AGREEMENT

Between the

OFFICE OF THE

SANTA CLARA COUNTY SUPERINTENDENT OF SCHOOLS

AND

LOCAL 521

SERVICE EMPLOYEES INTERNATIONAL UNION

SUBSTITUTE WORKERS’ UNIT

October 1, 2015 – September 30, 2018
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ARTICLE 1 – RECOGNITION

1.1 Recognition
The Union is hereby recognized by the Office as the exclusive representative and the sole bargaining agent for a separate and appropriate unit of substitute employees for the purpose of collective bargaining pursuant to the Certification of Representatives in PERB Case Number SF-RR-885-E.

1.2 Bargaining Unit Composition and Membership
The bargaining unit shall be comprised of non-classified, limited-term and limited-term hourly employees who are assigned to substitute for absent classified employees, in vacant classified positions, or in non-established positions (extra help).

1.3 Exclusion from Bargaining Unit
The bargaining unit shall exclude all classified employees, certificated employees, PERS retirees, any other non-classified employees, management employees, confidential employees or supervisory employees.
ARTICLE 2 – MANAGEMENT RIGHTS

It is agreed that the Office has all the customary and usual rights, powers, functions, and authority to discharge its obligations. The rights, powers, and authority, which the Office had prior to the execution of this contract, are retained, except as modified by this contract or by any supplement to the contract arrived at through the process of collective bargaining.
ARTICLE 3 – UNION RIGHTS

3.1 Right to Join
Consistent with the Recognition clause in Article I, the Office agrees that every worker in the bargaining unit shall have the right to freely support and/or join the Union with the purpose of engaging in collective bargaining or negotiations with the Office. The Office undertakes and agrees that it will not directly or indirectly discourage or deprive or coerce any worker in the enjoyment of any rights provided by this Agreement, the Government Code or other applicable California laws or the Constitution of California and the United States.

3.2 Access to Worker Information
The Office shall provide the Union with the names, addresses, phone numbers and total pay earned to date of all present bargaining unit personnel, including all new hires and inactive workers, on a quarterly basis (4 times a year – September, December, March, June).

3.3 Meeting Space
The Office, in accordance with administrative procedures governing use of facilities, shall make available to the Union and its representatives, conference rooms and other meeting areas for the purpose of holding Union meetings (which may include joint meetings with members from other SEIU Local 521 bargaining units) during off-duty time periods. In such cases, the Union will be responsible for security, clean-up, or any expenses involving unusual wear or tear resulting from Union use.

3.4 Use of Office Communication Systems

3.4.1 Union Notices
The Union will have continued use of the mailbox for receipt of mail and use of the mailboxes/pony of the Office to use for distribution to the non-classified substitute workers. The Union shall post notices on existing Union bulletin boards.

3.4.2 Removal
No posting shall be removed from the bulletin board except after the date that the event has passed or by permission of the Union-authorized representative if material is not tied to a specific date.

3.4.3 Relevant Materials
The Union shall have the right to review at reasonable times and receive upon request without cost, copies of any and all current materials prepared (excluding any information which the Office may lawfully withhold from the Union) relating to wages, hours and other terms and conditions of employment, which are relevant to the Union to fulfill its duties and obligations as the exclusive representative of unit workers covered by this contract.

3.5 Union Representation/Stewards
The Union may select representatives (officers and stewards) from within the unit. Within fifteen (15) days of this Agreement, the Union shall provide a current list of representatives to the Chief Human Resources Officer to be updated regularly with notification of a change of representatives, either new or replaced.
3.6 Union Staff – Access to Work Locations
Local 521 paid staff will be permitted access to office facilities for the purpose of contacting members concerning Union business upon notifying the site administrator, supervisor, or program manager of the unit member(s) being contacted. Contact with workers will not interfere with the worker’s work. Union staff will adhere to regular/normal site visitor regulations (sign-in, etc.).

3.7 Printing of Agreement
The parties agree to share equally the cost of printing copies of this Agreement. The design, format and number of copies will be jointly determined. The Agreement shall be printed by the Union subject to Office approval of the quoted price. It is agreed that the contract will be printed not more than thirty (30) days after the ratification and adoption of this Agreement. The Office shall receive its supply of copies within the same week as the Union.

3.8 Discrimination Prohibited
Neither the Office nor the Union shall discriminate against workers because of sex, age, race, color, creed, religion, Union activity, national origin, marital status, affiliations, political opinions, physical or mental disabilities, sexual preference and any other or future federal or state protected rights.

3.9 Worker Orientation
The Union may make available a video (DVD) orientation to be distributed by the Office to workers at the new worker employment processing session.
ARTICLE 4 – UNION SECURITY

4.1 Membership Recognition
New workers hired and assigned to positions covered by this Agreement shall be advised by the Office that Local 521 is the recognized exclusive bargaining representative in said bargaining unit. The Office agrees to obtain and process SEIU membership information when the worker completes the hiring process at the Office.

4.2 Agency Shop
As a condition of employment, all non-classified substitute employees, hired on or after September 18, 2006, must either join the Union, pay a service fee to the Union, or present to the Union and the Office a written declaration that he/she is a member of a bona fide religion, body, or sect which has historically held a conscientious objection to joining or financially supporting any employee organization as a condition of employment.

If the worker claims a conscientious objection, he/she must pay a sum equal to the agency shop fee to one of the following charities:

- United Way
- George M. Hardy Memorial Fund for the Developmentally Delayed
- American Heart Association
- American Cancer Society

The deduction shall not be forwarded to the charity until the Union has notified the Office that the Union has approved the exemption.

4.3 Notification Process
Any unit member currently employed or hired by the Office shall be provided through the Human Resources Department a notice advising the Office has entered into an Agency Shop Agreement with the Union. Such notice shall include a form for the employee’s signature authorizing payroll deduction of the Union dues or a service fee or to request an exemption, as provided above. The Office agrees to deduct from the pay of all bargaining unit workers such Union dues or service fees authorized in writing by the worker as prescribed by the Union. Said deductions shall be paid to the Union monthly, together with the name, social security number, base wage, and amounts deducted for each worker. These dues or service fees shall be deducted beginning with the worker’s initial paycheck and shall be calculated on base pay. All workers in the unit who have made an authorization for the deduction of Union dues, service fees or charity fee, is in effect on the effective date of this Agreement, and shall have such deduction continued until the worker or the Office terminates employment.

4.4 Involuntary Deduction
If any currently employed worker or new hire into any substitute classification covered by the Agreement fails to authorize one of the payroll deductions set forth in this Article, the Office shall involuntarily deduct the service fee from the worker’s paychecks beginning with the following pay period.
4.5 **Forfeiture of Deductions**
If, after all other involuntary and required deductions are made in any pay period the balance is not sufficient to pay the deduction of the Union dues, agency fee or charity deduction required by this Section, no such deduction shall be made for the current pay period. When an employee is in non-pay status for an entire pay period, no withholding will be made to cover the pay period from future earnings.

4.6 **Reinstatement**
Upon the reinstatement of any unit member, the Office will resume or initiate dues, service fees, or charity deduction for such unit member in accordance with this Article.

4.7 **Checkoff**
The Union shall have the sole and exclusive right to have membership fees deducted by the Office on payroll authorization forms for all unit members covered by this contract. The Office shall deduct Union dues, services fees, assessments, insurances and COPE deduction upon written authorization from any unit member in accordance with the state law and the provisions of this contract. The Office shall pay over to the designated payee within fifteen (15) days all sums so deducted.

4.8 **Hold Harmless**
The Union shall indemnify and hold the Office harmless against all forms of liability that may arise out of or occur by the reason of the implementation of this Article.
ARTICLE 5 – WAGE PAYMENT

Unit members shall be paid according to Attachment I effective October 1, 2015.
ARTICLE 6 – BENEFITS

6.1 Retirement Benefits
All unit workers who have reached one thousand (1,000) hours of time worked will automatically begin contributing into the Public Employees Retirement System (PERS). Based upon the established regulations of PERS, every worker is required to contribute the percentage amount established by PERS, which is currently seven percent (7%), of their monthly salary, into the system. Additionally, the Office will contribute a percentage amount based upon a yearly calculation established by PERS for each worker who contributes to the system.

6.2 Medical Benefits Provided to Limited-Term Unit Members
Limited-term unit members who are employed in a single assignment, for a minimum of three (3) months but not to exceed six (6) months as required by Education Code § 45286, either on a full-time or part-time basis as to hours or days, are entitled to medical benefits on a prorated basis, consistent with the cap on benefit contributions provided to the classified bargaining unit of the Office, beginning on the first day of the month following the assumption of the limited-term assignment.

6.3 Compliance with the Affordable Care Act (ACA)
For eligible unit members, the Office will contribute to the Bronze Health Plan premium or to an equivalent plan depending on availability, up to the same dollar amount as contributed to medical insurance premiums for full-time members of the regular classified employee bargaining unit. Eligible unit members must pay for the remainder of the premium cost for health coverage, in excess of the Office contribution, by payroll deduction. If the unit member has not worked enough in a payroll period to cover the cost of the employee contribution, the unit member must pay the remainder of the employee contribution by personal check to continue coverage. To determine eligibility for coverage as a full-time employee, the Office will use a look-back measurement period of up to twelve (12) consecutive months. A unit member will be considered to have satisfied the full-time status requirement if the unit member has worked an average of at least thirty (30) hours per week during the look-back period. Once a unit member is determined to satisfy the full-time status requirement, the unit member will be considered full-time for a stability period of twelve (12) months, regardless of hours worked during this time. At the end of the stability period, the Office will again determine whether the unit member has satisfied the full-time status requirement.

6.4 Paid Sick Leave
The Office and the Union agree to investigate the option of unit members voluntarily enrolling in SDI.

6.4.1 Unit members who have been scheduled and who have actually worked for thirty (30) workdays and have reached their 90th day of employment will be granted twenty-four (24) hours of paid sick leave. Sick leave will be paid at the unit member’s regular hourly rate. Unit members may use no more than twenty-four (24) hours of paid sick leave per fiscal year.
6.4.2 Paid sick leave may be used for the diagnosis, care or treatment of an existing health condition of, or preventive care for, the unit member or a member of the unit member’s family. The term “member of the unit member’s family” includes children (biological, adopted, foster, step, legal wards and child to whom the employee stands in loco parentis), parents (biological, adoptive, foster, step, legal guardians and persons who stood in loco parentis to the unit member when the unit member was a child), spouses, registered domestic partners, grandparents, grandchildren and siblings. Victims of domestic violence, sexual assault or stalking may also take sick leave for any purpose permitted by law.

6.4.3 In order to use sick leave, the unit member must have been scheduled to work for the day the unit member is requesting sick leave.

6.4.4 Unit members desiring to use sick leave must provide the Substitute Services staff, and the work site when directed by the Office, with reasonable advance notice of their need for sick leave when the need is foreseeable, and must notify the Substitute Services staff as soon as practicable if the need for sick leave is unforeseeable. Reasonable notice is defined as at least one (1) hour before their job start time.

6.4.5 Unit members may use accrued sick leave in minimum increments of two (2) hours.

6.4.6 The Office may take reasonable measures to verify that a unit member’s use of paid sick leave is legitimate, including, but not limited to, requesting a unit member to provide documentation of his or her illness from a health care provider. Abuse of this policy may lead to disciplinary action, up to and including termination of employment.

6.4.7 Unused sick leave shall not carry over to the following fiscal year of employment and is not paid out at the conclusion of employment.
ARTICLE 7 – UNIT MEMBER RIGHTS CONCERNING EMPLOYMENT ACTIONS

7.1 **Restriction of Assignment Options**
The Office may change or restrict the assignment options of unit members, including any decision to exclude a unit member from one (1) or more sites or clusters, or to terminate the employment of unit members for misconduct, unsatisfactory performance, or unavailability for work consistent with this Article.

7.2 **Exclusions from Sites or Clusters**
Whenever a site administrator decides to exclude a unit member from a site or cluster based on the unit member’s incompatibility with program needs, inter-personal conflict with other staff members, or lack of required skills to perform the work at that site, a Substitute Performance Assessment form will be completed by the site administrator indicating the basis for the exclusion, a copy of which will be sent by the Office to the unit member. The site administrator, or his/her designee, shall, upon request of the unit member, discuss with the unit member the reasons for the Substitute Performance Assessment that resulted in the site or cluster exclusion.

7.2.1 An exclusion from a site or cluster shall not preclude the unit member from accepting substitute assignments at other sites or clusters.

7.2.2 Provided, however, that if the unit member is excluded from sites or clusters on three (3) occasions for misconduct or unsatisfactory performance, then the Director of Human Resources or his/her designee, will review the circumstances involved in the exclusions and determine whether to terminate the unit member’s employment.

7.2.3 Unit members may meet on unpaid time with the Director of Human Resources or his/her designee to discuss the factual basis for any exclusion initiated by a site administrator.

7.2.4 The factual review of the Director of Human Resources and any decision concerning the factual basis for the exclusion following any such meeting shall be final and may not be appealed further.

7.3 **Removal from Substitute List for Unavailability**
Unit members who have not accepted any substitute assignments for six (6) consecutive months will be removed from the substitute list. If the person wishes to reactivate their substitute status, the person shall contact Substitute Services regarding the necessary steps (i.e. fingerprints, TB test, etc.), to be reactivated.

7.4 **Termination for Misconduct or Unsatisfactory Performance**
Whenever the Office decides to terminate a unit member based on the unit member’s misconduct or unsatisfactory performance, a Substitute Performance Assessment form will be completed by the site administrator indicating the basis for the termination, a copy of which will be sent by the Office to the unit member. The site administrator, or his/her
designee, shall, upon request of the unit member, discuss with the unit member the reasons for the Substitute Performance Assessment that resulted in termination.

**7.4.1** Unit members may meet on unpaid time with the Director of Human Resources to discuss the factual basis for any termination.

**7.4.2** Unit members may elect to arrange Union representation at the meeting with the Director of Human Resources.

**7.4.3** The factual review of the Director of Human Resources and any decision concerning the factual basis for the termination following any such meeting shall be final and may not be appealed further.
ARTICLE 8 – DAILY ASSIGNMENT

Unit members may accept assignments on a daily basis for which they are qualified. At the discretion of the Office, unit members may be asked to go to another worksite/work location after arriving at their initial assignment. Unit members shall have the option of accepting the reassignment to the new location or not accepting and receiving two (2) hours of pay. Workers who accept a reassignment will be entitled to mileage reimbursed at the IRS allowable reimbursement rate.
ARTICLE 9 – HEALTH AND SAFETY COMPLIANCE

The Office and unit members shall conform to and comply with all health, safety, and sanitation requirements imposed by state or federal law or regulation adopted under state and federal law. Unit members shall not be required to work under unsafe conditions as described in state laws, regulations, and local ordinances, or to perform tasks that endanger their health and safety. No unit member shall be discriminated against as a result of reporting any condition believed to be a violation of health, safety, or sanitation laws or regulations.

9.1 Contagious Disease Notification and Medical Screening
Unit members will be notified in writing as soon as possible after discovery by management that a student or other worker has contracted or is carrying a contagious disease at their site. Unit members will be provided with medical screening at the expense of the Office for all contagious diseases in the manner provided in BP5141.22 and AR 4112.9.

9.2 Precautions and Written Notification
Both parties agree that contagious diseases are a serious health concern faced by unit members. The Office agrees that it will take every precaution possible to protect unit members, including in-service education and written notification where legally permissible. Unit members are strongly urged to follow protocol to protect themselves and others.

9.3 Tuberculosis Test
Every unit member is required to undergo an examination to determine that the member is free from active tuberculosis at least once every four (4) years after initial employment, within the provisions of the Education Code. The Office shall maintain records on each unit member to comply with this Section.
ARTICLE 10 – CONCERTED ACTIVITIES PROHIBITED

During the term of this Agreement, the Union agrees and understands that there will be no strike, work stoppage, or slowdown.

The Office agrees that during the term of this Agreement there shall be no lockout of unit workers.
ARTICLE 11 – COMPLETE UNDERSTANDING

The terms and conditions set forth in this Agreement represent the full and complete understanding between the parties hereto. The terms and conditions may be altered, changed, added to, deleted from or modified only through the voluntary, mutual consent of the parties in a written amendment executed according to the provisions of this Agreement. This Agreement terminates and supersedes those past practices, agreements, procedures, traditions and rules or regulations inconsistent with any matters covered herein. No further negotiations shall take place on any item within the scope of bargaining during the term of this Agreement except as mutually agreed upon by the parties or as specifically authorized herein.
ARTICLE 12 – SEVERABILITY

If, during the life of this contract, there exists any applicable law or any applicable rule, regulation, or order issued by governmental authority other than the Office, which shall render invalid or restrain compliance with or enforcement of any provision of this contract, such provisions shall be immediately suspended and be of no effect hereunder, so long as such law, rule, regulation, or order shall remain in effect. Such invalidation of part or a portion of this contract shall not invalidate any remaining portions that shall continue in full force and effect.

In the event of suspension or invalidation of any Article or Section thereof, the parties agree to meet and negotiate within thirty (30) days after such determination for the purpose of arriving at a mutually satisfactory replacement for such Article or Section thereof.
ARTICLE 13 – GRIEVANCE PROCEDURE – LIMITED TO PAID SICK LEAVE

13.1 Intent
The Office and the Union recognize early settlement of grievances concerning the use of paid sick leave is essential to sound worker-employer relations. This Article shall be limited to resolving grievances concerning the application of Section 6.4 (paid sick leave) of this Agreement. No other provisions of this Agreement shall subject to this Article. The Union and the aggrieved are assured freedom from restraint, interference, coercion, discrimination, or reprisal.

13.2 Grievance Presentation
Unit workers shall have the right to present their own grievance or do so through a representative of the Union. If a grievant is represented by himself/herself, the Union retains the right to be present at any formal stage of the process as an observer. No grievance settlement may be made in violation of this contract, nor shall any settlement be made which affects the rights or conditions of other unit workers represented by the Union without notification to and consultation with the Union. No grievance may proceed to arbitration pursuant to Section 13.7.4 without the written consent of the Union.

13.3 Grievance Defined
A grievance is defined as an alleged violation, misinterpretation, or misapplication of the paid sick leave provisions of this Agreement.

13.4 Day Defined
A “day” is any workday that the central administrative office of the Santa Clara County Office of Education is open for business.

13.5 Time Limits
Time limits may be extended or waived at any level only by written agreement of the parties involved at that level. If the Office fails to meet any of the time limits set forth in this Article, the grievance may proceed to the next level.

13.6 Union Representative – Release Time
Union representatives employed and recognized by the Office (Officers and Stewards) may assist workers in resolving grievances. Union representatives and grievant(s) may have reasonable release time to prepare and present grievances during regular work time.

13.6.1 Granting of Release Time
The Office shall grant reasonable periods of release time, and the Union shall make a good faith effort to request release time at least twenty-four (24) hours in advance, if possible, or as much in advance as reasonably possible.
13.6.2 Worker Release Time
The Union and the Office will cooperate in good faith to schedule release time so as to minimize the disruption of services without infringing on the worker’s rights to breaks, off-duty periods, and meal periods.

13.7 Steps in the Grievance Procedure

13.7.1 Informal Discussion and Review
Before filing a formal written grievance concerning paid sick leave, an informal discussion between a worker and the Substitute Services staff shall take place in order to resolve the issue. To initiate the grievance procedure at the informal level, the worker must tell a supervisor that the discussion is an informal grievance. The informal discussion must take place with ten (10) working days of the denial of paid sick leave or within ten (10) working days after the worker’s or the Union’s first knowledge of those events. The Human Resources Director shall respond orally or in writing within ten (10) working days of the informal discussion.

13.7.2 Level I – Formal Procedure
If the grievant remains dissatisfied following the informal discussion and review, the grievant may submit a written grievance within ten (10) working days after the supervisor’s response to the informal grievance to the department head and/or designee. The written request shall include a clear, complete statement of the grievance, including a statement of the facts on which it is based, the remedy desired, and the persons involved. The grievant shall submit the grievance directly to the Human Resources Director who may hold a conference within five (5) working days of receipt, unless there is a mutual agreement that more time should be allowed. The Human Resources Director shall submit a written response to the grievant and the Union of the decision in the matter within five (5) working days after the conclusion of the conference or ten (10) working days after receipt of the grievance.

13.7.3 Level II – Chief Human Resources Officer
If the grievant remains dissatisfied following the decision at Level I, the worker may submit the grievance within ten (10) workdays after receipt of the decision from Level I, requesting a review from the Chief Human Resources Officer. The Chief Human Resources Officer may hold a conference with all interested parties on the complaint within five (5) workdays of receipt, unless there is a mutual agreement that more time shall be allowed. The Chief Human Resources Officer shall submit a written response to the grievant and the Union of the decision in the matter within five (5) workdays after the conclusion of the conference or ten (10) workdays after receipt of the grievance.

13.7.4 Level III – Binding Arbitration
If the grievance is not resolved satisfactorily at Level II, the Union, within ten (10) working days, may submit the grievance to arbitration. If any question arises as to the arbitrability of the grievance, such question shall be ruled upon by the arbitrator. It shall be the first order of business at the hearing or may be presented by written motion and/or supporting briefs submitted by the parties before the hearing date. The arbitrator shall confer with the Office and Union representatives and shall render a decision before proceeding to any other issue. If the grievance is found not to be arbitrable, no further proceeding shall take place.
13.7.4.1 Arbitrator Selection
The arbitrator shall be selected by the Office and the Union within ten (10) days after said notice is given. If the parties fail to reach agreement on an arbitrator within five (5) days, the State Conciliation Service will be requested to supply a list of five (5) names. Each party will alternately strike from the list until only one (1) name remains. The order of striking will be determined by the year the grievance was filed; on odd numbered years, the Office will strike first, and on even numbered years, the Union will strike first.

13.7.4.2 Arbitrator Responsibilities
The arbitrator shall hold a hearing as soon as possible. Five (5) working days’ notice will be given to all parties of the time and place of the hearing. The arbitrator shall render a decision in writing and shall set forth the findings of fact, reasoning, and conclusions on the issues submitted. The arbitrator shall be without power or authority to make any decision that requires the commission of an act prohibited by law, or which violates the terms of this Agreement. However, it is agreed that the arbitrator is empowered to include in any decision recommendations for reimbursement for financial loss of wages or fringe benefits, or other non-financial remedies as judged to be proper. The arbitrator shall submit to all parties the findings and recommendations which shall be final and binding on both parties.

13.7.4.3 Arbitrator’s Restrictions
Nothing in the foregoing shall be construed to empower the arbitrator to make any decision amending, changing, modifying, subtracting from, or adding to the provisions of this Agreement.

13.7.4.4 Fees and Expenses
The fees and expenses of the arbitrator shall be shared equally by the Office and the exclusive representative. All other expenses shall be borne by the party incurring them, and neither party shall be responsible for the expenses of witnesses called by the other. If any grievance meeting or hearing shall be scheduled during the workday, any worker required by either party to participate as a witness or grievant in such meeting or hearing shall be released from regular duties without loss of pay for a reasonable amount of time.

13.7.4.5 Recording of Arbitration Hearing
Either party may request an individual to make a written record of the entire arbitration hearing. The cost of the services and expense of such individual shall be paid by the requesting party or shared by the parties upon mutual agreement.

13.7.4.6 Grievance Documents
All documents dealing with the processing of a grievance shall be filed separately from the personnel files of the participants as designated in this Agreement.
ARTICLE 14 – TERM

The provisions of this Agreement are effective as of October 1, 2015. This Agreement shall remain in full force and effect up to and including September 30, 2018 and from year to year thereafter; provided, however, that either party may serve written notice and proposals on the other at least ninety (90) days, but not more than one hundred-twenty (120) days prior to September 30 of each year of this contract.
## ATTACHMENT I
### SUBSTITUTE WORKERS’ HOURLY RATES

<table>
<thead>
<tr>
<th>SUBSTITUTE CLASSIFICATION</th>
<th>HOURLY RATE</th>
</tr>
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<tbody>
<tr>
<td>S/R Accounting Assistant I</td>
<td>$19.88</td>
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<tr>
<td>S/R Accounting Assistant II</td>
<td>$21.35</td>
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<td>S/R Accounting Assistant III</td>
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<td>S/R Outdoor Recreation Assistant I</td>
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<td>S/R Program Assistant (Job Developer)</td>
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<td>SUBSTITUTE CLASSIFICATION</td>
<td>HOURLY RATE</td>
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<tr>
<td>S/R Project Analyst</td>
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<td>S/R Purchasing Technician</td>
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<td>S/R Research Assistant I</td>
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<td>S/R Technology Assistant II</td>
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</table>
FOR SEIU LOCAL 521
SUBSTITUTE WORKERS' UNIT

Del Mallory
Internal Organizing Director

FOR THE OFFICE OF THE SANTA CLARA COUNTY
SUPERINTENDENT OF SCHOOLS

Jon R. Gundry
County Superintendent of Schools

Philip J. Gordillo
Chief Human Resources Officer