

Senza Sordino

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AFM Convention Brings Positive Change

Robert Levine, ICSOM Chair

While it was neither “the best of conventions nor the worst of conventions” (Charles Dickens, *A Tale of Two Vegases*) by the usual standards that ICSOM has measured conventions, it was a rousing success. Not only was there legislation passed that will be very good for symphonic musicians and other AFM members working under collective bargaining agreements, but equally important, nothing bad happened.

A very significant set of reforms to the AFM Strike Fund passed, opening up the Fund to many more orchestras by setting up a system of tiered benefits and dues. Legislation that ICSOM had co-sponsored to require locals to pay for the costs of sending delegates to all Player Conference annual meetings, rather than just the symphonic Player Conference meetings, passed. A resolution that ICSOM co-sponsored requiring the AFM to appoint a rank-and-file musician to the board of the Pension Fund passed. The IEB’s recommendation allowing the re-assignment of collective bargaining rights from one local to another, and another IEB recommendation which limits the ability of locals to force musicians travelling into locals for short-term symphonic employment to join, also passed, reducing the financial burden of union membership on our driving-for-dollars colleagues.

More money will come into SSD as a result of the passage of another IEB recommendation (heavily modified in the back rooms at the urging of ICSOM, ROPA, and OCSM) redefining symphonic orchestras for purposes of Federation work dues. ICSOM supported the redefinition in part because of a public promise by President Young that much of the additional revenue it generates will flow to SSD. And a measure put forward by Local 802 increasing the voting power of large locals passed—remarkably, on a voice vote.

ICSM also helped defeat several proposals, some before they even came before the Convention, that would have hurt symphonic musicians, including a move to do away with the Orchestra Services Program (OSP) and a resolution that would have diverted a substantial chunk of the AFM’s income away from the operations departments like SSD and EMSD and towards organizing. No one doubts that the AFM needs to do more organizing; the ITF package began with a change in the AFM’s bylaws that put organizing at the heart of the AFM’s activities. But organizing needs to be funded, and funded in ways that do not penalize those AFM members who are already organized.

These positive outcomes were a result of many people’s efforts. Perhaps the most important factor was the increased presence of working musicians, not only over in the Player Confer-

ence corner of the room, but amongst the voting delegates. Many of those who attended the Unity Conference took to heart the call to become AFM delegates, and their presence made an enormous difference, not only in the outcome of debate, but to the tone and substance of that debate as well. The last AFM Convention spent three hours arguing about the bylaw requiring locals to have telephones; this convention spent time discussing such issues as the role of contractors on local boards and how much voting power the largest locals should have. Finally the AFM was talking about substance and not trivia.

Working musicians were not only on the floor of the Convention, but also served in the back rooms on the very important Finance, Law, and Measures & Benefits Committees. President Steve Young put some very well-known ICSOMites on some very important committees, where they spent long and punishing days advancing the cause of working musicians.

The efforts of all of these activists made this a successful Convention by the usual standards. But of course we weren’t using the usual standards this time. Through the ITF process and the Unity Conference, the Player Conferences had raised the bar dramatically.

So how did we do? Very little of the legislation proposed by ITF was adopted unscathed. Of the two most important ITF proposals that ICSOM approved last summer at Unity, the proposal barring local officers from serving as employers was passed in a severely restricted form. The proposal for the Conference Representatives Board (CRB) was withdrawn by the ITF after several days of difficult negotiations with the Joint Law and Finance Committee.

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Interest-Based Bargaining *Coming Soon To An Orchestra Near You*

Mary C. Plaine

Baltimore Symphony Orchestra ICSOM Delegate and
ICSOM Member-at-Large

For the past several years, Interest-Based Bargaining, or IBB, has been promoted by many employers, and also some employees, in the symphonic field as well as other industries which engage in collective bargaining as an alternative to the traditional adversarial style of collective bargaining that can occasionally disintegrate into confrontation.

Proponents of IBB claim that in traditional bargaining the two sides bring their close-to-final proposals to the table—the solutions to the problems that they want to solve—and hammer away at each other until one side wins and the other loses. They assume that in traditional bargaining neither side cares about the interests, desires, or fears of the other side—the reasons behind the proposals. Traditional bargaining responds to power and right. The aftermath of bargaining in an adversarial manner leaves both sides mistrustful of the other, and the loser always ready and eager to beat up on the winner during the life of the contract.

There are also assumptions to be made when engaging in Interest-Based Bargaining. Some of these assumptions are that both sides have mutual interests and goals, that both sides have equal power and knowledge, that information and ideas are shared openly, that the most important people are at the table and committed to

creating/continuing a relationship with the other side while being committed to making a deal, and that there is good will on both sides. Also assumed is that the resulting contract settlement, reached through consensus, leaves both sides feeling good about each other, ready to continue building a healthy working relationship throughout the life of the contract and for years to come.

To fully use IBB in negotiations, all members of both the employer's and the employees' negotiating committees must attend a two-day training program given by what should be an impartial third party, frequently a federal mediator. (It was suggested that an orchestra's secondary leadership and those of opposing opinions also be included in the training.) At the training sessions, the rules of IBB are learned and practiced. Those thinking of engaging in IBB should know that IBB is a very time-consuming process and requires commitment on everyone's part in order to succeed.

This process of traditional Interest-Based Bargaining is outlined below. Remember that these steps are done at the table with both sides working together as one unit.

- The issues to be dealt with at the table are identified. The focus is on the issues and not on personalities.
- The interests behind those issues are examined. What are each side's fears and needs? Mutual interests are identified. "Active listening" is an important skill to be used.
- The technique of brainstorming, without judgement, is used to generate as many options (possible solutions) as possible to satisfy the issues. Information is shared.
- Objective standards against which the options are to be compared are agreed upon.



A Week In The Life Of ICSOM *The 1999 Conference Through the Eyes of the Editor*

8/23/99 Monday

9:30 am ~ My first stop en route to the ICSOM Conference is mile-high Denver, to spend a few days acclimating to altitude before the climb to 8,000-foot-high Vail. (Thanks to Michael Thornton, hornist of the Colorado Symphony, for hosting my stay.) Cindy Lewis, the All-Powerful ICSOM Secretary, is picking me up any minute now for the 2-hour ride to Vail. Once there, we go to the grocery to buy food for the Annual Pre-Conference Governing Board (GB) Chowdown. This is the first round in the GB's constantly repeating conference routine—eat, think, talk, eat, think, talk, eat, think, talk, eat, . . . It always begins and ends with eating.

1:00 pm ~ Cindy and I haul food up to Cindy's room, known as the "Hostility Suite" (only semi-Hostile this year because ICSOM Treasurer Stephanie Tretick can't be here), and we begin meal preparations. Cutting potatoes is giving me a tiny twinge in my alternate C# trill key finger, and a little high-altitude headache is setting in, but Cindy and I, while preparing dinner, are having a productive

discussion about the future of ICSOM and the changing role of the GB in getting there. We agree that more involvement of the rank-and-file needs to be part of that future.

7:00pm ~ The GB, Conference Coordinator Tom Hall, ROPA President Andy Brandt and other dignitaries gather in the Hostility Suite for a dinner of grilled potato chips, salad, veggie wraps, coconut chicken, trout à l'orange (fresh-caught by Cindy at a trout farm in Boulder), steak, dessert, and assorted beverages (Tom brought the wine). The dialogue continues and the circle of discussion widens.

8/24/99 Tuesday

9:30am ~ Here we are, hunkered down in the "Ego Suite" (the Lair of the ICSOM Chair) for the Annual Pre-Conference All-Day GB Meeting. It starts with lox and bagels (remember what I said about eating?), moving into discussions about ICSOM's internal schedules, labor flare-ups in the orchestra field, underfunded

- The options are measured against these objective standards.
- The ultimate option that meets both sides' interests is reached by consensus.

In traditional bargaining there can be a lot of posturing and sparring before we all come down to the final questions, "What do you really want? What will it take to make this deal?" In IBB, "What do you really want" is the starting point of the conversation between the two sides.

Too good to be true? Perhaps. But in two examples which were presented at the 1999 ICSOM Conference, musicians spoke of the positive results their players had achieved using IBB in negotiations. They had become believers.

In addition to the few orchestras which have actually used IBB or similar processes in contract talks, many others have managements which have made noises about it. The American Symphony Orchestra League twice this year conducted seminars on IBB for orchestra management personnel. Because it seemed a timely subject, the second day of the 1999 ICSOM Conference was devoted to exploring Interest-Based Bargaining.

The conference was fortunate to have as the morning presenter Commissioner Joel Schaffer from the Federal Mediation and Conciliation Service in Oakland, California. Prior to joining the FMCS, Joel had been a Field Representative for Service Employees International Union Local 790, a Journeyman Sheetmetal Worker, and an Ordinary Seaman in the U.S. Merchant Marine. He also has a Black Belt in Aikido. Joel served as mediator for both the dancers and the musicians of the San Francisco Ballet.

Joel proved himself a good sport. Whether he was trading barbs with ICSOM Counsel Leonard Leibowitz or demonstrating martial arts moves as a metaphor for being willing to consider another person's viewpoint, he made his points about negotiating in an entertaining fashion.

In Vail, Joel Schaffer began the morning by stating that he was not a shill for IBB. He was not going to stand up at the front of the room and tell us, "You must do IBB this way. Period." Or that IBB is the best and only way to negotiate. Rather, he encouraged us to learn about the philosophy and reasons for IBB, and to keep an open mind when entering any negotiation process. If we have already determined for ourselves how things are, based on our perceptions, we close ourselves to the ability to be creative and find solutions that may achieve our goals while also meeting the needs of the other side as well.

Joel stated that IBB is not a way to repair damaged relationships. He added that a good relationship has the ability to deal with differences, and that well-placed skepticism is better than misplaced trust. While it seems that the biggest requirement for IBB to work well is "trust" between the two sides, Joel responded that he preferred the word "transparent," meaning that neither side has a hidden agenda or withholds information.

The morning session ended with an exercise often used in IBB training to teach participants more creative ways to solve problems, to think "outside the box." The Delegates took a short test to determine each person's working style, and each of us was classified as an Amiable, Expressive, Analytical, or Driver. In the next exercise, the Delegates discovered that the traits the four personality types most admired about themselves were the traits the other three groups

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pensions, and the possibility of a joint conference in 2001 with the other symphonic player conferences, among other things.

12:30pm ~ Lunch arrives (remember what I said about eating?), and we come up for air. As we eat, the talk moves to developing more union activism in our ranks, leading to more working musicians as AFM Convention delegates and more reform at the local level. At 4:00pm Florence Nelson of the SSD joins us and we tackle our mutual concerns, including the AFM Wage Charts, media issues, and problems/opportunities in the recent expansion of orchestral education and outreach programs.

6:30pm ~ The GB being brain-dead, the meeting diminuendos to an end. Several GBers plan to rendezvous for dinner, but I opt for a quiet dinner in my room and an evening to prepare for the next day's activities. At about 8:00pm the phone rings. Mary Plaine, ICSOM Member-at-Large, asks if she could come over for a chat. The thread of discussion Cindy and I began 36 hours earlier continues.

10:00pm ~ My local union calls, informing me that an Internet broadcasting crisis has come up. Could I please talk to Debbie

Newmark, SSD Media Administrator, and Brad Buckley, ICSOM Media Chair, about it while we are all there in Vail? "Of course," I say. "Fax over the material." (The ICSOM Conference is not just formal meetings and presentations; it is a national networking opportunity *par excellence*.)

8/25/99 Wednesday

1:00pm ~ **Opening session of the Conference.** I take my seat at the head table. This is the fourth year I have done this, sitting among the officers of this organization. There is always a lump in my throat, a feeling of trepidation about sitting in a leadership position among the giants of my industry. What a quirk of destiny, a fluke of history, that I should have this experience. And how fast I must run to keep up with the demands of responsibility. But here I am, with humble skills to offer (and blood and guts to spill), so I keep running.

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(INTEREST-BASED BARGAINING - continued from page 3)

disliked the most about them. It was a fun way to get to know something about ourselves and made the point that we frequently come up against people with whom we don't get along but with whom we must learn to work and interact. "The advantage of Interest-Based Bargaining," commented Joel, "is that it helps to develop a culture of inquiry as a way of solving problems."

In the afternoon the Delegates heard from five other speakers. Two of them, Leonard Leibowitz, ICSOM Counsel, and Florence Nelson, Director of Symphonic Services for the AFM, spoke for the union and the more traditional approach to bargaining. Lenny reminded us that a committee's goal in collective bargaining is to get the best contract it can. "Making nice" might get a deal but will it get the *best* deal? "Is it the goal of collective bargaining to improve relationships or is it to get a good agreement?" He stated that, in his opinion, good traditional bargaining *is* interest-based bargaining, that this discussion comes down to a difference in semantics. He also warned that while a negotiator's job is to get the best contract settlement possible, a mediator's primary concern is to get the deal—any deal—done. Lenny's concern is that ASOL and our managements are supporting the move from traditional bargaining to IBB because it is more beneficial to their needs.

Unions have several fears for employees who enter into IBB negotiations without fully understanding the possible pitfalls they might encounter. One of these fears is that by eliminating the two "sides" at the table, union identity is eliminated as well.

We must remember that as employee representatives we should have a voice in creating the ground rules for doing IBB. These rules are just as negotiable as the issues which will come up during the

actual bargaining. Some of the traditional IBB ground rules are:

- Instead of the two sides sitting on opposing sides of the table, the seating is arranged management-employee-management-employee-, etc.
- Instead of both sides taking notes individually, a different person (alternating between the two sides) at each meeting makes notes on a flipchart, which becomes the record, the history for the negotiation.
- There is no caucusing or note-passing.

If these or other ground rules are unsatisfactory to us, we have every right to insist on rules with which we are more comfortable. Perhaps the result of these initial negotiations will be that IBB is not right for your orchestra at this time.

Some of the AFM's concerns are that during brainstorming and consensus building, two IBB processes that both sides do together, divisions in orchestra solidarity will become apparent to the other side and be used against us. Other union anxieties due to the process of IBB (the possible retreats, the training, the sharing, etc.) are that the employees' negotiating committee will become much closer to the employer and more distant from the rank-and-file. We must remember that our job is to get the best contract for the orchestra and not be intimidated by group pressure to agree to consensus if we feel that it is not in our best interest.

Peter Wahrhaftig of the San Francisco Ballet Orchestra said that IBB really worked for them. He echoed Joel's admonition that you need to have an out, a way of transitioning to a more traditional form of negotiating if IBB breaks down. Peter also agreed with Florence that the musicians must prepare for IBB negotiations just as if they were going into traditional bargaining. All homework must

(A WEEK IN THE LIFE - continued from page 3)

7:00pm ~ The ICSOM social event, the "Mixer." More eating and thinking and talking and eating. I got a chance to meet and talk with Larry Wexler, ICSOM Delegate this year from the Metropolitan Opera Orchestra. What a charming man. He manifests the same gentle dignity that I have seen in so many of our older colleagues who fought the first battles of ICSOM. What a knowledge of the history of orchestra labor problems he has, and of the fact that those problems continue to this day, even in the most secure and best-paid orchestras in the country.

9:30pm ~ The GB has one more commitment today—another meeting in the Ego Suite, this time with Charles Olton of the American Symphony Orchestra League. We call it a night by 10:30pm, tired but buoyed by optimism for better relations and more collaboration between ICSOM and ASOL.

8/26/99 Thursday

10:00am ~ The Interest-Based Bargaining Panel. Oh boy, have I been waiting for this! Maybe now I'll find out what the hell it

is. Joel Schaffer from the Federal Mediation and Conciliation Service gives a wonderfully clear and entertaining presentation, but by the end of the afternoon session it is the ICSOM Delegates themselves and the SSD who elucidate me on the practical meaning of IBB—IBB is the kind of negotiation you have when management can be trusted; "traditional" or "adversarial" bargaining is what you have when they can't be.

8:00pm ~ Paul Judy of the Symphony Orchestra Institute gives an informal presentation in the "Hospitality Suite" (not to be confused with the Hostility Suite) about his views of the orchestra business. Everyone is respectful and appreciative of Paul's efforts to help the orchestra field, but several Delegates and guests question some of Paul's positions.

10:30pm ~ The Delegate from my orchestra and I get together with representatives of the New Jersey and North Carolina orchestras in SSD Negotiator Chris Durham's room to discuss how those two orchestras had built better relationships with their boards, in hopes of helping my orchestra do the same. (This is a great value of ICSOM—providing the communicative link for each member orchestra to benefit from the experiences, both positive and negative, of the others.) We recess around 12:30am, but these talks will continue tomorrow.

be done. The rank-and-file must be organized.

James Clute told how IBB had been used in Minnesota in a pension reopeners, and later in a full contract negotiation. He had been firmly against taking part in IBB but was now strongly advocating its use for two reasons, aside from the fact that it had achieved good results—the IBB process had shut up the management lawyer and had created a situation where the players had direct contact with board members. “When it comes to touchy-feely, if it will bring a better contract, I’ll touch anything and feel anything.”

Oregon’s ICSOM Delegate Fred Sautter explained that, in the aftermath of his orchestra’s recent strike and due to the hiring of a new executive director whom the players feel is a trustworthy person, the musicians were behind the use of IBB in their next contract talks. The musicians had already been in several training sessions with a FMCS commissioner to evaluate the process and were ready to begin the training with management this fall.

All the speakers seemed to agree that IBB is just one more tool that can be used in bargaining. It doesn’t have to be the only way to negotiate, but that its techniques can be used when desired and discarded when necessary.

In the final exercise of the session, the Delegates met in small discussion groups to answer three questions: Would IBB work with their orchestra? Why or why not? What kind of relationship did their orchestra want with management? The one word that many said reflected the type of relationship they wanted but didn’t have was “respect.” Most Delegates seemed skeptical that IBB would work in their situations, due mainly to a lack of trust between the players and the employers. Joel suggested that it is the responsibility of the committee to teach management which of their behaviors build trust and which break it down.

It seems, Joel Schaffer observed, that all employees want a relationship with their employer that is respectful and where agreements are honored. If the musicians feel that management is trustworthy, that their relationship with management is healthy, and that the communication is open, then IBB will probably work well for the orchestra. If a negative climate exists, IBB will probably not succeed.

How did the Delegates feel about spending the day discussing Interest-Based Bargaining? Some felt it was time very well spent. But one Delegate commented, “IBB is nothing more than management orientation and I’m very disappointed that a whole day was wasted on it.” Another reacted, “IBB seems to be an initiative by managers who are tired of facing musician negotiating teams. If so, it tells me that negotiation skills (and intra-musician communication) have reached a very high level on the part of ICSOM musicians!”



John Koen (Philadelphia), John Lofton (Phoenix), and Fred Sautter (Oregon) also contributed to this article.

announcing new address

LAW OFFICES OF LEONARD LEIBOWITZ

322 WEST 48TH STREET, 6th Floor

NEW YORK, N.Y. 10036

Phone: 212-765-4300

Fax.- 212-765-2775

8/27/99 Friday

10:00am ~ Music Medicine panel. I know this is important, but I can’t get over the feeling that this session will be—well, boring. But not so! Our array of medical experts cover problems both inside and outside the head, and also with arms, backs, necks, and stomachs, including shockingly graphic photos of lip surgery. Thank God psychologist David Sternbach had first offered us some techniques to relax the mind.

2:30pm ~ Technically this is the Conference’s afternoon off, but ICSOM Counsel Lenny Leibowitz and SSD staff offer an optional workshop for negotiating orchestras which many Delegates, including some from non-negotiating orchestras, attend. I am deeply moved by the discussion, witnessing the common labor grounding shared by all the orchestras represented, large and small alike, each caring about the problems of the others and wanting to help.

4:00pm ~ The GB meets again in the Ego Suite, this time for a debriefing of the July AFM Convention. Fred Sautter, Oregon Symphony ICSOM Delegate and a member of the Finance

Committee at the Convention, Bill Moriarity of the New York City local, and Mark Jones of the Buffalo local, all of whom were major players at the AFM Convention, join the GB to discuss the general success of the ICSOM/PC/ITF agenda at the Convention and the things we need to do to keep up the momentum.

5:00pm ~ I catch the tail end of David Sternbach’s optional seminar on stage fright and the psychology of performing. I can see by the beatific look on everyone’s face that David’s words are having the desired effect.

7:00pm ~ We try a new thing, an open session at which the Delegates and officers of ICSOM get to talk about whatever moves them. The evening begins with “campaign speeches” by each of the candidates for GB Member-at-Large or their representatives (10 people are running for 4 positions), followed by opportunities for Delegates to raise any issues that are important to them. Several problems surface that ICSOM can help solve, and resolutions are drawn up for legislative action tomorrow. This unstructured session seems to be a good idea, productive and well-received by the Delegates.

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ICSOM @ Work

Jim Clute

Robert Levine

Nancy Stutsman

Fred Sautter

Leonard Leibowitz

Joel Schaffer

Warren Powell,
Bill Buchman, and
Rachel Goldstein

Photo credits:
Hollis Ulaky (Charlotte), Mary Frank (Jacksonville), and Marsha Schweitzer (Honolulu)



Geoff Hale

John Lofton

Nancy Stutsman

Mike Buccicone



Be It Resolved . . .

Resolutions adopted by the 1999 ICSOM Conference

Whereas, Fred Zenone has served ICSOM with great distinction as regional vice chairman from 1974 to 1978, as ICSOM vice chairman from 1978 to 1980, and as ICSOM chairman from 1980 to 1986; and

Whereas, The ICSOM Governing Board and Delegates have traditionally sought to express their gratitude to those who have served with such distinction on suitable occasions; and

Whereas, Fred Zenone is now retiring from the National Symphony Orchestra after thirty years of service; therefore, be it

Resolved, That the ICSOM Governing Board and the Delegates to the 1999 ICSOM conference express their profound gratitude to Fred Zenone for his service to ICSOM, to orchestra musicians, and to the orchestra field as a whole; and, be it further

Resolved, That the ICSOM Governing Board and the Delegates to the 1999 ICSOM Conference congratulate Fred Zenone on the occasion of his retirement from the National Symphony and wish him well in his further endeavors to advance the cause of symphonic music and musicians; and, be it further

Resolved, That the ICSOM Governing Board and the Delegates to the 1999 ICSOM Conference dedicate the 1999 Annual ICSOM Conference to Fred Zenone.



Whereas, The principle of open elections is fundamental to the healthy functioning of a democratic organization; and

Whereas, There has been a perception expressed to the ICSOM Governing Board that the functioning of the ICSOM Nominating Committee has discouraged interested individuals not nominated by the Nominating Committee to run for office; therefore, be it

Resolved, That article 5, Section 7(b), of the ICSOM bylaws be amended to read as follows: "The Governing board shall appoint a Nominating Committee which may, at its discretion, nominate candidates at each annual conference for those offices which are to be filled that year. Additional nominations may be made from the floor."



Whereas, The music of the Latin community, like the music of other ethnic communities in the United States, represents the rich ethnic fabric of North America and is an integral part of the modern culture of the United States; and

Whereas, The labor of Latino musicians across the U.S. created \$570.8 million in Latin music revenue for record companies in 1998—a 16% increase over 1997—while many Latino musicians do not receive fair industry standard compensation for their work; and

Whereas, The AFM, by initiating the grass roots STAR (Support Tejano Advancement in Recording) campaign in Texas, has taken a position in opposition to such profiteering when it is at the expense of the artists who made such profits possible; and

Whereas, The STAR campaign, coordinated by the AFM's Organizing and Education department, has galvanized a broad base of support among community and labor organizations, thereby bringing favorable attention to our union; therefore, be it

Resolved, That we, the Delegates to the 1999 Conference of the International Conference of Symphony and Opera Musicians, endorse the STAR campaign and declare our unqualified support for Tejano musicians' campaign for justice and equality; and, be it further

Resolved, That we, as union symphony, opera, and ballet musicians, shall individually and collectively do whatever possible to support the AFM's efforts to increase union density in the recording industry through organizing and mobilizing musicians who record Latin music; and be it further

Resolved, That we will educate and inform musicians in our orchestras, as well as supporters of classical music in our communities, about STAR and encourage them to actively support the campaign; and, be it further

Resolved, That we hereby call upon the AFM's International Executive Board to make available to the STAR campaign whatever financial and human resources are practicable in order to assist in bringing the campaign to a logical conclusion for the benefit of our brother and sister musicians.



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(A WEEK IN THE LIFE - continued from page 5)

8/28/99 Saturday

10:00am ~ The final day of the official Conference. I am exhausted, having gotten barely five hours of sleep per night for most of the last week. Mark Schubert, the Honolulu Symphony Delegate, refers to this as "the sleep deprivation experiment that is ICSOM." Though bleary-eyed, we forge ahead. Elections for Members-at-Large are held; Jay Blumenthal, New York City Ballet Delegate, becomes the only new face on the GB, with Mary Plaine, Michael Moore, and Charlie Schlueter winning reelection. Brad Buckley follows with his usual stirring media report, full of good news from the negotiations and bad news about what looms over the horizon in the recording industry.

1:00pm ~ Resolutions, resolutions, and more resolutions. Amendments to resolutions. Amendments to the amendments. Motions to call the question. Motions failed. Motions carried. There is a pain in my side that I get when I have been sitting almost constantly for six days. It will pass. Most of the resolutions will, too.

Good and Welfare. This is the time at the end of the Conference when people say nice things about each other, offer thanks, etc. Warren Powell, Delegate of the Florida Orchestra, commends the editor of *Senza Sordino* for her work on the paper. Oops, I almost miss my moment, engaged as I am in helping Cindy sort out the just-passed resolutions. In the nick of time I notice that I am being applauded. I stand for a bow, but it feels weird without a bassoon in my hands.

around 5:00pm ~ Business being concluded, the Conference is adjourned. Just like that, it's over.

10:20pm ~ In the Hospitality Suite, members of the ICSOM Governing Board are seen expressing their appreciation to members of the SSD staff for their hard and effective work, one human being to another, one denizen of the labor trenches to another. Some people took last year's criticisms of the AFM in *Senza* as a sign of enmity between the AFM and ICSOM, but not so. Like most dissent, it was more a kind of tough love.

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(*RESOLUTIONS - continued from page 7*)

Whereas, The position of ICSOM Directory Supervisor has become increasingly demanding; and

Whereas, The current occupant of that position has filled it with great distinction and competence; therefore, be it

Resolved, That ICSOM pay an honorarium of \$500 to the current ICSOM Directory Supervisor, Mary Plaine, in recognition of and appreciation for her contribution to ICSOM during the past year.



Whereas, The position of ICSOM Conference Coordinator has become increasingly demanding; and

Whereas, The current occupant of that position has filled it with great distinction and competence; therefore, be it

Resolved, That ICSOM pay an honorarium of \$500 to the current ICSOM Conference Coordinator, Tom Hall, in recognition of and appreciation for his contribution to ICSOM during the past year.



Whereas, The AFM and ICSOM have negotiated a "fence agreement" with the New World Symphony which governs the conduct of the New World Symphony with relationship to professional musicians and professional orchestras; and

Whereas, This agreement has not yet been signed; therefore, be it

Resolved, That ICSOM urge the AFM to expedite the signing of this agreement and that the AFM vigorously enforce the terms of that agreement in consultation with the ICSOM Governing Board and the elected representatives of the musicians of the Florida Philharmonic; and be it further

Resolved, That any future renegotiation of the "fence agreement" be conducted by the AFM and ICSOM in consultation with elected representatives of the Florida Philharmonic.



Whereas, Richard and Fiona Simon of the New York Philharmonic have spent over \$50,000 to win a major victory for symphony musicians in the field of tax law; and

Whereas, Their principled stand on behalf of their colleagues nationwide will result not only in great tax savings for those colleagues but also in ensuring that musicians entering the symphonic field will be able to afford access to quality instruments; therefore, be it

Resolved, That the ICSOM Governing Board borrow from the ICSOM Emergency Relief Fund an amount necessary to settle the Simons' remaining legal bills, said amount not to exceed the guidelines of the Fund; and, be it further

Resolved, That the Delegates and Governing Board of ICSOM appeal to every ICSOM orchestra to make a collective contribution of a sufficient amount to repay the ERF.



Whereas, ICSOM has often held its annual conferences in a member orchestra's home city; and

Whereas, The longtime venue for the annual ICSOM Conference, the Antlers at Vail, will be unavailable in 2000 and perhaps in 2001; therefore, be it

Resolved, That the ICSOM Governing Board be given the authority to accept an invitation from a member orchestra or find another suitable site for the ICSOM Conference 2000.



Whereas, The 1998 Unity Conference resulted in valuable sharing of information and networking among the representatives of member orchestras of ICSOM, ROPA, and OCSM; and

Whereas, The longtime venue for the annual ICSOM Conference, the Antlers at Vail, will be unavailable in 2000 and perhaps in 2001; therefore, be it

Resolved, That the ICSOM Governing Board be directed to explore, in consultation with the boards of OCSM and ROPA, the advisability of, and possible agenda items for, a joint symphonic conference for the summer of 2001.



Whereas, The positive impact of rank-and-file working musicians attending the 1999 Convention of the American Federation of Musicians was widely noted; and

Whereas, The American Federation of Musicians belongs to its members; and

Whereas, Rank-and-file working musicians have a fundamental interest in the health and operation not only of their local unions but of the American Federation of Musicians as a whole; therefore, be it

(*A WEEK IN THE LIFE - continued from page 7*)

8/29/99 Sunday

8:00am ~ I run down to the Conference office—the domain—nay, the kingdom—nay, the Empire, of Benevolent Despot Tom Hall, the Greatest Conference Coordinator That Ever Was, to do some last minute computer printing for the—yes, yet another—GB meeting. (Did I say it was over? Well, for the GB, not quite.) Cindy and Dave are already here, as is Tom, packing papers and other Conference stuff into boxes to be sent back to points East.

10:00am ~ Here we are, again in the Ego Suite for the **Annual Post-Conference All-Day GB Meeting**. We talk about matters such as implementing the Resolutions passed at yesterday's final session, possibilities for future ICSOM book publishing and research activities, developing and publicizing the ICSOM minority scholarship program, and agenda items for next year's Conference.

1:30pm ~ But what's this? The meeting's over already? Perhaps it's the improved email communication through the year, or maybe there aren't as many problems as in prior years, or maybe we have

become more efficient in solving them. Whatever—the meeting is over, and the afternoon is—FREE! (I wish I could remember what I did with it.)

6:00pm ~ The GB minus Charlie, Michael, Jay and Len, who had already left, plus Tom, Andy, Brad and friends, go to dinner at Sweet Basil, one of Vail's finer restaurants. ICSOM Chair Robert Levine, finally allowed a moment of quiet reflection, said, "I really look forward to this—a relaxing dinner after the Conference, a nice glass of wine with friends in pleasant surroundings. And jokes, even a few viola jokes."

8/30/99 Monday

6:30am ~ Time to get up. My van leaves for Denver at 7:55am and I'm still not packed. I snarf down the last of my granola and milk on my way out the door. Andy Brandt is also in the van, and we spend the next two hours recapping the summer's conferences and talking about overuse injuries in bassoon players, Cajun cooking, and alligators (the animal, not the clause).

Resolved, That the Delegates to the 1999 ICSOM Conference urge the members of all ICSOM orchestras to actively support the election of working musicians to local boards and especially to the position of AFM Convention delegates for their locals; and, be it further

Resolved, That the Delegates to the 1999 ICSOM Conference direct the ICSOM Governing Board to assist in this effort with research, advice, and exhortation.



Whereas, It is vital for all ICSOM orchestras and classical musicians in general that wage rates for national and international media product be uniform; and

Whereas, There is currently increasing pressure by employers to undermine these uniform rates by creating locally negotiated rates and other terms and conditions which are lower than the uniform rates; and

Whereas, This effort by employers must be resisted by the AFM, ICSOM, ROPA, and OCSM; therefore, be it

Resolved, That the Delegates to the 1999 ICSOM Conference urge the AFM, the Player Conferences, and all their member orchestras, to resist any attempt to create locally negotiated rates, terms, and conditions to replace and/or undermine AFM national agreements.



Whereas, It appears that the management of the Florida Philharmonic Orchestra violates the terms of its Collective Bargaining Agreement on a regular basis; and

Whereas, Management appears to view its CBA as a set of guidelines rather than a binding document; and

Whereas, The musicians are in a period of transition out of the Orchestra Services Program; now, be it

Resolved, That the Delegates to the 1999 ICSOM Conference call upon President Steve Young to continue to monitor the situation closely and the legitimate concerns of the musicians of the Florida Philharmonic Orchestra until they are satisfied with the local's ability to maintain and enforce its CBA; and, be it further

Resolved, That the Florida Philharmonic Orchestra remain in the transition period out of OSP until such time as those legitimate concerns are resolved to the satisfaction of the musicians of the orchestra.



9:30pm Hawaiian Standard Time ~ After a 2-hour delay in Denver, a 5-hour delay in San Francisco, and 18 hours total in transit, I return to sea level in Honolulu. The flight delays meant that I had time to read three more issues of *The Nation* and get started on a couple of articles for this and future *Senzas*. (When you live in the middle of the ocean, you become adept at making good use of time in airplanes and airports.) The vice president of my local union met me at the Honolulu airport. "How was ICSOM?" he asked. "Maybe I'll remember in the morning," I mumbled.



Postscript ~ And I did remember. The conviviality, the commonality, the comradeship of orchestra musicians at this year's ICSOM Conference seemed especially strong to me. The general understanding of union principles; the knowledge that united we stand, divided we fall; the genuine liking and sympathy of one orchestra for

Senza Sordino Makes The Rounds

During the past year, articles from Senza Sordino have been referenced or reprinted as a resource and educational tool in the health, labor, and educational fields:

◆ In early 1999, psychologist David Sternbach invoked *Senza Sordino* articles on hearing loss at workshops for young musicians at **Brass Day, Levine School of Music**; for physicians, teachers, and performing musicians at the Eastern Regional Workshop, **International Horn Society; for the Medical Society of Maryland, Baltimore**; for occupational health professionals at the **4th Interdisciplinary Conference on Occupational Stress and Health**, "Work, Stress, and Health" in Baltimore; and for the **U.S. Air Force Band** at Bolling AFB, Washington, D.C.

◆ The chart "Stage Setup and Shield Placement in ICSOM Orchestras" from the January 1999 *Senza Sordino* was reprinted in Vol. 22, No. 1 of ***The Double Reed***, a publication of the International Double Reed Society.

◆ ICSOM Emeritus Dr. Edward Arian (Philadelphia Orchestra) is using several *Senza Sordino* articles on unions and labor relations in a class he teaches at **Temple University** entitled "Classical Music Profession in the 21st Century."

◆ Michael Borschel's article on domestic partner benefits in orchestras from the April 1999 *Senza Sordino* was reprinted in the August 1999 issue of ***Overture***, newsletter of AFM Local 47, Los Angeles.

◆ *Senza Sordino* has been quoted in the ***Union Democracy Review***, an independent newsletter of the Association for Union Democracy, which tracks the union democracy movement in America.

another; the sense that we all share, at one time or another, the same problems; the skilled and erudite articulation of the needs of orchestra musicians by dozens of Delegates; our compassion for the indignities our colleagues suffer at the hands of employers in orchestras both large and small; our laughter of appreciation for a Delegate's good humor; our tears of gratitude for the lifetime of service of a beloved colleague and good union soldier; our tender moment of healing for an ailing comrade; the overwhelming intelligence, sense, and experience represented by the Delegates assembled; and most of all—the dedication and integrity of 48 Delegates, ICSOM's present and former officers, union officials, and honored guests who—each and every one—care deeply about art, music, truth, beauty, dignity, respect and love. To spend seven days in the constant company of these wonderful people is as great an honor as can be bestowed on a single human life. Long live life, love, art, and ICSOM.

Marsha Schweitzer 8/31/00



At the recent ICSOM conference I was asked to describe the **AFM and Employers' Pension Fund disability pension provision**. I am sorry to say I did not do so as completely as I might have wished.

To receive a disability pension from the AFM & EPF 1) you must have stopped working in covered employment due to a condition of total disability; 2) you must have at least ten years of vesting service, and; 3) you must not have started to receive a Regular Pension Benefit.

To determine total disability the Pension Fund Board of Trustees relies on either a Social Security disability award or a physician's statement. The board also may arrange confirming medical examinations or reexaminations with a physician of its choice; this is almost always the case when an application is based on a participant's physician's statement.

Your disability pension amount will be the same as the monthly amount you would receive if you were age 65 and began receiving a Regular Pension Benefit. In general, the same rules apply to the disability pension as apply to a Regular Pension.

Your disability benefits will continue for your lifetime or as long as you are totally disabled for work under covered employment. You are, however, allowed to earn up to \$15,000 in covered employment in any calendar year while continuing to receive your disability pension; this policy was put in place to allow a participant to develop another discipline within the music field and to begin to earn a living by means of that discipline. It might, for example, allow a disabled instrumentalist to develop skills in music preparation. If you earn more than \$15,000 in a calendar year, your disability payments will stop.

Should you need any further information, please do not hesitate to call the AFM&EP Fund at 212-284-1200 or 800-833-8065.

*William Moriarity
President, Local 802
and AFM-EPF Trustee*

Thank You All

for the cards, phone calls, tape, and especially the healing moment. It is hard to describe how much difference your support made in my hospital stay, especially at the worst. When one is alone and very vulnerable, frightened and in pain, it is hard to remember that so many folk out there are hoping, caring, and wishing the best. The tangible evidence of this was worth more than any medicine or pain killer. Thank you all for everything.

I am home now and slowly recovering, but I can see progress every day. If you wish to make contact with me my email is:

Iwaldeck@iname.com.

Love and kisses,

Lew Waldeck

Editor's note: Lew Waldeck, retired Director of the SSD and New York City Opera Emeritus, had hip replacement surgery, with transient complications, at the time of the ICSOM Conference. Psychologist David Sternbach led those assembled at ICSOM in a quiet moment of healing for Lew.



The ICSOM Governing Board: Dave Angus, Jay Blumenthal, Robert Levine, Michael Moore, Mary Plaine, Cindy Lewis, Marsha Schweitzer, Charlie Schlueter.

(AFM CONVENTION - continued from page 1)

In light of these apparent setbacks in advancing our most critical reforms, can we call the ITF a success? As with most answers to hard questions, it all depends on the definitions. The ITF process was a very ambitious effort, and it achieved some very surprising results. We may not have gotten the AFM to accept our view of the evils of having employers on our local boards, at least this year, but we forced a discussion of what is perhaps the most fundamental issue that any union can ask itself—for whom does it exist?

It's a discussion that, for the AFM, is happening 100 years later than it ought to have, and it's not over yet. It may not even be very far along the road to ultimate resolution yet. But if it weren't for the ITF/Unity process, it wouldn't have started at all. If, in ten or twenty years, the AFM and its locals will have been purged of all traces of employer domination, as I believe will be the case, none will deserve more credit than the Player Conferences and the local officers who associated themselves with the ITF.

The fate of the ITF's proposal on AFM governance presents a similar picture. While the ITF proposal for the CRB was withdrawn, that was done only after a commitment from President Young that a working group consisting of himself, AFM General Counsel George Cohen, members of Joint Law and Finance, and members of the ITF would be formed—and funded by the AFM—with the intention of producing legislation to meet the concerns of the Players Conferences that would pass at the next AFM Convention.

The ITF process was a milestone event in the AFM's history. In a union where most ideas come from the top down, the ITF was an eruption of grassroots concern about core philosophical issues. In a union where the Player Conferences and the locals have been fighting for three decades, the ITF was a forum where local officers and Player Conference leadership met as true equals and formed a consensus about change. In a union where candidates for office stay as far away from issues as possible, the ITF went a long way towards forming the basis for a progressive movement, based on issues, within the AFM.

The ITF was an idealistic venture, with the goals of identifying core issues for the AFM's future and proposing substantive and achievable solutions to those issues. In those goals it succeeded. But all the participants in the ITF process knew from the outset that "achievable" did not mean "easily achievable." And, if we were paying close attention last summer at Unity when Ken Paff told us that union reform was a marathon and not a sprint, we should have known that "achievable" doesn't mean "achievable tomorrow," either.

Unions are conservative institutions, and democratic unions are *very* conservative institutions. Institutions like change no more than people like change. But neither people nor institutions can freeze themselves in the status quo. The ultimate success of the ITF/Unity process may be simply that it defined the terms of the debate over the AFM's future.

The ITF and the Unity Conference helped to create an informal, but very real, coalition of progressive forces within the AFM. That coalition has opened a door for fundamental reform of the AFM. Now we have to walk through that door and continue to push to make the AFM a real union for working musicians.



drawing by Ethan Stang (Pittsburgh Symphony, retired)

Newslets

The Charlotte Symphony Orchestra was voted to ICSOM membership at this year's Conference as the 48th ICSOM member orchestra. Welcome!



ICSM has paid the final installment to cover the legal costs of the Simon tax depreciation case, in which Richard and Fiona Simon of the New York Philharmonic defended in Tax Court their depreciation deduction for their antique bows (see "The Depreciation Deduction," *Senza Sordino* December 1996). The Simons won the case, to the benefit of all professional musicians, but incurred staggering legal costs in the process. **\$10,000 was contributed from the ICSOM Emergency Relief Fund to the Council for Living Music-Instrument Fund** to pay the Simons' final legal bills. At the 1999 ICSOM Conference the Delegates agreed to raise the necessary funds from ICSOM orchestras to repay the ERF.



Over \$1,400.00 was raised at the 1999 ICSOM Conference for TEMPO, the AFM's political action committee.



NOTICE – The AFM Symphonic Services Division and the ICSOM Media Committee urge all orchestras to contact Florence Nelson or Debbie Newmark at the SSD before entering into any kind of media agreement with management.



"Sing Faster: The Stagehands' Ring Cycle" takes a behind-the-scenes look at how the members of Theatrical Stage Employees (IATSE) Local 16 prepare the setting for the San Francisco Opera production of Richard Wagner's Ring Cycle, "Der Ring Des Nibelungen." The hour-long documentary shows the stagehands operating the tricky, snapping jaws of a huge hydraulic dragon and wading through fog, smoke and darkness as they maneuver looming, 1,000-pound sets. The Joe Else film, which won the 1999 Sundance Filmmakers' trophy, will be shown on PBS stations in October and November. Check local broadcast listings or the Independent Television service website at www.itvs.org. (from *America At Work*, a publication of the AFL-CIO)

LABOR DAY 1999

Unions have always understood that the challenge is not just about getting jobs, but about expanding opportunity and leaving no one behind. Unions gave life to Social Security, the 40-hour work week, the minimum wage, overtime pay, pension and health protections, and more. Unions made these protections a core part of America—so much so that many today may even take them for granted. But the labor movement was on the front lines in the fight for every single one of them.

— U.S. Secretary of Labor Alexis M. Herman

International Conference of Symphony & Opera Musicians (ICSM)

Affiliated with the American Federation of Musicians - AFL-CIO

ICSM Governing Board

Chairperson

Robert Levine
Milwaukee Symphony
7680 North Longview Drive
Glendale WI 53209-1862
(414) 352-3246/FAX 352-6090
rlt@icsom.org

President

David R. Angus
Rochester Philharmonic
284 Castlebar Road
Rochester NY 14610
(716) 244-2514 (Voice/FAX)
david.angus@icsom.org

Secretary

Lucinda-Lewis
New Jersey Symphony
4 West 31st Street #921
New York NY 10001
(212) 594-1636 (Voice/FAX)
lucinda-lewis@icsom.org

Treasurer

Stephanie Tretick
Pittsburgh Symphony
3979 Boulevard Drive
Pittsburgh PA 15217-2619
(412) 422-7275 (Voice/FAX)
stephanie.tretick@icsom.org

Editor, Senza Sordino

Marsha Schweitzer
Honolulu Symphony
905 Spencer Street #404
Honolulu HI 96822
(808) 531-6617 (Voice/FAX)
marsha.schweitzer@icsom.org

MEMBERS AT LARGE

Jay Blumenthal
New York City Ballet
484 W 43rd Street #24M
New York NY 10036
(212) 695-5895/FAX 695-7392
blujay@erols.com

Michael Moore
Atlanta Symphony
953 Rosedale Road NE
Atlanta GA 30306
(404) 875-TUBA (Voice/FAX)
michael.moore@icsom.org

Mary Plaine
Baltimore Symphony
630 Deepdene Road
Baltimore MD 21210
(410) 433-6063
mary.plaine@icsom.org

Charles Schlueter
Boston Symphony
60 Otis Street
Newtonville MA 02460-1823
(617) 964-4019/FAX 630-8077
charles.schlueter@icsom.org

ICSM Orchestras

Alabama Symphony Orchestra
Atlanta Symphony Orchestra
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The ICSOM Website
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ICSM Counsel

Leonard Leibowitz
322 West 48th Street, 6th Floor
New York NY 10036
(212) 765-4300/FAX 765-2775

Orchestra-L and WebMaestro: Robert Levine

ICSM Emeritus Program

Abe Torchinsky
777 W. Germantown Pike #1028
Plymouth Meeting PA 19462
Phone: (610) 277-3981
AbeT825844@aol.com

Subscriptions: \$10 per year, payable to *Senza Sordino*, c/o Marsha Schweitzer, 905 Spencer Street #404, Honolulu HI 96822