the application deadline for each advertised position. The Human Resources Director calls together the adjudication panel in each instance and calls meetings of the panel.

Meetings of an adjudication panel are considered lawful if they have been called with at least 24 hours' notice and a majority of members are in attendance.

Article 11

The role of the adjudication panel is to assess applicants' performance, both at the audition in connection with the hiring process according to these Rules and during the trial period according to Article 25.

Article 12

The adjudication panel shall comprise individuals who are permanently employed as instrumentalists with the orchestra at the time in question and who have not terminated their employment voluntarily or been dismissed, as is further specified in Articles 13 and 14 of these Rules. In general, instrumentalists who are on sick leave, maternity/paternity leave or unpaid leave shall not participate in adjudication panels. However, the Managing Director is authorised to make exceptions to this if the instrumentalist in question is considered to fulfil the requirements made of adjudication panel members according to Article 11. Furthermore, the Managing Director is permitted to appoint a new instrumentalist to the adjudication panel in place of the one on leave or absent for other reasons.

An instrumentalist who has resigned or is planning to retire may not participate in an adjudication panel except as a non-voting external expert, cf. Article 15, and shall not be eligible to vote.

Article 13

The eligibility of adjudication panel members shall be governed by the rules of administrative law. If a member of the adjudication panel is or has been the spouse of an applicant, is related to the applicant by blood or marriage or collaterally once removed, or is related to the applicant in the same way by adoption, that member shall step down from the panel assessing the applicant in question as soon as they become aware of their ineligibility, and another member shall be appointed to the adjudication panel to replace the departing member. The same shall apply in other circumstances that could justifiably cast doubt upon a panel member's impartiality. An instrumentalist who has applied for the advertised position and taken part in the audition shall not serve on the adjudication panel at later stages in that hiring process.

If a member of the adjudication panel enters into an intimate relationship with an applicant during a trial period that member shall so notify the Human Resources Director and step down from the panel.

If any doubts or disputes should arise concerning the eligibility of a member of the adjudication panel, cf. Paragraph 1 or Paragraph 2, a ruling shall be sought from the Board of the orchestra. The Board's ruling shall be made in writing.

Article 14

Adjudication panels shall be chaired by the Managing Director, who shall not be eligible to vote on applicants' performance at auditions. The first concertmaster shall always participate in the adjudication panel. If the first concertmaster is unable to participate, the second or third concertmaster will serve instead.

In general, adjudication panels shall be composed as follows:

Adjudication panel for first and second concertmaster:

One member of the Artistic Advisory Board

Two concertmasters (two of the four concertmasters, as applicable)

Principals and assistant principals of other string sections

One woodwind section principal

One brass section principal

Principal percussionist or tympanist

Principal harpist or pianist

Five violinists

The board of the orchestra may invite the principal conductor or the incoming principal conductor to take part in the adjudication panel for the roles of first and second concertmaster.

Adjudication panel for third concertmaster and for principals and assistant principals of string sections:

One member of the Artistic Advisory Board

Concertmaster

Principal or assistant principal of the relevant string section, as applicable

(the second concertmaster, when the audition is for the position of third concertmaster)

Principals of other string sections

Four instrumentalists from the relevant section

One woodwind or brass section principal

Adjudication panel for section violinists:

One member of the Artistic Advisory Board

First and second concertmasters

Principal and assistant principal second violinists

Six violinists

Principal cellist or violist

Adjudication panel for section violists:

One member of the Artistic Advisory Board

Concertmaster

Principal and assistant principal violists

Four violists

Principal cellist or contrabassist

Adjudication panel for section cellists:

One member of the Artistic Advisory Board

Concertmaster

Principal and assistant principal cellist

Four cellists

Principal contrabassist or violist

Adjudication panel for section contrabassists:

One member of the Artistic Advisory Board

Concertmaster

Principal and assistant principal contrabassists

Three contrabassists

Principal cellist or violist

Adjudication panel for principal woodwinds:

One member of the Artistic Advisory Board

Concertmaster

Principals of all woodwind sections

All members of the relevant woodwind section

Two members of other woodwind sections

Principal hornist

Adjudication panel for section woodwinds:

One member of the Artistic Advisory Board

Concertmaster

Principals of all woodwind sections

All members of the relevant woodwind section

One member of another woodwind section

Adjudication panel for principal brass players:

One member of the Artistic Advisory Board

Concertmaster

Principals of all brass sections

All members of the relevant brass section

Members of other brass sections

One woodwind section principal

Principal tympanist

Adjudication panel for section brass players:

One member of the Artistic Advisory Board

Concertmaster

Principals of all brass sections

All members of the relevant brass section

One member of another brass section

Adjudication panel for principal tympanist or percussionist:

One member of the Artistic Advisory Board

Concertmaster

Principal percussionist or tympanist (as applicable)

All members of the percussion section

Principal contrabassist

Principal of woodwind

Principal of brass

Principal pianist or principal harpist

Adjudication panel for tympanist or percussionist:

One member of the Artistic Advisory Board

Concertmaster

Principal percussionist

Principal tympanist

All members of the percussion section

Principal harpist

Principal pianist

Adjudication panel for harpist and pianist:

One member of the Artistic Advisory Board

Concertmaster

Principal percussionist

Principal tympanist

Principal harpist or pianist (as applicable)

One string section principal

One woodwind section principal

One brass section principal

One external expert on harp or piano (as applicable)

Article 15

If the adjudication panel deems it desirable to obtain an opinion from an outside expert on the instrument in question, it is permissible to call in such an external party to provide such an opinion, who will nevertheless not have voting rights during the process. The external expert's involvement concludes after the audition is complete, and he or she will not be involved in the adjudication panel's evaluation of the relevant applicant's trial weeks according to Article 25 of these Rules. The external expert shall be obliged to observe the same confidentiality as adjudication panel members; cf. Article 16 of these Rules.

Article 16

Adjudication panel members shall carry out their work conscientiously, are bound by an obligation to observe confidentiality regarding all of their work, and may not comment on individual applicants outside the adjudication panel. The same applies to the work of external parties participating in adjudication panels according to these Rules. The obligation to observe confidentiality remains in effect after the process is concluded; cf. also Article 8 of the Protocols for Employment of Instrumentalists with the Iceland Symphony Orchestra.

Article 17

Members of the Iceland Symphony Orchestra Board, permanent employees of the orchestra and the principal conductor are permitted to attend auditions without participating in the work of the adjudication

panel (an exception being the inclusion of the principal conductor on the panel for the roles of 1. and 2. concertmaster). The same applies to one representative of the Association of Icelandic Musicians (FÍH), who is authorised to sit in on the adjudication panel's discussions following the auditions, albeit without voting rights and without participating in the panel's discussions. The representative of the Association of Icelandic Musicians and the principal conductor are bound by the same obligation to observe confidentiality as adjudication panel members; cf. Article 16.

CHAPTER IV

Auditions

Article 18

The Managing Director is authorized, after consultation with the principal concerned and the concertmaster, to decide to offer a preliminary audition round, where applicants send video- and audio recordings of their performance. The recordings shall be done in one continuous take. In assessing such recordings the anonymity of the applicant shall be secured, as is the case in the first audition round behind a screen.

Article 19

At the audition, applicants shall be given the opportunity to perform specified pre-determined repertoire for an adjudication panel that will evaluate their performance. The audition shall take place at a predetermined time that is specified in the advertisement for each position. In general, auditions shall be held six weeks after the application deadline for the position concerned.

Article 20

The chair of the adjudication panel oversees the execution of auditions.

Auditions shall be structured so that shortly before each round, the chair of the adjudication panel will lead a meeting of the panel, and the concertmaster or the principal of the relevant section will review the points that applicants must demonstrate during their performance; cf. Article 6 of the Protocols.

Article 21

In the first round, applicants perform the works requested from behind a screen.

After the first round, the screen is taken down for the following rounds.

Article 22

Applicants who are already permanently employed as instrumentalists with the Iceland Symphony Orchestra shall participate in the first round but shall always advance automatically to the second round of the audition.

Article 23

Members of the adjudication panel shall vote by secret ballot following each round of auditions, and each panel member shall indicate on the ballot which applicant or applicants they wish to hear again in the next round. In order to advance to the next round of the audition, the applicant(s) must receive at least half of all votes cast. The same applies to the determination of which applicant(s) shall be invited for a trial period with the orchestra; cf. Article 26. The chair or deputy chair of the adjudication panel shall oversee the execution of adjudication panel voting. If no applicants, or fewer than four applicants, advance to the second round, the panel is authorised to vote again, provided that a majority of voting panel members agree, and discussions of the participants shall take place before the vote is taken.

Article 24

The adjudication panel shall decide on the division of auditions into rounds, with at least two rounds held if four or more applicants are participating in the audition. At the beginning of each round of auditions, applicants shall be informed which works are to be performed in that round. These works must be among those announced to the applicants; cf. Article 7.

Article 25

The adjudication panel's conclusions shall be announced immediately after the auditions.

In other respects, auditions and adjudication panel meetings shall be governed by the adjudication panel Protocols.

CHAPTER V

Assessment of applicants

Article 26

As part of the assessment process, one or more individuals who excel in auditions shall be invited to perform with the orchestra for trial for at least two weeks. If a single individual excels in the audition, that individual may be offered a six-month trial period without undergoing trial weeks beforehand. In such a case, an interview, cf. Article 28, shall take place no later than a month after the start of the trial period. Additionally the adjudication panel shall conduct a meeting, cf. Article 33, no later than three months into the trial period. The majority of the adjudication panel may also decide whether to advertise a new audition for the position if no one is considered qualified.

Article 27

The adjudication panel shall evaluate applicants' performance, both at the auditions according to Chapter IV and during the trial weeks/trial period, cf. Article 26. After the conclusion of trial weeks of an applicant in the string sections, the principal (or assistant principal) shall, in consultation with the Human Resources Director, seek an advisory assessment from the instrumentalists who hold a position in the section before the meeting of the adjudication panel.

Furthermore, the Managing Director may request a statement from the Chief Conductor on the applicant's performance.

Article 28

At the conclusion of the trial period(s), the applicant or applicants who have concluded a trial period with the orchestra in accordance with Article 26 shall be invited to an interview with the Managing Director, Human Resources Director, concertmaster, and principal of the section concerned. The purpose of such an interview is to assess applicants' communication skills, leadership skills if the position is that of section principal, and other factors, as well as to introduce the orchestra's values and objectives to the applicants. If the result of the interview is that the applicant does not satisfy the minimum requirements under this Article, this shall be made known and announced at a meeting of the adjudication panel in accordance with Article 29.

Article 29

At the end of the trial period according to Article 26 and the interview with applicants according to Article 28, a meeting of the adjudication panel shall be called. At the meeting, the advisory opinion of the relevant section (if applicable) according to Article 27, the result of the interview according to Article 28, and the statement from the Chief Conductor (if available) according to Article 27 shall be presented before a vote is taken on whether the adjudication panel recommends that any of the applicants be hired or not, according

to Article 33; whether applicant(s) in question shall be offered an additional trial period, or whether no one shall be hired and the position re-advertised.

If, after the trial period, the choice is between two or more applicants, the adjudication panel shall choose from among them, or choose none of them, by secret ballot. Adjudication panel members are prohibited from voting for more than one applicant in this ballot. The applicant who has received more than half of all votes cast may be offered the position according to Article 33. If, after the trial period, only one applicant remains, the same provisions shall apply.

If a member of the panel does not attend the meeting at which the vote takes place in accordance with this Article, that member is permitted to submit their vote to the Human Resources Director in writing that same day.

Article 30

The adjudication panel's decision according to Article 29 shall be announced as soon as possible.

Article 31

If the position is not filled following auditions in Iceland, the adjudication panel may request of the Board that auditions be held abroad. In that case, a new adjudication panel shall be appointed, consisting of at least the concertmaster, the principal of the section concerned, and the chairman of the adjudication panel (without voting rights). When appointing the adjudication panel according to this article, the Managing Director shall seek the opinion of the Artistic Advisory Board. The chairman of the adjudication panel shall also seek the opinion of the Artistic Advisory Board if the principal of the relevant section is not available. In other respects, the auditions shall be subject to the rules that apply to auditions in Iceland, and the repertoire shall be the same.

Article 32

If a position has been advertised twice and two auditions have taken place with no one hired, the adjudication panel may recommend that an instrumentalist be hired without an audition, provided that such a decision is based on the instrumentalist's career, experience, and undeniable competence. In such instances, a secret ballot must be conducted, and the proposal for permanent appointment requires the support of a 2/3 majority of the adjudication panel's cast votes. In other respects, such a hiring process shall comply with the rules concerning the trial period and probationary period, as is specified in Chapter V of these Rules.

Article 33

After the most qualified applicant has been selected following the hiring process described in these Rules, the applicant shall be offered a six-month probationary period. After three months of this probationary period have passed, the adjudication panel shall assess the instrumentalist's performance and provide feedback on their work.

If the instrumentalist deemed most qualified declines the offer of a probationary period according to Paragraph 1 of this Article, the adjudication panel is authorised to offer the position to the applicant deemed second most qualified during the hiring process.

Article 34

At the end of the six-month probationary period, the adjudication panel, Managing Director, and Human Resources Director shall hold a meeting. Prior to that meeting, the Managing Director is authorised to request a statement from the Chief Conductor on the applicant's performance. At the end of the meeting, a reasoned written opinion shall be prepared, containing an assessment of the instrumentalist's expertise, abilities, and adaptability, and a decision shall be taken on whether to recommend to the Board that the applicant be offered a permanent position. A recommendation that an applicant be offered a permanent

position must receive $\frac{2}{3}$ of votes cast in order to be deemed approved. The Board of the Iceland Symphony shall then make a decision on permanent employment.

CHAPTER VI

Conclusion

Article 35

It is permissible to hire an instrumentalist to perform at individual concerts or to work with the orchestra for a short period of time without having demonstrated their competence to an adjudication panel, provided that the section principal, Artistic Advisory Board, and/or Artistic Director consider the person in question to be a highly capable orchestral performer. Such instances shall be evaluated by the principal of the section in consultation with the Managing Director and Human Resources Director. In such instances, however, the Managing Director may decide that such a temporary employee shall demonstrate their competence to an adjudication panel, if this is deemed necessary. The Managing Director is authorised by the Board to undertake hiring in accordance with this Article.

Article 36

If a permanently employed instrumentalist requests to increase or decrease their employment percentage, the Managing Director is authorised to take such a decision if it is deemed to serve the interests of the orchestra, without the involvement of the Board. In general, permanently employed instrumentalists shall be equally competent, irrespective of their employment percentage.

Article 37

If there is reason to believe that an instrumentalist is neglecting to maintain their competence or cannot carry out their work, the instrumentalist in question shall be given a written warning and shall be given an opportunity to improve. Six months after such a warning has been given, the Managing Director may decide, in consultation with the Artistic Advisory Board, and, if necessary, after receiving input from the relevant section, excluding the instrumentalist in question, that the instrumentalist shall undergo a special audition. The instrumentalist shall be notified of such an audition with at least four months' notice.

Article 38

Before a principal or assistant principal reaches the age of 60, they shall inform the Managing Director of whether they intend to step down from that position and wish to transfer within the section, to which they are entitled without any reduction in salary.

If a principal or assistant principal wishes to retain their position beyond the age of 60, a decision on the person's competence will be taken following an assessment by an adjudication panel for the position in question, for a period of one year at a time. The adjudication panel shall be composed in accordance with Article 14, the assessment of the panel shall be based on objective criteria and the instrumentalist must receive the support of $\frac{2}{3}$ of the votes cast in order to retain the position.

Irrespective of whether the instrumentalist retains their principal position or is transferred within the section, following the adjudication panel's decision, they shall retain the terms provided for in their employment agreement and wage agreement.

Article 39

Dismissal of instrumentalists and termination of their employment shall be subject to the provisions of their employment agreement and wage agreement.

Article 40

These Rules have been set by the Board of the Iceland Symphony Orchestra and shall take effect immediately.

Approved at a meeting of the Board of the Iceland Symphony Orchestra on June 11th, 2025.