# Annual Report 2005/2006

## County of San Luis Obispo Civil Service Commission

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### Authority and Purpose

The County Civil Service Commission adopts rules which implement the County ordinances for personnel administration. The Commission assures merit system principles are followed in County employment, promotes efficiency in conducting County business, and that all employees and applicants for employment in the classified service are treated fairly and impartially.

### County Code, Title 2 Administration and Personnel Chapter 2.40 Civil Service System

**2.40.010 Adoption**. There is established in the county a civil service system to be governed by the provisions set forth in this chapter and in the county civil service enabling law. (Government Code Sections 31100 etc.). (Ord. 755 § 2 (part), 1964: prior code § 2-001)

### Honorable Civil Service Commissioner and Appointing County Board of Supervisor

- Robert Bergman, President, appointed by Supervisor Harry L. Ovitt, District 1
- Arthur Chapman, Vice-President, appointed by Supervisor Shirley Bianchi, District 2
- Jeannie Nix, Commissioner, appointed by Supervisor Jerry Lenthall, District 3
- Jay Salter, Commissioner, appointed by Supervisor James Patterson, District 5
- William Tappan, Commissioner, appointed by Supervisor K.H. “Katcho” Achadjian, District 4

*Meet & Confer Sessions were held at 1055 Monterey Street in San Luis Obispo.*

## Meet and Confer Sessions on Proposed Civil Service Rule Changes

Representatives from all bargaining units were invited to meet with the Commission's Negotiator Richard Greek on the proposed rule/ordinance changes. Meetings were held on:

- February 15, 2006
- March 2, 2006
- April 25, 2006
- May 18, 2006
- June 20, 2006 [1]

1 - Informational—High Performance Management Review

*"The Personnel Analysts, bargaining unit representatives and appointing authority reps are to be recognized and commended for their ability to CLOSE eighteen grievances and appeals during this past fiscal year and eliminate the need to appear before the Civil Service Commission. Excellent!"*

**President Robert Bergman**

## Appeals and Grievances—Activity

In fiscal year 2005-2006, a total of 34 grievances and appeals were filed. Of the 21 appeals and 13 grievances; 18 have been processed and closed for a **SUCCESS RATE of 53%**.

18 were dropped, withdrawn or resolved; 3 were denied by the Civil Service Commission; 2 are pending Commission hearings, with 2 pending the Commission's findings & decision; 9 are being worked on by the Personnel Analysts.

Additional details are provided on Pages 12, 13 and 14.

## Job Class Specifications' Activity

There were 12 specifications acted upon by the Civil Service Commission during fiscal year 2005-2006. The following is a list of those actions:

**A. New Specifications Approved:**

1. Division Manager—Drug and Alcohol Services, Health Agency
2. Division Manager—Environmental Health Services, Health Agency
3. Division Manager—Health Agency, Health Agency
4. Division Manager—Public Health Nursing Services, Health Agency
5. Deputy Director—Health Agency
6. Division Manager—Mental Health Services, Health Agency
7. Assessment Manager—Assessor's Office
8. Assistant Assessor—Assessor's Office
9. Deputy Director—Human Resources

**B. Revised Specifications Approved:**

1. Administrative Analyst Aide
2. Program Manager I, II (Career Series)
3. Principal Human Resources Analyst

***Approximately 559 job class specifications exist in the County of San Luis Obispo.***

## Civil Service Commission Staff

- Richard D. Greek, Human Resources Director and Commission Secretary
- Ann Duggan, Deputy County Counsel and Commission Attorney
- Susan Carvalho, Administrative Assistant III-Confidential and Commission Clerk
- Services also provided by: Acting Commission Secretary Toni Marshall, Acting Clerk Heather Gunderlock, Acting Commission Attorney Deputy County Counsel Warren Jensen, Chief Deputy County Counsel Wyatt Cash and Attorney at Law Larry Frierson.

## 22 Commission Meetings held in Fiscal Year 2005-06

- July 7, 2005 Special
- July 27, 2005 Regular
- August 8, 2005 Special
- August 9, 2005 Special
- August 24, 2005 Regular
- September 13, 2005 Special
- October 26, 2005 Regular
- November 16, 2005 Special
- November 30, 2005 Regular
- December 15, 2005 Special
- December 21, 2005 Regular
- January 25, 2006 Regular
- February 9, 2006 Special
- February 22, 2006 Regular
- March 22, 2006 Special
- April 13, 2006 Special
- April 27, 2006 Regular
- May 24, 2006 Regular
- May 25, 2006 Special
- June 8, 2006 Special
- June 28, 2006 Regular
- June 29, 2006 Special

***The Civil Service Commission meets, in Regular Session, each month on the 4th Wednesday; unless circumstances necessitate another date. Special meeting dates are reserved by the Commission primarily for hearings of appeals and/or grievances.***

## County Counsel Office clarifies Commission Counsel's Role and Future Legal Representation

**June 2006—**Upon recommendation of the Administrative Office, the Board of Supervisors established the following County policy.

1. A representative from County Counsel will continue serving the Commission on a day-to-day basis for legislative issues and during regular meeting sessions.

2. During hearing (disciplinary and termination) matters before the Commission, County Counsel representatives will now represent the County departments and a separate private sector attorney will represent the Commission during hearing matters. This private sector attorney will be on contract with the County of San Luis Obispo to represent the Civil Service Commission.

3. In case of a conflict with the County Counsel representative during a regular meeting matter, the contracted attorney will serve the Commission.

## Commission Action

**October 2005**

The Commission reviewed and approved an updated **Classification Resolution and Classification Study Guidelines**. The guidelines were updated to reflect the process currently being used and to clearly establish Personnel's independent responsibility for the Classification Window Period and classification decisions.

**November 2005**

Larry Frierson, Attorney at Law, was contracted by the County of San Luis Obispo Civil Service Commission to represent the CSC in a matter filed against the CSC by the County Department of Social Services. (See article on page 6.)

**December 2005**

The Commission provided staff with direction in response to the level of detail and format of a **"new" Quarterly Report**. The contents envisioned includes statistical graphs and bar charts reflecting recruitment activity and customer satisfaction levels, applicant and County workforce demographics, grievances and appeals, the Employee University, and specifications activity.

**February/March/April/May 2006**

The Commission requested a comprehensive study be compiled on **County Ordinance Section 2.40.060-Unclassifield Positions**. The Commission President appointed Commissioner Jay Salter to review the materials and provide the Commission with a report.

**March 2006**

The Administrative Office proposed a reorganization of the Personnel Department, creating a Human Resources Department, with the addition of the Risk Management Division. *(This item was later placed on hold by the Administrative Office).* The Employee University staff was transferred to the Administrative Office, effective fiscal year 2006-07, to support countywide strategic planning, organizational development and focus on the High Performance Management program.

**March 2006**

The Commission directed staff to generate a **Request for Proposal for Legal Services** for the Commission to handle disciplinary and termination hearings. The RFP was released in June 2006 to the public and attracted five (5) interested parties. A selection committee comprised of President Bergman, Commissioner Nix, Richard Greek and Ann Duggan reviewed the proposals. At the close the fiscal year 2005-06 the Commission selected their first and second choices and a contractual agreement with the County of San Luis Obispo to represent the Commission is pending. It is anticipated that the new legal counsel will begin assisting the Commission in fiscal year 2006-07. (See article on page 4).

*continued on next page*

## Commission Action — *continued from page 5*

**April 2006**

The Commission and staff developed distinct language and statements to be included in job class specifications involving: Distinguishing Characteristics, Representative Duties, Education and Experience, and Licenses and other requirements.

**June 2006**

At the direction of the Commission, staff developed a 13-page report titled **Grievance and Appeals Submitted to Personnel Department, Length of Process**. In summary, fiscal year 2005-06 grievances and appeals took an average length of **12.9 weeks** to resolve, drop, or go before the Commission. In comparison, fiscal year 2004-2005 grievances and appeals took an average length of 14.3 weeks. The Commissioners were pleased with the dedication of the Personnel Department staff and other departments in working toward timely resolutions.

## Legal Services Retained in November 2005 for Case Against Civil Service Commission

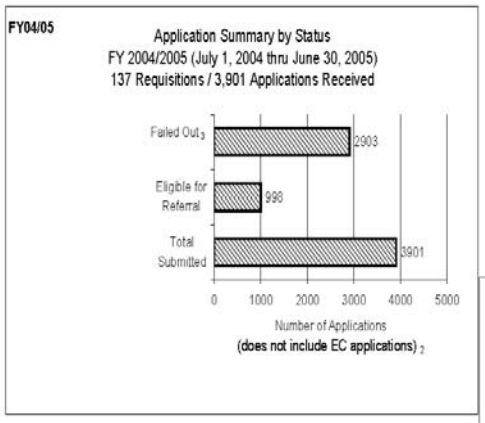
In 2005, a Petition for Writ of Mandate was filed against the Civil Service Commission by the Department of Social Services, seeking to overturn a decision of the Commission, made after a hearing on an appeal. The Commission's decision had modified the Department's order of termination of an employee to an order of suspension. The Petition for Writ of Mandate requested the Superior Court to review the matter and issue an order directing the Commission to vacate its decision of August 9, 2005, and issue a new and different decision affirming the Department's order of termination.

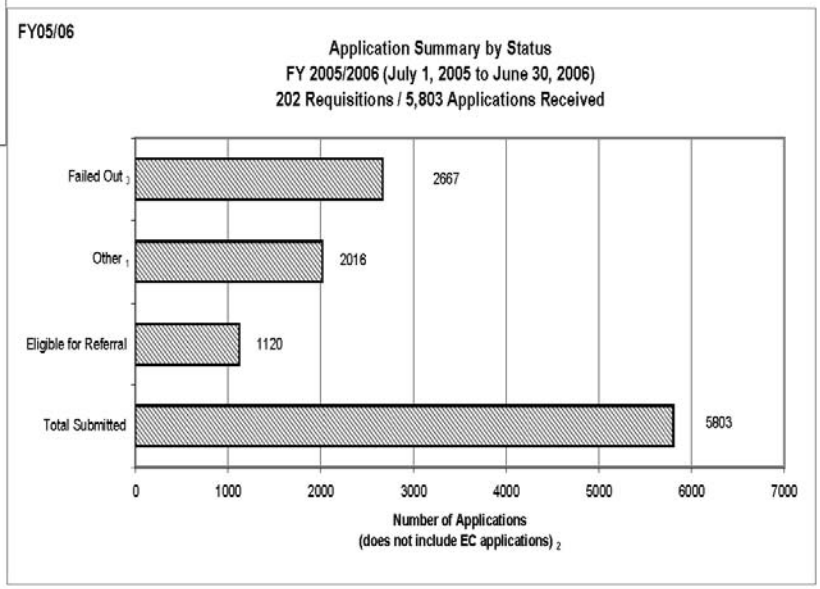
Attorney Larry Frierson, was contracted by the County of San Luis Obispo Civil Service Commission (RESPONDENT) to represent the Commission in the matter. The County of San Luis Obispo Department of Social Services (PETITIONER) was represented by Julie Grebel, attorney with Hall, Hieatt & Connely, LLP. Kimberly Daniels, attorney-at-law and President of the San Luis Obispo County Employees' Association, represented the affected employee, Cesar Bedroni, [THE REAL PARTY-IN-INTEREST].

The hearing on the Petition for Writ of Mandate was heard before the Honorable Martin J. Tangeman on July 24, 2006. The Superior Court found that substantial evidence supported the Commission's decision and therefore denied the writ in so far as it requested that the Commission's decision be vacated entirely. The Court did grant the writ in part, directing the Commission to amend the decision to reflect a violation of Civil Service Rule 14.02(i) (discourteous treatment of the public or other employees).

## Statistical Summary of Recruitment Activity

## APPLICATION SUMMARY BY STATUS



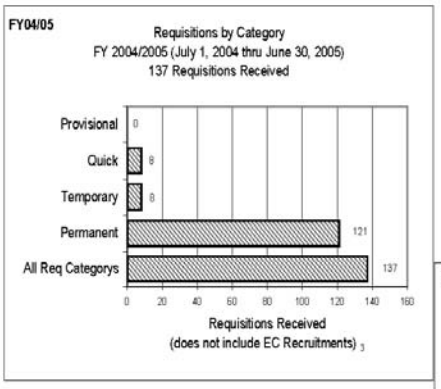



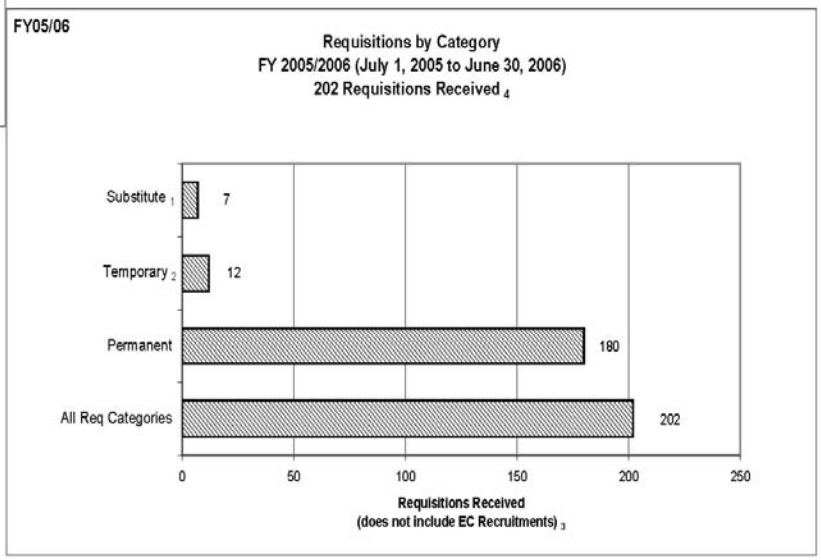

1- "Other" category includes recruitments not yet closed - dispositions are associated with exam status
2 - EC applications are Clerical & Support and Service & Maintenance positions
3 - 'Failed Out' category includes all applications dropped from recruitment due to Fail Appear to Oral, Not Qualified, Fail Written, Screen Out etc

**49% Increase in Applications Processed**

## Statistical Summary of Recruitment Activity

## REQUISITIONS BY CATEGORY



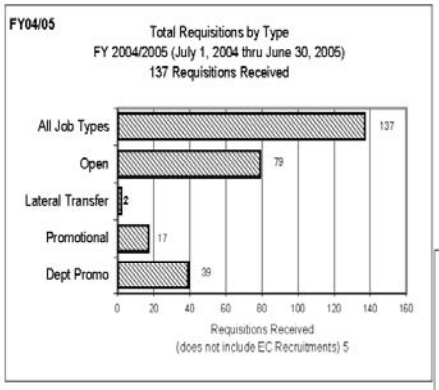



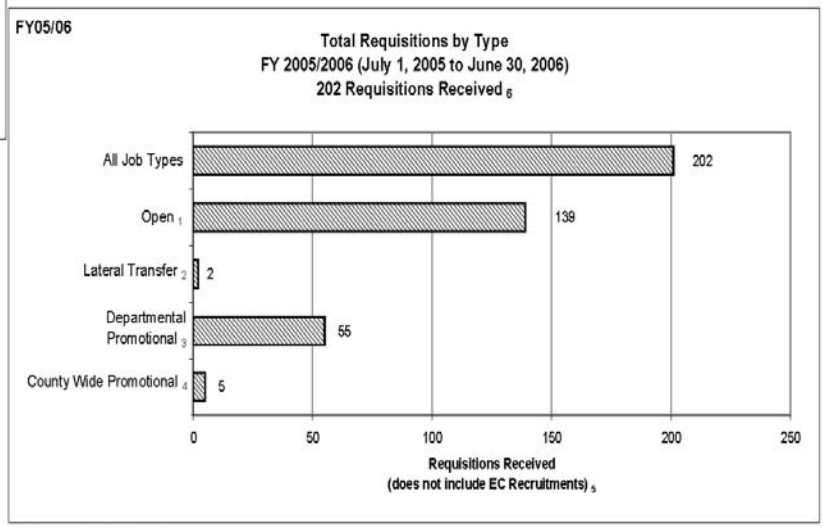

1 - Substitute = temporary employee (see footnote 2) with benefits, in a position vacated by a permanent employee on a leave of absence
2 - Temporary help employees are allowed to work a maximum of 960 hours per fiscal year
3 - EC recruitments are for Clerical & Support and Service & Maintenance positions
4 - Requisitions for creation of initial eligible lists

**47% Increase in Total Requisitions Processed**

## Statistical Summary of Recruitment Activity

## TOTAL REQUISITIONS BY TYPE



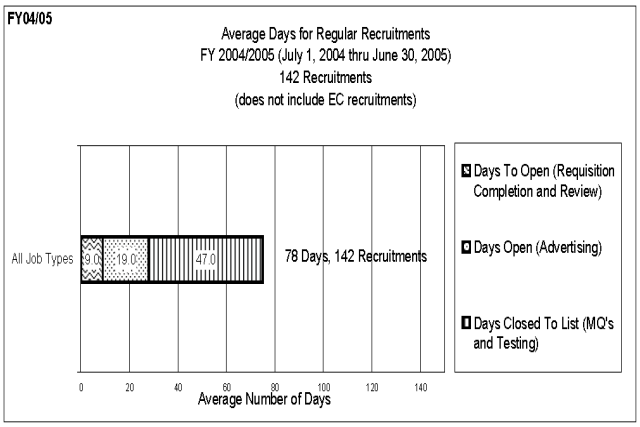




1 - Open - open to the public
2 - Lateral Transfer - transfer from outside agency
3 - Departmental Promotional - promotion limited to candidates within department
4 - County Wide Promotional - promotion open to any county employee
5 - EC recruitments are Clerical & Support and Service & Maintenance positions
6 - Requisitions for creation of initial eligible lists

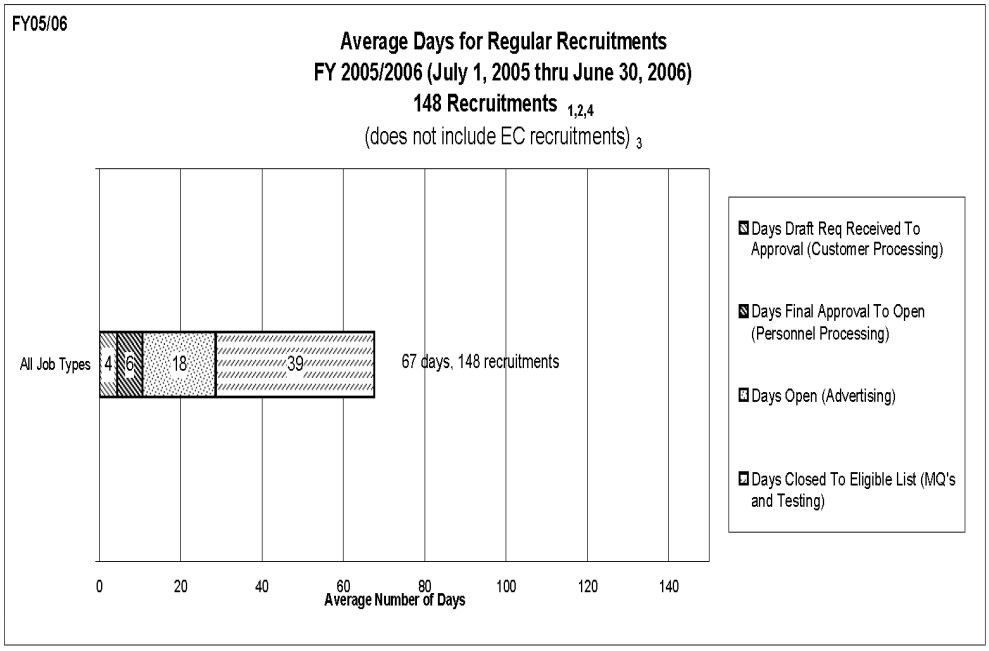
**76% Increase in Open Requisitions Processed**

## Statistical Summary of Recruitment Activity

# AVERAGE DAYS FOR REGULAR RECRUITMENTS




| Comparison in Average Total Days | FY 04/05 | FY 05/06 | % |
|---|---|---|---|
| All Job Types | 78 | 67 | -14% |




1 - JobAps processing fully implemented November 2005. FY 05/06 is a transitional period moving recruitments out of old to new system
2 - SAP-HR/Payroll systems implemented 12/18/2005
3 - EC recruitments are Clerical & Support and Service & Maintenance positions
4 - FY2005/2006 Total Recruitments Adjusted from 137 to 148

**14% Decrease in Total Average Days**

# SUMMARY OF YEARLY RECRUITMENT ACTIVITY

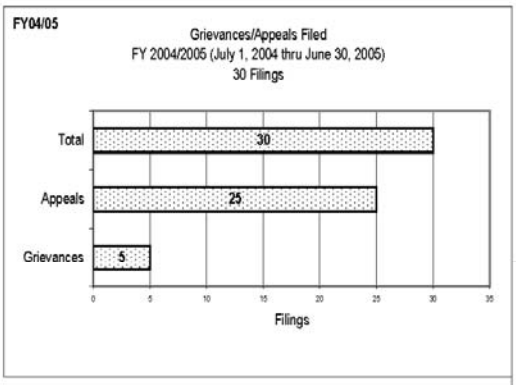
| SUMMARY OF YEARLY RECRUITMENT ACTIVITY | | | |
|---|---|---|---|
| | | | |
| **Application Summary (Regular Recruitments)** | FY 05/06 | FY 04/05 | % change |
| Applications | 5,803 | 3,901 | 49% |
| Requisitions | 202 | 137 | 47% |
| **Employee Certification[1] - Service and Maintenance Positions** | **FY 05/06** | | |
| Applicants | 557 | | |
| Applications | 2,477 | | |
| Requisitions | 15 | | |
| **Employee Certification - Clerical and Support Positions** | **FY 05/06** | | |
| Applicants | 1,064 | | |
| Applications | 4,362 | | |
| Requisitions | 90 | | |
| **Employee Certification - Combined Classes [3]** | **FY 05/06** | **FY 04/05** | |
| Applicants | 1,621 | 593 | 173% |
| Applications [2] | 6,839 | 593 | n/a |
| Requisitions | 105 | 72 | 46% |
| **Requisitions by Category (Regular Recruitments)** | **FY 05/06** | **FY 04/05** | |
| Permanent | 183 | 121 | 51% |
| Temporary | 12 | 8 | 50% |
| Substitute | 7 | 8 | -13% |
| **Requisitions by Type (Regular Recruitments)** | **FY 05/06** | **FY 04/05** | |
| County Wide Promotional | 5 | 17 | -71% |
| Departmental Promotional | 55 | 39 | 41% |
| Lateral Transfer | 2 | 2 | 0% |
| Open | 140 | 79 | 77% |
| **Existing List and Misc Action Requisitions** | **FY 05/06** | **FY 04/05** | |
| 5.05(a) | 83 | 84 | -1% |
| Regular Promotion | 112 | 126 | -11% |
| Classification Transfer | 2 | n/a | n/a |
| Provisional | 2 | 1 | 100% |
| Reinstatement | 4 | 1 | 300% |
| Restoration | 1 | 1 | 0% |
| Voluntary Reduction | 7 | 1 | 600% |
| Quick Cert | 6 | 5 | 20% |
| Existing List | 138 | 89 | 55% |
| **Hiring Activity** | **FY 05/06** | **FY 04/05** | |
| Regular Recruitments (permanent) | 188 | 167 | 13% |
| EC Service & Maintenance | 31 | 12 | 158% |
| EC Clerical & Support | 64 | 49 | 31% |

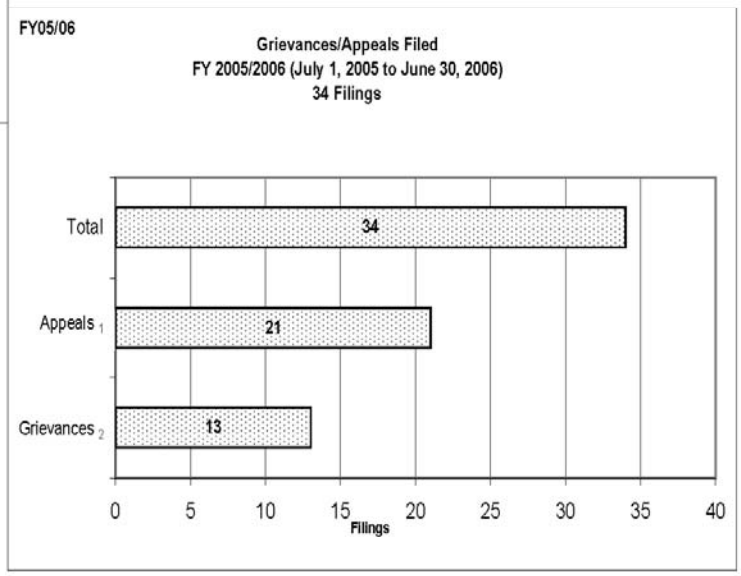
1 - Employee Certification positions include Clerical & Support and Service & Maintenance
2 - Legacy EC system applied one application to multiple positions. New system applies one application to one position resulting in a higher number of applications
3 - Data from legacy EC system does not provide separate application statistics for Service & Maintenance and Clerical & Support positions. Statistics are presented as a combined total for both class sets

**13% Increase in Permanent Hires**

## Statistical Summary

# GRIEVANCES AND APPEALS FILED



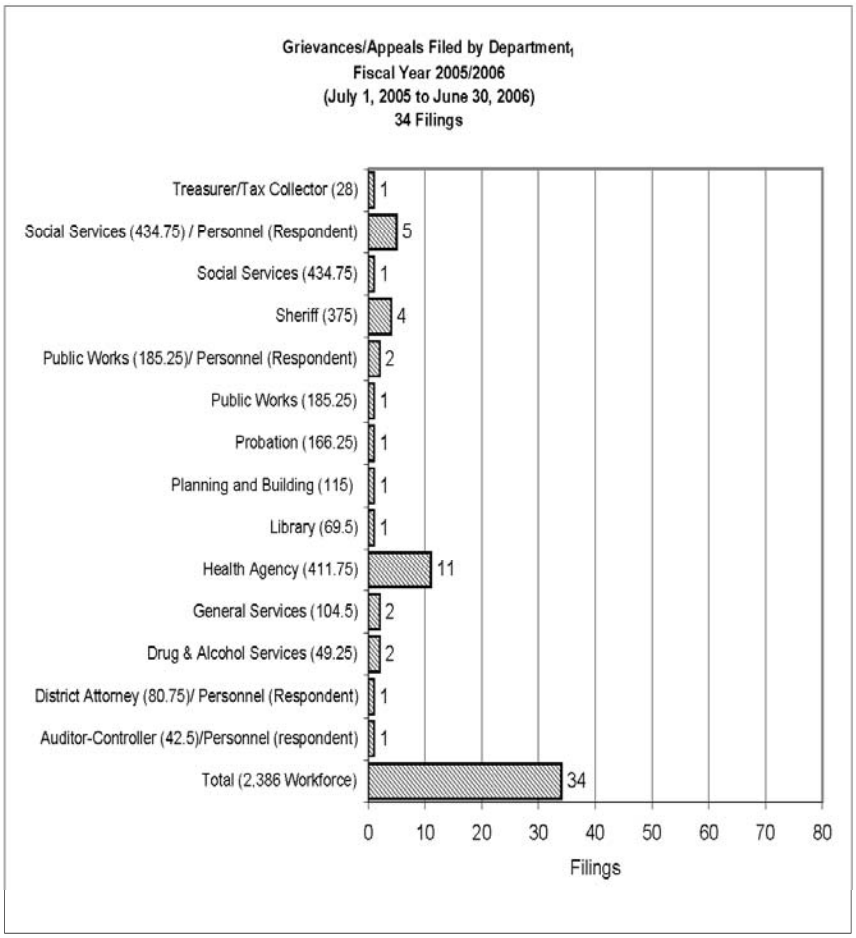




1 - Appeals: (see Rule 4.06)
An appeal of a classification action, ruling by Personnel Director, a decision by Personnel Director, a final written order made by an appointing authority, pursuant to an evaluation, or rejection of employee's name to the eligible list
2 - Grievances: (see Rule 4.05)
Complaints of unfair or improper treatment in county employment

**13% Increase in Grievances and Appeals filed**

## Statistical Summary

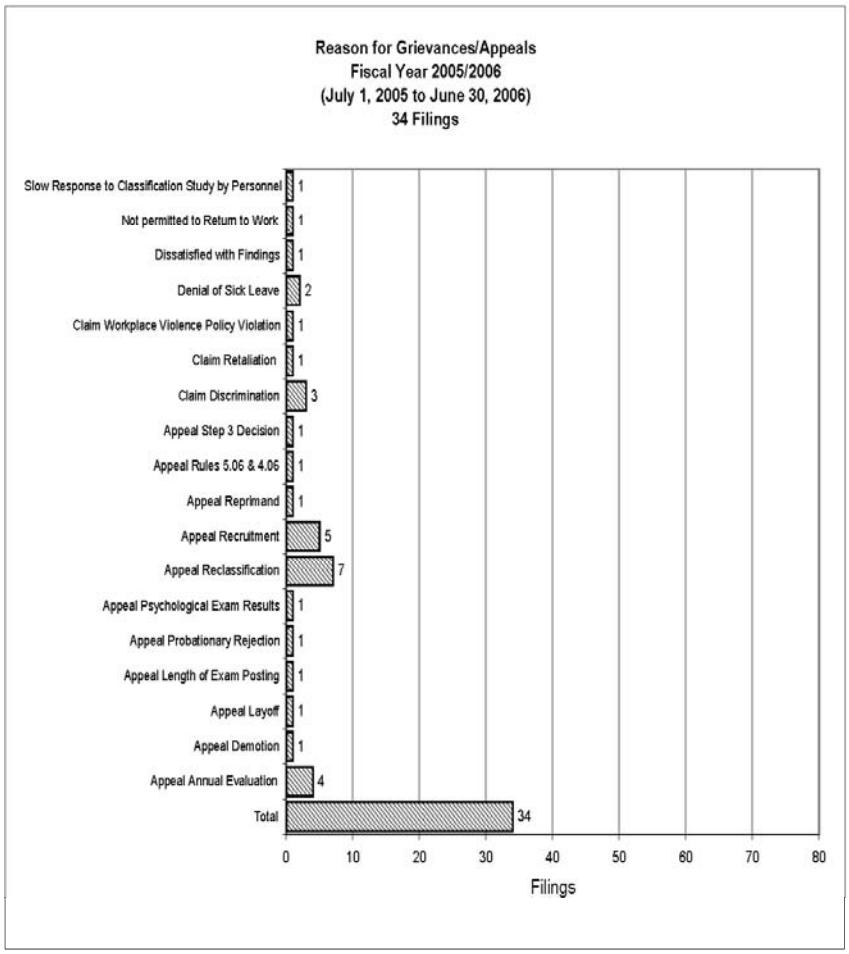
# GRIEVANCES AND APPEALS FILED BY DEPARTMENT




1 - Numbers in parenthesis are department's Full-Time Equivalent Allocated Positions

## Statistical Summary

# REASON FOR GRIEVANCES AND APPEALS



## Statistical Summary

# COUNTY WORKFORCE AND APPLICANT POOL DEMOGRAPHICS

County Workforce and Applicant Pool Demographics

| Gender | Female | Male | Total | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Workforce (as of June 30, 2006) | 57% | 43% | 2,439 | | | | | | |
| Applications [1] | 60% | 36% | 12,990 | | | | | | |
| US Census Bureau (County of SLO - 2000) | 49% | 51% | 246,681 | | | | | | |
| | | | | | | | | | |
| **Race** | **White** | **Hispanic** | **Black** | **Asian/Pacific Islander** | **No Response** | **Other[2]** | **Filipino** | **American Indian/ Alaskan Native** | **TOTAL** |
| Workforce (as of June 30, 2006) | 88% | 9% | 1% | 1% | n/a | n/a | n/a | 1% | 2,386 |
| Applications [1] | 70% | 18% | 2% | 2% | 2% | 2% | 2% | 2% | 13,412 |
| US Census Bureau (County of SLO - 2000) | 74% | 14% | 2% | 3% | n/a | 5% | 1% | 1% | 246,681 |
| | | | | | | | | | |
| **Age** | **Under 20** | **20-29** | **30-39** | **40-49** | **50-59** | **60 and over** | **Total** | | |
| Workforce (as of June 30, 2006) | 0% | 7% | 18% | 33% | 35% | 7% | 2,422 | | |
| | **Under 21** | **21 - 29** | **30 - 39** | **40 - 49** | **50 - 59** | **60 and Over** | **Total** | | |
| Applications [1] | 4% | 29% | 25% | 22% | 16% | 2% | 13,412 | | |
| | **Under 21** | **20 - 34** | **35 - 44** | **45 - 54** | **55 - 64** | **65 and Over** | **Total** | | |
| US Census Bureau (County of SLO - 2000) | 26% | 21% | 16% | 15% | 9% | 14% | 246,681 | | |

1 - Statistics are compiled by application, not by applicant.
2 - Other = races not listed

**22% of All Applications in 40-49 Age Range**

# Personnel Department Staff Accomplishments

## GRIEVANCES AND APPEALS

**Results:**
1. Successfully resolved 53% of the grievances and appeals avoiding the costs associated with the actual CSC hearing process.
2. Reduced the average processing time by 1.4 weeks.

**Process Improvements:**
1. Included the CSC clerk in the pre-hearing process to assist in preparing the appellant and respondent for CSC hearings.
2. Personnel staff developed and presented a "length of process" report and the associated analysis to the CSC.
3. Personnel staff improved guidelines, tracking of cases and wrote definitions to be used in identifying the ultimate disposition of grievances and appeals.
4. Personnel continued working even more closely with County Counsel, Risk Management and the departments using strategy sessions, consultants, internal and external investigators/counsel on the more problematic employee situations.

## RECRUITMENT, TESTING, AND CERTIFICATION

**Results:**
1. Fully implemented JobAps in October/November 2005 which included Electronic Certification (EC) with Online Testing for Clerical positions, improved EC selection criteria for Service and Maintenance positions, and "Track and Hire" which manages the entire hiring process, which assists customer departments and helps Personnel to coordinate recruitments.
2. Reduced overall recruitment timeline by 14%.
3. Received favorable responses from applicants regarding the JobAps system and staff responsiveness to questions and necessary fixes.

**Process improvements:**
1. Included actual examinations using PreVisor on line testing in the ranking of all entry level positions.
2. Completely automated the required Closed Tally process for recruitments.
3. Created an electronic "Guide to Oral Boards" and updated the brochure.
4. Developed and implemented a Recruitment Performance Survey using E-GOV tools for collecting performance data and information for continuous process improvement.
5. Successfully piloted and implemented Client Service Teams of Analysts and Aides to further improve customer service to departments and applicants, aligned workload to appropriate classifications and more fully utilized the automation potential of JobAps.

## PERFORMANCE MEASUREMENT

**Results:**
1. Developed a Quarterly Report concept (endorsed by the CSC) which established a data baseline of the 2004/05 fiscal year using the new automation.
2. Improved and established new performance-based budget measures.

*continued on next page*

## Personnel Department Staff Accomplishments-*continued*

3. Completed dashboards for prioritizing and tracking major department functions.
4. Consultant Patrick Ibarra with The Mejorando Group, developed and presented a high level Organizational Effectiveness Report Card to the CSC accompanied by a strategic plan report that noted all of the 174 recommendations were evaluated and over 80% of the 137 actionable items implemented from the Winter of 2003 CPS Human Resources Organizational Assessment essentially completing the effort and moving all future planning to the strategic planning process.
5. Completed the Covey three year Organizational Health Assessment which demonstrated that internal Personnel Department results were significantly improved, but that customers were not seeing improved service delivery at the time of the survey, November 2005.

### CSC RULE CHANGE PROPOSALS

**Results:**
1. CSC appoints the Personnel Director as their negotiator.
2. Rule 13 negotiations were initiated and a comprehensive 2005 draft package of proposed rule changes is under final review by the Commission.

### CLASSIFICATION PLAN

**Results:**
1. Staff completed an extensive study of Ordinance 2.40.060, Unclassified Positions and created new "unclassified positions" reference files and updated the web site information and the County Bulletin Board.
2. Updated and refined the Classification Resolution and Guidelines with the CSC.
3. Personnel and Administration coordinated organizational studies for the Health Agency, Assessor's Office, Personnel and continued work on the Department of Social Services with the CSC approving associated job specifications.

**Process Improvements:**
1. Improved Classification Window Period processes, implemented the processes and completed the related studies on time.

### CSC LEGAL REPRESENTATION

**Results:**
1. Staff released Request for Proposals for "non-County" legal services to handle CSC hearings for discipline and grievance/appeals when County Counsel declares a conflict. This created an opportunity for County Counsel to represent the departments in disciplinary matters from the beginning through the final appeal process, including writs to Superior Court. Potential costs savings are anticipated from the additional support departments will receive from Counsel avoiding legal oversights and reducing the need to pay outside counsel to represent departments in administrative and legal proceedings.

*continued on next page*

# Personnel Department Staff Accomplishments-*continued*

**HARASSMENT PREVENTION**

**Results:**
1. Successfully completed Countywide Sexual Harassment Prevention Supervisory Training, required by AB1825.

**EMPLOYEE UNIVERSITY**

**Results:**
1. Completed piloting High Performance Management with the Information Technology Department and Library while continuing to refine the related training materials.
2. Experienced class crashers, a further indication of the desirability/value of the curriculum being provided.

**Process Improvement:**
1. Added additional classes and topics.
2. Updated the Employee University brochure.
3. Implemented E-GOV which further improved the Employee University web site.
4. Improved and streamlined course surveys for establishing Return on Investment.
5. Streamlined and organized annual curriculum planning and contracting with vendors.

**ADMINISTRATIVE ITEMS**

**Results:**
1. Effectively managed the Clinical Laboratory Layoffs in a timely manner.
2. Improved the relationship and coordination between the Administrative Office and Personnel Department staff, noted by a lack of negative feedback based upon surveys and anecdotal comments.
3. Successfully implemented the E-GOV initiative improving navigation of the Human Resources web site.

**Process Improvements:**
1. Improved and updated the Employee Calendar and posted electronically on the County Bulletin Board.
2. More fully developed the Records Retention Plan in preparation for Integrated Document Management automation.
3. Completed and established processes for the Board of Supervisors' Salary Comparison Study.
4. Created a saving of 500 hours annually, valued at $24,500 by taking full advantage of new automation and developed the "New Employment Opportunities Report".
5. Streamlined the Employee Time in Service Awards Program by reducing the number of steps from 53 to 16, and assigned the workload to support staff.
6. Partnered with Risk Management on the successful implementation of the new pre-placement exam processes.
7. Implemented ongoing training and support to new staff creating a learning environment for all staff due to new systems, ongoing review of past practices, and streamlining of processes for continuous improvement.

*continued on next page*

# Personnel Department Staff Accomplishments-*continued*

**ENTERPRISE FINANCIAL SYSTEM HUMAN RESOURCES PAYROLL AUTOMATION SYSTEM**

**Results:**

1. Go-live was successful in December 2005, resulting in improved business processes and reporting capabilities.
2. Implemented EFS-HR-Payroll and saved approximately 120 hours of Human Resources Analyst Aide time by eliminating some special reporting. Implemented streamlining processes which will assist with absorbing the workload transferred from the Auditor-Controller Department.
3. Implemented initial streamlining of the 5.05 process and additional effort is underway.

**PRE-EMPLOYMENT BACKGROUND CHECK PROGRAM**

**Results:**

1. Reduced the processing time through vendor management and improvements by 2 days with a majority of the reports that do not have red flags being processed in 3 days or less.
2. Officially avoided 14 bad hires in the last 16 months by sending adverse action packets and removing the candidates from certification lists.

**Process Improvement:**

1. Streamlined temporary employee hiring, including the background check processing.

**Civil Service Commission, 1055 Monterey Street, Suite D-250, San Luis Obispo, CA 93408**
**805-781-5959, Human Resources Department, www.slocounty.ca.gov/hr**

COUNTY ORDINANCE
INFORMATION LOCATED ON
www.slocounty.ca.gov/hr

## Chapter 2.40 CIVIL SERVICE SYSTEM


2.40.010 Adoption.

2.40.020 Commission--Creation--Membership.

2.40.030 Compensation for commission members.

2.40.040 Operating funds.

2.40.050 Contracting for examinations.

2.40.060 Classified and unclassified service.

2.40.070 Duties of commission and personnel director.

2.40.080 Commission rules.

2.40.090 Vacancies in peculiar positions.

2.40.100 Examination requirements.

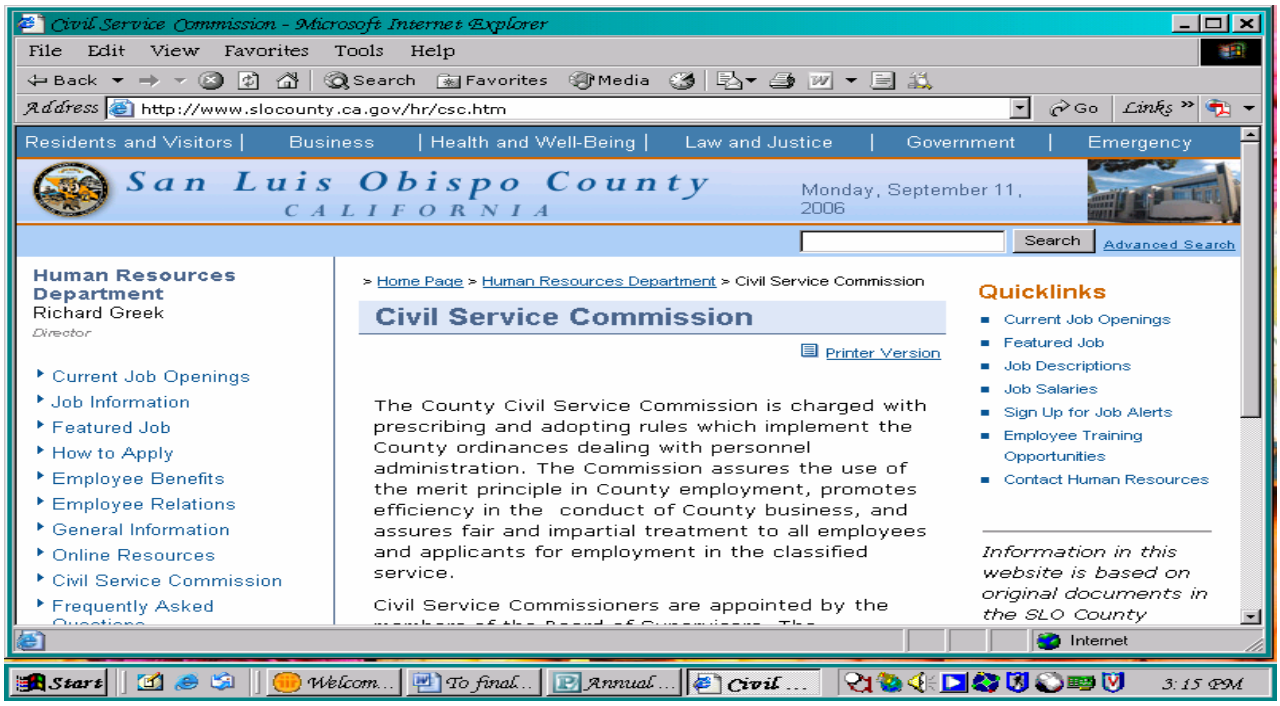
2.40.110 Discrimination prohibited.

2.40.120 Reductions, suspensions and dismissals.

2.40.130 Employee status.

2.40.140 Prerequisites to salary payment.

2.40.150 Veteran's preference.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