



Special UMC Human Resources and Executive Compensation Committee Meeting

Monday, February 26, 2024 11:30a.m.

UMC Trauma Building - Providence Suite 5th Floor

Las Vegas, NV 89102

AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE
SPECIAL MEETING

February 26, 2024 11:30 a.m.
800 Hope Place, Las Vegas, Nevada
UMC Trauma Building, ProVidence Suite (5th Floor)

Notice is hereby given that a meeting of the UMC Governing Board Human Resources and Executive Compensation Committee has been called and will be held at the time and location indicated above, to consider the following matters:

This meeting has been properly noticed and posted online at University Medical Center of Southern Nevada's website <http://www.umcsn.com> and at Nevada Public Notice at <https://notice.nv.gov/>, and at University Medical Center 1800 W. Charleston Blvd. Las Vegas, NV (Principal Office)

- The main agenda is available on University Medical Center of Southern Nevada's website <http://www.umcsn.com>. For copies of agenda items and supporting back-up materials, please contact Stephanie Ceccarelli, Board Secretary, at (702) 765-7949. The Human Resources and Executive Compensation Committee may combine two or more agenda items for consideration.
- Items on the agenda may be taken out of order.
- The Human Resources and Executive Compensation Committee may remove an item from the agenda or delay discussion relating to an item at any time.
- Consent Agenda - All matters in this sub-category are considered by the Human Resources and Executive Compensation Committee to be routine and may be acted upon in one motion. Most agenda items are phrased for a positive action. However, the Committee may take other actions such as hold, table, amend, etc.
- Consent Agenda items are routine and can be taken in one motion unless a Committee member requests that an item be taken separately. For all items left on the Consent Agenda, the action taken will be staff's recommendation as indicated on the item.
- Items taken separately from the Consent Agenda by Committee members at the meeting will be heard in order.

SECTION 1. OPENING CEREMONIES

CALL TO ORDER

1. Public Comment

PUBLIC COMMENT. This is a period devoted to comments by the general public about items on *this* agenda. If you wish to speak to the Committee about items within its jurisdiction but not appearing on this agenda, you must wait until the "Comments by the General Public" period listed at the end of this agenda. Comments will be limited to three minutes. Please step up to the speaker's podium, clearly state your name and address and please *spell* your last name for the record. If any member of the Committee wishes to extend the length of a presentation, this will be done by the Chair, or the Committee by majority vote.

- 2. Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation Committee meeting on January 22, 2024. (For possible action)**
- 3. Approval of Agenda. (For possible action)**

SECTION 2. BUSINESS ITEMS

4. Review and discuss the Fifth Amendment to the CEO's Employment Agreement; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*
5. Review and discuss the creation of the new Remote Work Policy and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*
6. Review and discuss the change to the HR procedure for Disciplinary Hearing Process, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*
7. Review and discuss the revisions to various HR policies and procedures regarding references to Administrative Leave Days and Compensation Plans; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. *(For possible action)*

SECTION 3. EMERGING ISSUES

8. Identify emerging issues to be addressed by staff or by the UMC Governing Board Human Resources and Executive Compensation Committee at future meetings; and direct staff accordingly. *(For possible action)*

COMMENTS BY THE GENERAL PUBLIC

A period devoted to comments by the general public about matters relevant to the Committee's jurisdiction will be held. No action may be taken on a matter not listed on the posted agenda. Comments will be limited to three minutes. Please step up to the speaker's podium, clearly state your name and address and please **spell** your last name for the record.

All comments by speakers should be relevant to the Committee's action and jurisdiction.

UMC ADMINISTRATION KEEPS THE OFFICIAL RECORD OF ALL PROCEEDINGS OF UMC GOVERNING BOARD HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE. IN ORDER TO MAINTAIN A COMPLETE AND ACCURATE RECORD OF ALL PROCEEDINGS, ANY PHOTOGRAPH, MAP, CHART, OR ANY OTHER DOCUMENT USED IN ANY PRESENTATION TO THE BOARD SHOULD BE SUBMITTED TO UMC ADMINISTRATION. IF MATERIALS ARE TO BE DISTRIBUTED TO THE COMMITTEE, PLEASE PROVIDE SUFFICIENT COPIES FOR DISTRIBUTION TO UMC ADMINISTRATION AND LEGAL COUNSEL.

THE COMMITTEE MEETING ROOM IS ACCESSIBLE TO INDIVIDUALS WITH DISABILITIES. WITH TWENTY-FOUR (24) HOUR ADVANCE REQUEST, A SIGN LANGUAGE INTERPRETER MAY BE MADE AVAILABLE (PHONE: 765-7949).

**University Medical Center of Southern Nevada
Governing Board Human Resources and Executive Compensation Committee
Monday, January 22, 2024**

UMC ProVidence Suite
Trauma Building, 5th Floor
800 Hope Place
Las Vegas, Clark County, Nevada
Monday, January 22, 2024
2:00 p.m.

CALL TO ORDER

The University Medical Center Governing Board Human Resources and Executive Compensation Committee met at the time and location listed above. The meeting was called to order at the hour of 2:00 p.m. by Chair Jeff Ellis and the following members were present, which constituted a quorum of the members thereof:

Committee Members:

Present:

Jeff Ellis, Chair (via WebEx)
Renee Franklin (via WebEx)

Absent:

Laura Lopez-Hobbs (Excused)

Others Present:

Mason Van Houweling, Chief Executive Officer (WebEx)
Ricky Russell, Chief Human Resources Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Rosalind Bob, Human Resources Director
Susan Pitz, General Counsel
James Conway, Assistant General Counsel
Stephanie Ceccarelli, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chairman Ellis asked if there were any persons present in the audience wishing to be heard on the item listed on this agenda.

None present.

ITEM NO. 2 Approval of minutes of the regular meeting of the UMC Governing Board Human Resources and Executive Compensation meeting on November 13, 2023. (For possible action)

FINAL ACTION:

A motion was made by Member Franklin that the minutes be approved as presented. Motion carried by unanimous vote.

ITEM NO. 3 Approval of Agenda (For possible action)

FINAL ACTION:

A motion was made by Member Franklin that the agenda be approved as recommended. Motion carried by unanimous vote.

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Review and discuss the Chief Human Resource Officer Updates; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- None

DISCUSSION:

Ricky Russell, CHRO, reviewed the following updates:

First, Mr. Russell provided a brief review of the organizational goals specific for HR. He focused on the goal to identify and create a career pathway growth plan, which is anticipated to be met by the end of June. He added that all of the other goals are on target at this time and should be met.

Official notice has been received from SEIU to begin bargaining negotiations for a new contract. Bargaining teams have been identified and the first bargaining session will be held on February 15th. The expiration of the current contract is June 30th.

New RFPs were put out and have been awarded for background check, drug screening and 3rd party FMLA administrator and are in the process finalization and integration. A newer RFP will be out for a new performance review system. The intranet will be rebuilt and will be more user friendly and streamlined.

Ongoing recruitment in HR to backfill a recruiter role. Hope to have this filled in the next 30 days.

FINAL ACTION:

None

ITEM NO. 5 Review and discuss the FY24 year-to-date Turnovers & Hires; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

None

DISCUSSION:

Mr. Russell highlighted statistics of the year to date FY2024 staffing hires and terminations.

All employee turnover sits at 3.95% through December 31, 2023 for voluntary turnovers. RN voluntary turnover is at 2.72%. Historically turnovers increase in the spring.

The number of hires in December was 79 and a total of 632 in the last 6 months. Considering the category of term types, full-time and part-time was approximately 57% voluntary, 8% involuntary, 11% were failed probation and about 22% were retirement.

Overall UMC employees approximately 4,600 employees, 3,700 of which are full or part-time employees and 960 per diem employees. There are about 1,500 RNs with 1,146 being full or part-time and 374 per diems.

There was continued discussion regarding the retirement trends.

FINAL ACTION:

None

ITEM NO. 6 Receive and discuss the previously requested information regarding demographics of UMC employees; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

None

DISCUSSION:

Mr. Russell presented information regarding demographics for UMC employees. The break down was categorized by ethnicity/race, gender, age, and years of service. UMC employs approximately 72 percent female and 28 male employees. About 33% are Asian, followed by 26% White and 17% each for Black/African American and Hispanic/Latino.

A range of ages was discussed next. Approximately 78% of employees are in the 30-59 age range and about 9% are in the 60's.

Mr. Russel continued, adding 55% of employees have been at UMC less than 5 years, 22% have been employed between 5-10 years and 15% between 11-19 years, 7% between 20-29 years and 1% over 30 years. Per diems were included these statistics, as this could impact department efficiencies.

A slide was presented giving a high level overview on eligible retirement data. The example showed employees 62 and older with 5-years of service, which is about 6.8% of all employees and 6.9% of RNs. The slide provided a breakdown

of employees based on their classification as director, manager, all physicians and ambulatory physicians that would fall into this retirement category.

There was continued discussion regarding the PERS eligibility for per diem employees. Mr. Russell responded that they are not eligible unless they work above the threshold hours for the year. Ms. Wakem added that these hours are monitored by the payroll department.

FINAL ACTION:

ITEM NO. 7 Receive and discuss the revisions to the Physician & Non-Physician Provider Traditional Compensation Plan; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

None

DISCUSSION:

The following substantive changes to this Compensation Plan were reviewed. Mr. Russell commented that there are other changes that will be added in the future, due to other classification that are being considered to be added to this plan. The changes today are related to Radiology.

1. The revised plan will be effective February 1, 2024, and will cover existing and future employees within the identified classifications.
2. Language change to “compensation package”
3. Language change to clarify base salary changes would be re-evaluated “every other year”
4. A paragraph was added to memorialize the CEO’s authority to award bonus’
5. Revision to the Radiology Appendix 2

A lengthy discussion ensued regarding payment of relocation and sign-on bonuses. The Committee would like to consider the topic of relocation packages at a future meeting.

Rates have been updated to be reflective of potential full range for an experienced hire. Mr. Russel reviewed the four rate changes. The discussion ensued regarding the rates and compensation package.

FINAL ACTION:

A motion was made by Member Franklin that the changes to the physician compensation plan be approved as presented. Motion carried by unanimous vote.

SECTION 3. EMERGING ISSUES

ITEM NO. 8 Identify emerging issues to be addressed by staff or by the UMC Governing Board Human Resources sand Executive Compensation Committee at future meetings; and direct staff accordingly. *(For possible action)*

Discussion:

Special meeting within the next 30 days.

COMMENTS BY THE GENERAL PUBLIC:

At this time, Chair Ellis asked if there were any persons present in the audience wishing to be heard on any items not listed on the posted agenda.

SPEAKERS(S): None

There being no further business to come before the Committee at this time, at the hour of 2:43 p.m. Chairman Ellis adjourned the meeting.

Approved:

Minutes Prepared by: Stephanie Ceccarelli

**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION
COMMITTEE
AGENDA ITEM**

Issue: Fifth Amendment to the CEO’s Employment Agreement	Back-up:
Petitioner: Ricky Russell, Chief Human Resources Officer	Clerk Ref. #
<p>Recommendation:</p> <p>That the Human Resources and Executive Compensation Committee review and discuss the Fifth Amendment to the CEO’s Employment Agreement; and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. <i>(For possible action)</i></p>	

FISCAL IMPACT:

No increase to current base compensation. Merit and incentive compensation will be made pursuant to annual evaluation as determined by the Governing Board. Funds to cover the costs of wages, benefits, and any increases will be budgeted. The fiscal impact for the scheduled PERS service credit purchase on the CEO’s behalf for March 1, 2024 was previously budgeted, and the estimated cost of twelve (12) months of PERS service credit will be approximately \$125,000 for future purchases.

BACKGROUND:

On December 17, 2014, the Governing Board approved the CEO’s Employment Agreement setting forth the length of employment, as well as the compensation and benefits of Mason Van Houweling. Subsequently, on June 24, 2015, the First Amendment to the CEO’s Employment Agreement was effective, and deleted and replaced Schedule B to the Employment Agreement to allow for a new set of performance objectives and related timeframes for evaluation.

On August 23, 2017, the Second Amendment to the CEO’s Employment Agreement was effective and extended the length of the Employment Agreement to June 30, 2022. The Second Amendment resulted in no increase to the current base salary other than annual merit increases for the duration of the contract period, along with changes to the time periods for evaluation and payment of any

Cleared for Agenda

earned incentive compensation. In addition, the process for the determination of annual goals was addressed.

On January 27, 2021, the Third Amendment to the CEO's Employment Agreement was effective and extended the length of the Employment Agreement to June 30, 2025. In consideration for extension of the Employment Agreement, UMC agreed to purchase twenty-four (24) months of service credits in the Public Employee Retirement System of Nevada ("PERS") on the CEO's behalf.

On March 30, 2022, the Fourth Amendment to the CEO's Employment Agreement was effective and amended to incorporate the UMC Management Compensation Plan policy (the "M-Plan") into the Employment Agreement.

This Fifth Amendment to the CEO's Employment Agreement would extend the length of the Employment Agreement to December 31, 2028. The already scheduled PERS service credit purchase to be paid in FY24, will be paid on or about March 1, 2024. In consideration for extension of the Employment Agreement to December 31, 2028, UMC will purchase an additional twenty-four (24) months of service credit in PERS on the CEO's behalf, on or about April 1, 2026 and December 1, 2028. The CEO must be employed by UMC at the time the PERS credit is purchased on his behalf and any resulting taxes from the purchase of PERS credit shall be the sole responsibility of the CEO. Additionally, the Fifth Amendment makes certain amendments to address current UMC operations and provides the CEO with early termination rights upon a change in control in the management, ownership or control of UMC hospital.

Cleared for Agenda

Agenda Item #

**FIFTH AMENDMENT
EMPLOYMENT AGREEMENT**

THIS FIFTH AMENDMENT, effective March 1, 2024 (“Fifth Amendment”), is made by and between, W. Mason Van Houweling, (hereinafter referred to as “VANHOUEWELING”), and University Medical Center of Southern Nevada, acting by and through its Governing Board (hereinafter referred to as “UMC”).

WHEREAS, the parties entered into the Employment Agreement effective on December 5, 2014 (hereinafter “Agreement”).

WHEREAS, the parties executed the First Amendment to the Agreement to amend provisions related to employee performance objectives and the evaluation process, effective June 24, 2015.

WHEREAS, the parties entered in the Second Amendment to the Agreement to extend the term of the Agreement and amend incentive compensation and other terms related to annual goals, effective August 23, 2017.

WHEREAS, the parties executed the Third Amendment to the Agreement to extend the term of the Agreement and provide for twenty-four (24) months of PERS Service Credits as consideration for employee retention, effective January 27, 2021.

WHEREAS, the parties executed the Fourth Amendment to the Agreement to incorporate certain Management Plan (the “M-Plan”) changes, effective March 30, 2022.

WHEREAS, the parties hereto desire to further amend the Agreement to extend the term of the Agreement and to purchase two additional years of PERS service credits as consideration for VANHOUEWELING’s retention as set forth herein.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein and in the Agreement, the parties agree as follows:

1. Delete Section 1 in its entirety and replace it with the following:

Section 1. TERM. The term of the Agreement shall commence as of December 5, 2014 and, unless earlier terminated pursuant to this Agreement or by operation of law, shall terminate as of December 31, 2028.

2. Delete Section 2.01 in its entirety and replace it with the following:

Section 2.01. SERVICES. VANHOUEWELING shall provide administrative and management services for the HOSPITAL. VANHOUEWELING’s services shall be in conformity with all applicable Federal laws and regulations, Nevada Revised Statutes,

Clark County Code Chapter 3.74, and with the standards for an accredited HOSPITAL as provided in Section 2.02 below, including activities which are customary and usual in connection herewith, including but not limited to the services specifically set forth herein below, and with the bylaws, policies and procedures, and decisions UMC adopts from time to time. Those duties shall include the administration and management of all of the HOSPITAL's departments, inclusive of clinical and non-clinical services and the employment and/or contracting of services necessary for the proper operations thereof in accordance with all requirements set forth in this Agreement. Except as expressly limited hereunder and consistent with UMC's status as licensee pursuant to NRS Chapter 449, an accredited provider with the Centers for Medicare and Medicaid Services (CMS), and subject to UMC's budgetary approval pursuant to Section 2.12, VAHOUEWELING's supervisory responsibilities include recommendation of charges for the HOSPITAL daily room rate and other services, the development and implementation of labor policies, including wage rates, the hiring and discharging of employees, the installation of employee compensation and benefits plans, the development and implementation of operating business and administrative policies, and recommendations with respect to Hospital Bylaws and rules and regulations, all for the approval of UMC, the UMC Governing Board or the UMC Board of Hospital Trustees, as applicable and as consistent with County Code Chapter 3.74. VANHOUWELING shall devote his full time and effort to the performance of these duties, and in doing so, shall comply with all Federal and State laws applicable thereto.

3. Delete Section 2.05 in its entirety.
4. Delete the last two sentences of Section 4.03 and replace it with the following:

VANHOUWELING must be employed by UMC at the time the bonus is paid pursuant to this Section 4.03; provided however, in the event this Agreement did not terminate earlier and upon the expiration of the term of the Agreement, this Section 4.03 will survive such expiration for purposes of processing the incentive bonus to VANHOUWELING for Fiscal Year 2028. Notwithstanding the foregoing, no incentive bonus will be due VANHOUWELING for Fiscal Year 2029 to the extent this Agreement expires prior to the end of Fiscal Year 2029. The parties acknowledge and agree that in the event of any conflict between the M-Plan document and VANHOUWELING's Employment Agreement, the terms of this Employment Agreement shall control.

5. Delete Section 4.04 in its entirety and replace it with the following:

Section 4.04 PERS SERVICE CREDIT. As further consideration for the ongoing retention of VANHOUWELING's employment over the term of the Agreement, UMC agrees to purchase certain service credits in the Public Employees Retirement System of Nevada ("PERS" or "System") on VANHOUWELING's behalf. The PERS service credits shall total no more than forty-eight (48) months of PERS service credit upon the following

schedule (as calculated by the System’s actuary based upon the rates and terms in effect at the time of purchase): (a) twelve (12) months of PERS service credit on or about April 1, 2021; (b) twelve (12) months of PERS service credit on or about March 1, 2024; (c) twelve (12) months of PERS service credit on or about April 1, 2026; and (d) twelve (12) months of PERS service credit on or about December 1, 2028. VANHOUWELING must be employed by UMC at the time the PERS service credit is purchased on his behalf. Any resulting taxes from the purchase of PERS service credit shall be the sole responsibility of VANHOUWELING. Notwithstanding anything in this Section 4.04 all payments made pursuant to this Section 4.04 must not exceed that which is allowable under applicable law, including but not limited to NRS Chapter 286.

6. Delete Section 5.01 in its entirety and replace it with the following:

Section 5.01. Early Termination. After the first year of VANHOUWELING’s employment, and upon forty-five (45) days written notice, either party may terminate this Agreement in the event of the following:

- A. UMC may terminate this Agreement and VANHOUWELING’s employment, without cause, for its convenience; and/or
- B. VANHOUWELING may terminate this Agreement upon a change of control of UMC. For purposes of this Section 5.01 “a change of control” shall mean a material change in the management, ownership or control of UMC.

Should either party exercise his or its rights pursuant to this Section 5.01, then VANHOUWELING shall be entitled to a separation fee equal to one year of his base salary, which shall be paid out monthly for twelve months. The separation fee shall cease if VANHOUWELING accepts employment with comparable compensation during the separation period. VANHOUWELING shall provide UMC notice if he accepts any employment during this separation period.

7. Except as expressly amended in this Fifth Amendment, the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the parties have caused this Fifth Amendment to be executed.

Employee

Hospital Governing Board, University Medical
Center of Southern Nevada

W. Mason Van Houweling

John F. O’Reilly, Chairman

**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION
COMMITTEE
AGENDA ITEM**


Issue: Remote Work Policy	Back-up:
Petitioner: Ricky Russell, HR Director	Clerk Ref. #
<p>Recommendation:</p> <p>That the Human Resources and Executive Compensation Committee review and discuss the creation of the new Remote Work Policy, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. <i>(For possible action)</i></p>	

FISCAL IMPACT:

Unknown

BACKGROUND:

UMC is creating a Remote Work Policy that will set forth the structure for remote work when and if a decision is made to allow it within a classification or department.

	POLICY /GUIDELINE TITLE: Remote Work Program
MANUAL: Human Resources	POLICY OWNER: CHRO or designee
ORIGINATION DATE: March 2024	FINAL APPROVAL DATE:

SCOPE

All University Medical Center Southern Nevada (UMC) employees who are in a pre-approved Remote Work eligible classification.

PURPOSE

UMC considers remote work to be a viable, flexible workplace location option when both the employee and the position are identified as being an efficient and effective way of conducting business. Remote Work does not alter the terms and conditions of employment with UMC, including at-will status as applicable.

POLICY

Remote Work is the assignment of an alternative workplace location based on business needs (Remote Work Program). The Remote Work Program is only permitted in pre-approved classifications and is not universally available to all classifications or employees. Remote Workers are still expected to come into an office for team meetings, project work, new team onboarding, etc. as requested by their leaders.

Employees who work remotely must comply with all federal, state, and local laws, including wage and hour laws, as well as UMC’s policies and procedures. Any violation of this Policy or any other UMC policy, procedure, practices, etc., may result in disciplinary action, including without limitation, ineligibility to participate in the Remote Work Program or termination of employment.

UMC may, in its sole discretion, alter, modify, terminate or re-evaluate an employee's or classification’s participation in the Remote Work Program at any time. When such changes are implemented, and when possible, UMC will endeavor to provide thirty (30) days' advance notice to impacted employees of any such change; however, there is no guarantee any advance notice will be provided

Short-Term or Temporary Remote Work Arrangements

At its sole discretion, UMC senior leadership may approve Short-Term or Temporary remote work arrangements for reasons such as inclement weather, special projects, business travel, or other appropriate circumstances. Short-Term and Temporary remote work arrangements are intended to be finite for short durations and may be approved only on an as-needed basis. All Information Technology (IT) security requirements apply to Short-Term or Temporary remote work arrangements.



POLICY /GUIDELINE TITLE: Remote Work Program

REMOTE WORK PROGRAM PARTICIPATION REQUIREMENTS

Remote Workspace

Participants in the Remote Work Program are required to provide, at their own cost, a remote workspace that is:

- Suitable for performing the essential functions of the position;
- Suitable for placement or installation of UMC business equipment. Employee's assigned UMC business equipment must maintain it in a safe and reasonable manner free from hazards and other dangers; and
- UMC retains all rights to determine whether the proposed remote workspace is suitable for Remote Work Program participation.

Guidelines for the set-up of a safe, comfortable remote workspace will be offered to Remote Work Program participants.

All Remote Work Program participants must complete a remote workspace self-evaluation assessment for their remote workspace, and provide to their direct supervisor prior to participating in the program. A new assessment is recommended whenever the remote workspace location changes.

Once set up, Remote Work Program participants must notify their manager immediately when experiencing significant computer or other connectivity downtime. Management will determine if the employee should work from a UMC office on-site location until any such issues are resolved.

Permanent office space may not be provided to full Remote Work Program participants. UMC will offer, based on availability, "Hotel" workspace or other "flex spaces" for Remote Work Program participants' use when visiting UMC offices.

Meetings and UMC Office On-Site Work

Even when approved as a Remote Work Program participant, management may require UMC office on-site work at any of its locations at any time. Travel to UMC's facilities other than the employee's Primary UMC office location (if less than 100% remote work) for other purposes shall be pre-authorized by the employees department head.

Consistent with applicable law, non-exempt fully Remote Work Program participants (100% remote) who are asked to work at a UMC office on-site location will be paid for reasonable travel time to and from the remote workspace location. Fully Remote Work participants unable to work at home because of a power or internet outage, or other non-related UMC reason, will not be paid for reasonable travel time in these instances.



POLICY /GUIDELINE TITLE: Remote Work Program

RESOURCES

Technology & Equipment

Technological equipment will be issued according to UMC's IT Department standard policies. Replacement of stolen or damaged UMC-owned equipment due to Remote Work Program participant negligence is the responsibility of the participant, as determined by UMC in its sole and reasonable discretion. Printers will NOT be provided to Remote Work Participants. Additionally, printing of any UMC work product at the Remote Work Program space is prohibited without express approval from UMC Senior Leadership.

Utilities

Remote Work Program participants are solely responsible for arranging the installation of necessary internet and telephone line access (if required) in their remote workspace. Reimbursement for Remote Work Program participants for business-related internet and phone expenses will be considered on a case-by-case basis. Any such approval will be subject to the existing UMC policies and procedures.

EXPENSES

Supervisors/Managers of Remote Work Program participants are required to budget, approve, allocate and procure supplies and equipment necessary for these direct reports. All approved expenses incurred that are covered by other UMC policies, will be charged to the Remote Work Program participant's department.

Reimbursable Expenses

UMC may supply or reimburse Remote Work Program participants for business-related expenses that are pre-approved, which may include the following:

- Mileage for travel to and from a UMC office on-site location for an approved work-related purpose in accordance with the Travel & Expense Policy.
- Any other business-related expense approved by the organization.

Remote Work Program participants who believe that the amount they have been reimbursed does not represent a complete reimbursement for all business-related expenses should work with their leadership to submit appropriate documentation for appropriate and complete reimbursement.



POLICY /GUIDELINE TITLE: Remote Work Program

Ordering Supplies

With prior authorization from the participant's supervisor, a participant may utilize their department's regular ordering process to order supplies. Utilizing this process, supplies may be shipped directly to the participant's remote workspace or picked up at the participant's local facility. Supplies refer to any item that is needed to complete the employees work, including but not limited to paper, pens, folders, etc. Employees should confirm supply availability with their order designee prior to incurring an expense.

Mobile Phone and Internet Service Allowance

Based on job responsibilities, eligible Remote Work Program participants may qualify for a UMC issued mobile phone. An internet service allowance may be provided on a case-by-case basis. Any such approval of an internet service allowance, including the amount and frequency of distribution, is at the sole discretion of UMC.

Non-Reimbursable Expenses

UMC will neither supply nor reimburse Remote Work Program participants for the following:

- Unapproved technological equipment - Only IT Department approved technological equipment may be used for business purposes. Any use of personal technological equipment for business purposes must be approved and the Remote Work Program participant assumes all responsibility for use of any such equipment, including the costs related to maintenance, servicing, repairs or replacement.
- Non-business-related travel, including travel to any UMC location for celebrations or activities that has not been approved or requested by leadership.
- Food or beverages consumed in the designated remote workspace.
- Household utilities including but not limited to electricity, water, sewage, etc.

PERFORMANCE MANAGEMENT

All performance management standards, expectations, and objectives apply to Remote Work Program participants. The department head (or designee) of any Remote Work Program participant(s) will develop and communicate standards, processes, mechanisms, etc., to ensure productivity and workplace expectations are met or exceeded.

PROFESSIONALISM

All professionalism expectations apply to Remote Work Program participants.

- **Voice and Electronic Communication:** UMC expects all communication to occur in a professional manner.



POLICY /GUIDELINE TITLE: Remote Work Program

- **Dependability:** Remote Workers are expected to commit to a standard schedule during core business hours and attend scheduled meetings. Scheduled work hours, including changes to scheduled work hours, must be approved by the participant's leader.
- **Responsiveness:** Remote Workers will respond to work-related emails, voicemails, text messages, and communications in a timely manner, but in no event shall a response exceed 48 business hours.
- **Home Office Environment:** UMC recognizes that there may be infrequent, unanticipated events that occur, out of the Remote Work Program participant's direct control that may present a temporary interruption to business work. However, UMC expects that the participant's remote workspace environment will mimic a professional business environment, free from unnecessary interruptions.
- **Dependent Care:** Remote Work is not a substitute for dependent care. Remote Work Program participants are expected to offer their full attention and efforts to their job duties during scheduled work hours.
- **Camera:** Remote Workers will be expected to use UMC provided camera for all WebEx (or similar) meetings, and adhere to the existing UMC dress code policy.

CONFIDENTIALITY

Confidentiality expectations remain unaltered by Remote Work Program participation. Employees are and remain obligated to comply with all policies, procedures, rules, and regulations on confidentiality, including HIPAA requirements, while working at a remote workspace. Violation of confidentiality or any policy related to this subject matter will result in appropriate discipline, up to and including termination of employment.

INCOME TAX

All tax obligations related to Remote Work or the use of the Remote Work Program participant's remote workspace rest solely with the participant. UMC does not provide tax guidance, nor will UMC assume any additional tax liabilities. UMC encourages all Remote Work Program participants to consult with a qualified tax professional on income tax implications.

WORKERS' COMPENSATION

Occupational injuries sustained by an employee while at their remote workspace, while on business travel, or in a UMC office location, must be reported in accordance with current policy. All notice and other policy requirements remain in effect, regardless of the employee's participation in the Remote Work Program.



POLICY /GUIDELINE TITLE: Remote Work Program

Residency & Vehicle Registration Requirements

Unless an exception has been granted to a specific UMC classification by the Clark County Board of Commissioners, all Remote Workers must abide by the Clark County Ordinance No. 3881. Specifically, Remote Workers must establish and maintain Clark County Nevada Residency; and Register in Nevada any vehicle owned and operated within Nevada.

TERMINATION OF EMPLOYMENT – RETURN OF EQUIPMENT

Unless other arrangements are approved by management and Human Resources, UMC property and confidential information must be returned immediately to UMC upon termination of employment. Departing employees who fail to comply with this requirement may be deemed ineligible for rehire within UMC. The fair market value of unreturned equipment may be deducted from the employee’s final paycheck or invoiced to the extent allowable under law.

PROCEDURE

- The Chief Executive Officer (or designee(s)) in conjunction with the senior leadership of the department, will determine which UMC classifications and employees are eligible to participate in the Remote Work program; and whether such approval is for Fully Remote Work or Partial Remote Work.
- An employee within an approved Remote Work classification may submit a written request to their department head requesting to participate in the program.
- The department head and human resources will review the request, including but not limited to whether granting the request is consistent with business needs, if performance expectations can be met, and the employee can reasonably perform the essential functions of the position, and determine collectively if the request will be approved.
- In certain circumstances, Remote Work requests may be approved with the sole consent of Human Resources.
- UMC reserves the right to alter, modify or terminate all remote work arrangements based on business needs, employee performance, or for any other reason.



POLICY /GUIDELINE TITLE: Remote Work Program

DEFINITIONS

1. **Remote Work:** Is the partial or full assignment of an alternative workplace location based on business needs. UMC has sole authority in determining if an employee (or classification) is partial or full assignment to Remote Work. Full assignment means that the employee will no longer have a dedicated space at a UMC facility, and will work primarily from the Remote Work assigned office space. Partial Remote Work is when an employee maintains a dedicated space at a UMC facility, but works at a Remote Work assignment less than full-time. The frequency of any partial Remote Work assignment (e.g., two days a pay period, one-week a month, etc.), is at the sole discretion of UMC leadership. Approval or remote work is not guaranteed, and may be canceled or modified at any time.
2. **Remote Worker:** It is an employee whose primary work location is outside of a UMC building because the essential duties of their role can be successfully completed remotely for the majority of the time on an average week.
3. **Hotel Workspace:** Is a location (cube, office, etc.) that a fully Remote Worker (100%) may schedule and use when the business needs require onsite UMC attendance.

REFERENCES

Review Date:	By:	Description:



POLICY /GUIDELINE TITLE: Remote Work Program

UMC REMOTE WORKER AGREEMENT

Employee Name		PRNR #	
Job Title		Dept.	
Designated Remote Work workspace address:			

The employee agrees to the following conditions:

- Remain accessible and productive during scheduled work hours.
- Nonexempt employees
 - Will record all hours worked in accordance with regular timekeeping practices.
 - Will observe and record meal periods in accordance with applicable law, CBA, or UMC policy.
 - Will obtain supervisor approval prior to working unscheduled overtime hours.
 - Will not perform work outside of scheduled work hours, or modify shift start or end times, without prior leadership approval.
- The employee will report to UMCs work location at the request of their supervisor.
- The employee will communicate regularly with their supervisor and co-workers.
- The employee will comply with all UMC rules, policies, procedures, practices, instructions, and CBA and acknowledges that the same apply to employee’s work-related activities regardless of the employees work location.
- The employee will maintain satisfactory performance standards.
- The employee will make arrangements for regular dependent care and understands that the Remote Work program is not a substitute for dependent care.
- The employee will maintain a safe and secure work environment at all times.
- The employee will allow UMC access to their workspace area in their home where company equipment is set up and maintained and where job duties are performed, as may be needed, for purpose of accessing safety and security, equipment maintenance, ergonomic evaluations, or other employment-related assessments. UMC will provide reasonable notice of any required or necessary visit, and the visit will be coordinated with the employee taking into account his/her regular schedule.
- The employee will report work-related injuries to their manager as soon as practicable, complete appropriate paperwork (e.g., C-1) and submit it within the same timeframe.
- The employee agrees that UMC equipment will only be used for UMC business-related work.
- All equipment, tools, resources, intellectual property, medical records, etc., provided by UMC belong to and shall remain the property of UMC at all times.
- The employee agrees to protect UMC equipment, tools, and resources from theft or damage and to report theft or damage to their supervisor immediately.
- The employee agrees to comply with all UMC IT policies and expectations regarding information security.



POLICY /GUIDELINE TITLE: Remote Work Program

- The employee will ensure the protection of proprietary company, HIPAA related information, customer information, or other confidential information that is accessible from their remote workspace.
- The employee understands that all terms and conditions of employment at UMC, including any applicable at-will status, remain unchanged.
- The employee understands that UMC retains the right to end or modify this program, including who may participate in the program, for any reason and at any time.
- Printing of Protected Health Information is prohibited without express consent of the department leader. If printing is authorized, the same privacy and security measures applicable at an UMC worksite must be implemented at the remote workers home.

Employee signature	
Date	

**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION
COMMITTEE
AGENDA ITEM**

Issue: HR Procedure: Disciplinary Hearing Process Update	Back-up:
Petitioner: Ricky Russell, HR Director	Clerk Ref. #
<p>Recommendation:</p> <p>That the Human Resources and Executive Compensation Committee review and discuss the change to the HR procedure for Disciplinary Hearing Process, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. <i>(For possible action)</i></p>	


FISCAL IMPACT:

Unknown

BACKGROUND:

UMC is making changes to the HR procedure for Disciplinary Hearing Process for non-represented employees, effective on or around March 1, 2024 – the substantive changes are:

- Remove language regarding Suspension Hearing
- Replace gender specific language with gender neutral language
- Change hearing office from County Manager (or designee) to UMC CEO (or designee)

	POLICY /GUIDELINE TITLE: Disciplinary Hearing Process
MANUAL: Human Resources	POLICY OWNER: HR
EFFECTIVE DATE: 07/05/95	FINAL APPROVAL DATE:

PURPOSE

To set forth the procedure for administering pre- termination hearings and post-termination hearings for those eligible employees not covered by a collective bargaining agreement

ORGANIZATIONS AFFECTED:

All departments

PROCEDURE

A. Pre-Termination Hearing

1. An eligible employee who has been suspended pending termination shall have up to three (3) business days (business days are defined as Monday through Friday, excluding UMC recognized holidays) to submit a written request for a hearing to Human Resources at hr@umcsn.com or via handwritten notice to the front desk at human resources. Failure to request a hearing within the deadline will result in a waiver of the employee’s right to appeal the disciplinary action
2. Human Resources will select a managerial employee outside the employee’s chain of command, who will function as the hearing officer.
3. No hearing officer shall hear a case in which they has specific personal knowledge of the incident.
4. The employee shall be given at least ten (10) business days notice of the time and location of the pre-termination hearing.
5. The hearing will be conducted in an informal manner and shall not follow formal rules of evidence. The employee may represent themselves or be represented by another employee at or above their classification level. The employee shall be given an explanation of the evidence against their, and shall be given an opportunity to respond to all specified charges. The hearing officer shall admit all presented evidence and provide it the



POLICY /GUIDELINE TITLE:
Disciplinary Hearing Process

weight they believe the evidence deserves in rendering his/her decision. There will not be witnesses called as a general rule, however, the hearing officer has the right to call a particular witness and ask the witness questions. Neither the manager nor the employee (or their representative) will be allowed to question any witnesses. A representative from Human Resources will be present in the hearing to ensure the process is followed and to act in an advisory capacity for both the employee and the manager.

6. The hearing officer shall forward to the employee, management representative, department head and Human Resources his/her written decision within five (5) business days of the close of the pre-termination hearing. The hearing officer may uphold, modify or reverse the issued disciplinary action. If the suspension pending termination is reduced or reversed, Human Resources will provide Payroll with a copy of the hearing officer's decision and request any monetary award be paid in accordance with the decision.

7. If a proposed termination is upheld, the employee shall be separated from UMC service and, if eligible, may request a post-termination hearing.

b. Post-Termination Hearing

1. An eligible employee who has been terminated shall have up to three (3) business days (business days are defined as Monday through Friday, excluding UMC recognized holidays) from receipt of the pre-termination hearing officer's decision to appeal the decision. The employee or their representative shall make the request, in writing, to the Chief Human Resources Officer at hr@umcsn.com or via handwritten notice to the front desk at human resources. Failure to request a post termination hearing within the deadline, or attend the post termination hearing on the scheduled date will result in a waiver of the employee's right to appeal the disciplinary action.

2. A member of the human resources team shall notify the UMC CEO, or designee, to serve as the hearing officer, and request dates of availability. These dates shall be provided to the employee to select the date of the hearing.

3. As a general rule, the hearing officer will conduct the post termination hearing within fifteen (15) business days from the date of such request.

4. The employee and management may be represented by counsel at their expense. The hearing will not follow any formal rules of evidence. The employee shall be given an explanation of the evidence against him/her, and shall be given an opportunity to respond to all specified charges. A representative of Human Resources will be present in the hearing to ensure the process is followed.

5. The hearing officer shall file a written decision within five (5) working days from the conclusion of the hearing, with the Chief Human Resources Officer, department head and the employee. The hearing officer may uphold, modify or reverse the issued disciplinary action. If the employee is reinstated as a result of the appeal, the employee may be granted back pay and allowances as identified in the hearing decision.



POLICY /GUIDELINE TITLE:
Disciplinary Hearing Process

The decision of the hearing officer shall be final and binding.

Review Date:	By:	Description:
July 29, 2022	Ricky Russell	Formatting changes. Reviewed. No content change.
February 1, 2024	Ricky Russell	Change references from County Manager to CEO; remove suspension hearing process

**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION
COMMITTEE
AGENDA ITEM**

Issue: Various HR Policy Updates	Back-up:
Petitioner: Ricky Russell, HR Director	Clerk Ref. #
<p>Recommendation:</p> <p>That the Human Resources and Executive Compensation Committee review and discuss the modest changes to various HR policies and procedures regarding references to Administrative Leave Days, and Compensation Plans, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. <i>(For possible action)</i></p>	


FISCAL IMPACT:

Unknown

BACKGROUND:

UMC is making modest changes to the following HR policies and procedures, effective on or around March 1, 2024:

- **HR Policy: Employee Leave Program**
- **HR Policy: Payroll and Salary Reduction Policy for Non-Union Exempt**
- **HR Procedure: Payroll and Salary Reduction for Non-Union Exempt Employee**
- **HR Policy: Performance Review Program**
- **HR Procedure: Performance Evaluation Program**
- **HR Policy: Position Classification & Compensation Plans**

	POLICY /GUIDELINE TITLE: HR Policy Employee Leave Program
MANUAL: Human Resources	POLICY OWNER: HR
ORIGINATION DATE: 4/2019	FINAL APPROVAL DATE: 2/2024

POLICY

UMC shall provide eligible employees with paid and unpaid leave benefits. Employees not covered by any collective bargaining agreement shall, at a minimum, accrue benefits, maintain benefit balances and follow the same administrative procedures for the above benefits as represented in the SEIU and UMC collective bargaining agreement unless specified in this policy or another UMC compensation plan, agreement, or policy.

Section A. Consolidated Annual Leave (CAL) & Administrative Leave Days (ALD)

Employees may be compensated for existing balances of their CAL by submitting a written request to Payroll. Payment will be made on the employee’s paycheck on or before the second full pay period following receipt of the employee’s request and taxed at the current supplemental tax rate.

Employees must have sufficient CAL accrued at the time of both the request and payment processing. Requests exceeding the employees CAL balance will not be processed. Donor CAL will not be eligible for sellback purposes. It is the employee’s responsibility to be aware of CAL available to them and communicate with management necessary adjustments to upcoming leave as a result of the withdrawal process.

Employees who are eligible to receive ALDs should refer to their applicable compensation plan or agreement to determine eligibility, balance/accrual, uses, etc.

Section B. Family Medical Leave Act (FMLA)

1. FMLA information shall be posted in the hospital and be available to employees on the UMC intranet.
2. To be eligible, the employee must have been employed for at least 12 months, worked at least 1,250 hours in the 12-month period immediately preceding the commencement of leave, have his/her FMLA allotment available in the rolling 12-month period, and have a qualifying event as listed below in Paragraph 3.
3. An eligible employee’s FMLA leave entitlement is limited to a total of 12 work weeks of leave during any 12-month period for any one or more of the following reasons:
 - a. The birth of an employee’s son or daughter, and to care for newborn child;



POLICY /GUIDELINE TITLE:
HR Policy Employee Leave Program

- b. The placement with the employee of a son or daughter for adoption or foster care, and to care for the newly placed child;
- c. To care for the employee's spouse, son, daughter, or parent with a serious health condition (defined in the FMLA regulations).
- d. Because of a serious health condition that makes the employee unable to perform one or more of the essential functions of his or her job
- e. Because of any qualifying urgent or unforeseen situation arising out of the fact that that the employee's spouse, son, daughter or parent is a covered military member on active duty (or has been notified of an impending call or order to active duty) in support of a contingency operation. Qualifying situations may include attending certain military events, addressing certain financial and legal arrangements, and attending post-deployment reintegration briefings.

UMC uses the rolling 12-month period measured backward from the date an employee uses any FMLA leave to determine the "12-month period." For example, each time an employee takes any approved FMLA leave, the remaining leave entitlement for any/all approvals is the balance of the 12 work weeks, which has not been used during the immediately preceding 12 months.

- 4. An eligible employee's leave entitlement is limited to a total of 26 work weeks during a "single 12-month period" to care for a covered service member with a serious injury or illness. The "single 12-month period" is measured forward from the first date that leave is taken for the covered service member.
- 5. Refer to Human Resources Procedure "*Family and Medical Leave*" for the process of applying for and using FMLA leave.
- 6. Benefitted employees will not be eligible for the catastrophic or 30 and/or 60 day extensions beyond the expiration of the FMLA hours.

Section C. American' with Disabilities Act, as amended (ADA)

Time off work may be a reasonable accommodation for an employee who is determined to be a qualified individual with a disability within the meaning of the ADA. Hospital staff will work with the Equal Opportunity Program Manager in all matters relating to the application of the ADA.

Section D. Military Leave

Military leave and reinstatement shall be granted in accordance with applicable state and federal laws. Any permanent full or part-time employee who is a member of the organized U.S. Army, Navy, Air Force, Coast Guard, Nevada National Guard or Marine Corps Reserves shall be released from his/her duties, upon presentation of the appropriate orders, and shall continue to receive his/her regular rate of pay from UMC as prescribed by



POLICY /GUIDELINE TITLE:
 HR Policy **Employee Leave Program**

NRS 281.145, and any pay and benefits as provided in the Uniformed Services Employment and Re-employment Rights Act of 1994, for a period of not more than fifteen (15) working days per any one (1) calendar year.

PROCEDURE

N/A


DEFINITIONS

N/A

REFERENCES

N/A

Review Date:	By:	Description:
July 25, 2022	Ricky Russell	Formatting changes. Reviewed. No content changes.
January 29, 2024	Ricky Russell	Insert ALD language

	POLICY /GUIDELINE TITLE: Payroll and Salary Reduction Policy for Non-Union Exempt Employees
MANUAL: Human Resources	POLICY OWNER: HR
ORIGINATION DATE: 4/2019	FINAL APPROVAL DATE: 2/2024

PURPOSE

This policy applies solely to non-bargaining unit covered exempt employees at UMC. Exempt employees may include, without limitation, administrative employees, executive employees, professional employees, computer professionals, and highly compensated employees. Exempt employees are paid on a salary basis and are not eligible for overtime compensation

POLICY

This policy applies solely to non-bargaining unit covered exempt employees at UMC. Exempt employees may include, without limitation, administrative employees, executive employees, professional employees, computer professionals, and highly compensated employees. Exempt employees are paid on a salary basis and are not eligible for overtime compensation.

1. This Policy defines the payroll and wage deduction practices of University Medical Center of Southern Nevada ("UMC") regarding those salaried employees exempt from the minimum wage and overtime pay requirements of the Fair Labor Standards Act ("FLSA") and not covered under an applicable collective bargaining agreement ("Exempt Employees"). UMC's policy is to make deductions from exempt employees' pay only as authorized by, and in accordance with, applicable state and federal laws and regulations.
2. UMC exempt employees accrue personal leave and sick leave via UMC's established systems of Consolidated Annual Leave ("CAL"), Administrative Leave Days ("ALD") (as applicable), and the Extended Illness Bank ("EIB"). An exempt employee's accrued leave may be utilized for hours that the employee is absent from work (e.g. absences due to personal reasons, illness, disability, holidays). This Policy seeks to establish the policy and procedures for the management of an exempt employee's accrued CAL or ALD when the exempt employee fails to maintain a sufficient balance to cover his or her absence.
3. Refer to Human Resources Procedure "Payroll and Salary Reduction Policy for Exempt Employees" for the application process of this policy.

PROCEDURE

N/A

DEFINITIONS

N/A




POLICY /GUIDELINE TITLE:
 Payroll and Salary Reduction Policy for
 Non-Union Exempt Employees

REFERENCES

N/A

Review Date:	By:	Description:
July 25, 2022	Ricky Russell	Formatting changes. Reviewed. No content changes.
January 29, 2024	Ricky Russell	Include Administrative Leave Days

	<p>POLICY /GUIDELINE TITLE: HR Procedure - Payroll and Salary Reduction for Non-Union Exempt Employees</p>
<p>MANUAL: Human Resources</p>	<p>POLICY OWNER: HR</p>
<p>ORIGINATION DATE: 4/2019</p>	<p>FINAL APPROVAL DATE: 2/24</p>

PURPOSE

This procedure defines the payroll and wage deduction practices of University Medical Center of Southern Nevada (“UMC”) regarding those salaried employees exempt from the minimum wage and overtime pay requirements of the Fair Labor Standards Act (“FLSA”) and not covered under an applicable collective bargaining agreement (“Exempt Employees”). UMC’s policy is to make deductions from Exempt Employees’ pay only as authorized by, and in accordance with, applicable state and federal laws and regulations.

UMC Exempt Employees accrue personal leave and sick leave via UMC’s established systems of Consolidated Annual Leave (“CAL”), Administrative Leave Days (“ALD”) (as applicable), and the Extended Illness Bank (“EIB”). An Exempt Employee’s accrued leave may be utilized for hours that the employee is absent from work (e.g. absences due to personal reasons, illness, disability, holidays). This Policy seeks to establish the policy and procedures for the management of an Exempt Employee’s accrued CAL, ALD, when the Exempt Employee fails to maintain a sufficient balance to cover his or her absence.

ORGANIZATIONS AFFECTED:

All departments.

PROCEDURE

A. Permissible Reductions of Salary for Exempt Employees

UMC shall not reduce an Exempt Employee’s salary because of variations in the quality or quantity of the Exempt Employee’s work. Subject to the exceptions outlined within this Policy, or as otherwise permitted by state or federal law and regulation, an Exempt Employee shall receive his or her full salary for any workweek in which he or she performs any work, regardless of the number of days or hours worked. However, nothing in this Policy shall be deemed to otherwise prohibit UMC from reducing or deducting from an Exempt Employee’s salary in a manner permitted by state or federal laws and regulations.

Unless otherwise prohibited by law, UMC may deduct from an Exempt Employee’s regular salary in the following circumstances:

1. UMC shall not pay an Exempt Employee for any workweek in which no work is performed.
2. UMC shall deduct from an Exempt Employee’s salary, in full-day increments, if the Exempt Employee is absent from work for one or more full days for personal reasons other than disability or sickness.



POLICY /GUIDELINE TITLE:
HR Procedure - Payroll and Salary Reduction for
Non-Union Exempt Employees

3. UMC shall deduct from an Exempt Employee’s salary, in full-day increments, if the Exempt Employee is absent for one or more full days due to sickness or disability (including work related accidents), provided that the deduction is made in accordance with UMC’s leave usage policies.
4. UMC shall deduct from an Exempt Employee’s salary an amount proportionate to the amount of Family and Medical Leave Act (“FMLA”) leave taken in a workweek. For example, if an employee who normally works 40 hours per week uses four hours of unpaid leave under the FMLA, UMC may deduct the four hours from the employees’ normal weekly salary. In accordance with UMC’s CAL, ALD, and EIB policies and practices, such leave may be used to compensate the employee on FMLA.
5. UMC shall proportionally reduce an Exempt Employee’s salary in the first and last week of employment based upon the time actually worked in those workweeks.
6. UMC shall deduct from an Exempt Employee’s salary for penalties imposed in good faith for infractions of safety rules of major significance. CAL, ALD, and EIB shall not be used to offset hours not worked when such penalties are imposed.
7. UMC shall deduct from an Exempt Employee’s salary, in full-day increments, for unpaid disciplinary suspensions imposed in good faith for infractions of workplace conduct rules, provided that the discipline is imposed under a written policy applicable to all employees. CAL and EIB shall not be used to offset hours not worked when such penalties are imposed.
8. UMC shall offset amounts received by an Exempt Employee as part jury duty fees, witness fees, or military pay for the particular workweek against the salary due for that week.
9. UMC may withhold from an Exempt Employee’s salary those voluntary deductions requested by the exempt employee and any mandatory deductions required by federal, state, or local law and regulation. Voluntary deductions may include, without limitation, insurance premiums, wage assignments, pension plan contributions, and retirement contributions. Mandatory deductions may include, without limitation, deductions for federal income taxes, Federal Insurance Contribution Act taxes, court-ordered wage garnishments, other federal and state taxes.

B. Required Use of Accrued Leave Prior to Reduction of Salary

Except as otherwise specified set forth within this Policy and in accordance with UMC policies and precedures governing CAL, ALD, and/or EIB, an Exempt Employee shall use accrued CAL, ALD, and/or EIB hours for any hours not worked prior to having his or her salary reduced. In the event that an Exempt Employee has exhausted his or her applicable CAL, ALD, and/or EIB leave, or where the Exempt Employee has not yet qualified for such leave, the Exempt Employee’s salary may only be reduced in accordance with the permissible deductions outlined within Section 3.A. of this Policy.



POLICY /GUIDELINE TITLE:
 HR Procedure - Payroll and Salary Reduction for
 Non-Union Exempt Employees


C. Employee Absences Occasioned by University Medical Center of Southern Nevada

An Exempt Employee’s salary shall not be reduced for any absences occasioned by UMC or UMC operating requirements. However, UMC requires Exempt Employees to use accrued CAL or ALD when Exempt Employee’s absence is occasioned by UMC, such as when no work is available or the office is closed for a holiday. In the event that an Exempt Employee does not have sufficient CAL, ALD, or EIB leave available to cover for an absence occasioned by UMC, the employee shall be charged into a negative leave balance. In the event that an employee enters into a negative CAL balance, all future CAL accrued by the employee shall be automatically allocated towards any remaining negative balance.

D. Reporting of Improper Deduction

In the event that an Exempt Employee believes that UMC has improperly deducted from his or her salary, the Exempt Employee should immediately submit a request to the UMC Human Resources Department for a case review. UMC shall promptly review all requests to determine if a proper deduction was made. Should UMC determine, in its sole discretion, that the Exempt Employee’s salary was improperly reduced, UMC shall reimburse the Exempt Employee’s salary for the deduction. UMC encourages all employees to report improper deductions and strictly prohibits retaliation against any employee who reports an improper deduction.

Review Date:	By:	Description:
July 29, 2022	Ricky Russell	Formatting changes. Reviewed. No content change.
January 29, 2024	Ricky Russell	Insert information related to Administrative Leave Days (ALDs)

	POLICY /GUIDELINE TITLE: HR Policy Performance Review Program
MANUAL: Human Resources	POLICY OWNER: HR
ORIGINATION DATE:	FINAL APPROVAL DATE:

POLICY


1. Human Resources shall administer a Performance Evaluation Program to appraise competency, assess skill development, reward meritorious performance, and outline a plan for performance development and improvement. Supervisors shall complete an annual performance evaluation by an employee's performance evaluation date (see Human Resources "Performance Evaluation Process"). An evaluation may be completed on other occasions as determined by the supervisor in compliance with these policies or as required by the applicable collective bargaining agreement.
2. An employee's performance evaluation date is normally the date of hire, except for employees covered by a compensation plan or employment agreement, who may have a common review date. Adjustments to the evaluation date shall be made when an employee is promoted, demoted, transferred, reinstated or reassigned.
3. Salary adjustments shall not be awarded until the complete performance evaluation is submitted to Human Resources indicating the employee demonstrated meritorious service for the appraisal period. If a salary adjustment is not to be awarded due to an unacceptable rating on the performance evaluation, the employee is not eligible to be considered for a salary adjustment until their next performance evaluation date.
4. If the awarding of a salary adjustment is to be deferred pending further evaluation, the performance evaluation report shall be submitted to Human Resources indicating the employee is not recommended for a salary adjustment now, and must also specify a date or time period to reevaluate the employee. This deferral period shall not be extended beyond nine (9) months. Deferring a salary adjustment does not change the employee's annual performance evaluation date, and the employee will be eligible for consideration for a salary adjustment on his/her next performance evaluation date regardless of the date the extended review is awarded. Deferred salary adjustments cannot be made retroactively to the performance evaluation date.
5. Any merit increase or salary adjustment greater than the reviewer's signature authority requires pre-approval from the appropriate signature authority prior to discussing the review with the employee.

Review Date:	By:	Description:
July 25, 2022	Ricky Russell	Formatting changes. Reviewed. No content changes.



POLICY /GUIDELINE TITLE:
HR Policy Performance
Review Program

February 1, 2024	Ricky Russell	Added language for compensation plans, employment agreements, etc.

	POLICY /GUIDELINE TITLE: HR Procedure Performance Evaluation Program
MANUAL: Human Resources	POLICY OWNER: HR
EFFECTIVE DATE: 07/05/95	FINAL APPROVAL DATE:

PURPOSE

To establish the procedure for the administration of employee performance evaluations.

ORGANIZATIONS AFFECTED:

All departments

PROCEDURE

A. Employees shall receive a performance evaluation, including employee competency and performance criteria upon completion of probationary/ qualifying period and at their annual review date thereafter. The home department of the employee will be responsible for maintaining the completed original copies of the evaluation.

B. The performance evaluation report is used to evaluate employees on the following four (4) point rating scale:

1. Rating of 1: Exceeds Standards
Consistently exceeds identified standards of performance and output.
2. Rating of 2: Meets Standards
Meets standards of acceptable performance. The employee is dependable, competent, knowledgeable, and meets or occasionally exceeds expectations.
3. Rating of 3: Partial Standard Compliance
Falls below acceptable levels for performance and output at times. Performance-related concerns should be addressed in the corresponding goals for that factor. A training or improvement plan may be appropriate to address identified deficiencies.
4. Rating of 4: Does Not Meet Standard
Performance is consistently below standards. This rating is for performance deficiencies that are not due to a lack of experience or training. An action plan for improvement and regular reviews between manager and employee are required.



POLICY /GUIDELINE TITLE:
HR Procedure Performance Evaluation Program

C. Salary increases based on an employee's overall performance rating are consistent with the rating scale found in the SEIU, Local 1107 collective bargaining agreement "Salary Upon Status Change" except for those employees covered by a compensation plan, employment agreement, or a non-union represented classifications as approved by the CEO (or designee). Recommendations for an overall score of 1.0 - 1.6 must be approved by their Division Chief or his/her designee prior to review with the employee

D. Except for those employees covered by a compensation plan, employment agreement, or a non-union represented classifications as approved by the CEO (or designee) employees that receive an acceptable rating in attendance and tardiness will receive an extra .5% increase in addition to the increase as determined by the evaluation process. To receive an acceptable rating, the employee must have completed the appraisal period without verbal counseling or disciplinary actions.

E. The performance evaluation must be submitted to Human Resources no later 30 days after the review date. Late evaluations may result in disciplinary action. Human Resources must be notified of any mitigating circumstances (circumstances beyond the control of the manager or employee) prior to the review date in order for the evaluation not to be considered late.

F. Performance evaluations may be completed by a manager or supervisor for periods other than the annual or probationary/qualifying performance review date.

G. If the decision to award an employee's salary increase is to be deferred, or the overall evaluation is equal to, or greater than, 3.0 the manager or supervisor must submit a completed performance evaluation to Human Resources documenting the deficiencies in the employee's performance and designating a time frame as to when the next review will be conducted. The deferral must also be accompanied by a Performance Improvement Plan (or competency assessment plan), signed by the employee and manager/supervisor. Failure of the employee to satisfactorily complete the Performance Improvement Plan may result in disciplinary action, up to and including suspension pending termination.

H. Performance evaluations are required for the following:

1. Annual- Employees shall be reviewed each year on their annual review date. Merit increases are given based on the overall performance rating, not to exceed the maximum of the salary grade to which the classification is assigned.
2. Probation/Qualifying Period- Employees shall be reviewed to complete probation and qualifying periods. No merit increase is generally associated with the completion of probationary or qualifying periods.
3. Promotion- An annual evaluation shall be completed by the employee's department prior to the date of



POLICY /GUIDELINE TITLE:
HR Procedure Performance Evaluation Program

promotion if the employee has an annual evaluation due within thirty (30) days prior, or following, the effective date in the new position. The annual evaluation will be submitted prior to the employee being processed into the new position. The promotion rate will be added after the annual evaluation merit increase is applied.


4. Demotion- In the event the employee is either voluntarily or involuntarily demoted, the employee will receive a new review date.

5. Reclassification- A reclassification shall result in a new performance/merit review date. An annual evaluation shall be completed by the employee’s department prior to the date of reclassification if the employee has an annual evaluation due within thirty (30) days prior, or following, the effective date in the reclassified position. The annual evaluation will be submitted prior to the employee being processed into the new position. Any promotional increase, if applicable, will be applied after the annual evaluation merit increase is applied. Additionally, the employee shall be reviewed within six (6) months of the date of reclassification (qualifying evaluation).

I. Human Resources shall maintain the performance evaluations, accessible to management on the Intranet. Management level employee’s performance evaluation format shall be determined annually by the Chief Executive Officer.

J. An employee may request to meet with the evaluator’s supervisor to discuss the performance evaluation by notating such on the evaluation. The decision of the evaluator’s supervisor shall be final and binding. The employee wishing to meet with the evaluator’s supervisor is responsible for calling the evaluator’s supervisor within five (5) business days of the evaluation to schedule the meeting. The annual performance evaluation will not be processed by the evaluator’s supervisor until after the meeting between the employee and the evaluator’s supervisor has occurred and a decision on any changes are communicated to the evaluator and the affected employee.

Review Date:	By:	Description:
July 29, 2022	Ricky Russell	Formatting changes. Reviewed. No content change.
February 1, 2024	Ricky Russell	Included language regarding compensation plans, employment agreements, etc.

	<p>POLICY /GUIDELINE TITLE: HR Policy No 3 – Position Classification and Compensation Plans</p>
<p>MANUAL: Human Resources</p>	<p>POLICY OWNER: HR</p>
<p>ORIGINATION DATE:</p>	<p>FINAL APPROVAL DATE:</p>

SCOPE

All UMC employees.

POLICY

Human Resources shall administer a Position Classification and Compensation Plan to provide a fair, equitable, and competitive pay program, and to attract and retain a highly qualified and diverse workforce.

Section A. Position Classification Plan:

1. Human Resources shall develop and maintain a Position Classification Plan consisting of specifications describing all positions in the UMC service.
2. Each classification description shall include:
 - a. The official title of the classification to be used by UMC in all official records, payrolls, and communications. The title shall be indicative of the general nature of the work performed by employees in that classification.
 - b. A general definition of the type of work performed by employees in the classification, the level of supervision received, and extent of supervision exercised over other employees, when applicable.
 - c. Standards and criteria-based evaluations regarding job performance with specific examples of work performed by employees in the classification (it is not to be assumed that each example listed shall be performed by all employees nor that any one employee shall perform only the examples listed. Department managers or supervisors retain the right to assign employees duties not included in the examples, provided such duties are similar in nature to those enumerated).
 - d. The employment standards – minimum qualifications an applicant should possess to be considered for the classification. These standards shall serve as a guide for rejecting or admitting applicants to recruitment examinations.



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Section B. Job Evaluation:

1. Human Resources may conduct a job evaluation when a new job is developed or when the scope of an existing job has changed.
 - a. Human Resources shall conduct audits and make recommendations regarding requests for classifying new and existing positions. *(See Human Resources Procedure "Classification Audits")*
 - b. Human Resources shall conduct audits and determine if pay grade adjustments or reclassifications are warranted. *(See Human Resources Procedure "Classification Audits")*

Section C. Salary Ranges and Grades:

Human Resources shall maintain a Position Compensation Plan of designated salary ranges and grades for all of the classifications in the UMC service.

1. The minimum of a salary range is normally the lowest rate paid to an employee in a given pay grade. The maximum of a salary range is the highest rate normally paid to an employee in a given pay grade.
2. The Compensation Plan shall be adjusted, when necessary, to comply with provisions of applicable collective bargaining agreements and/or as approved by the appropriate UMC governing body.
3. Human Resources will develop alternative salary ranges when they are necessitated by market conditions or other circumstances. These ranges may be approved by Hospital Administration, and submitted to the appropriate bargaining unit or appropriate UMC governing body (whichever is applicable) for final approval.

Section D. Overtime:

1. Eligible employees shall be compensated for overtime worked in accordance with applicable federal and state laws and collective bargaining agreements. Employees exempt from overtime compensation under the Fair Labor Standards Act (FLSA) shall not be eligible for overtime or compensatory time.
2. All overtime must be approved in advance of its use. Failure to comply with advance approval may result in disciplinary action. Overtime compensation may be through cash payment or compensatory time at UMC's discretion.



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Section E. Benefits Provision:

1. The Hospital may implement employee incentive, compensation, employee suggestions, and performance bonus programs.
2. Except as otherwise identified in these policies and procedures or modified by some other approved agreement, compensation plan, etc., non-probationary UMC employees not covered by any collective bargaining agreement shall be granted at a minimum those economic benefits provided for in the current SEIU Agreement which do not relate to employee discipline, discharge or grievance procedures. Economic benefits may include, but are not limited to salary, paid and unpaid leaves, retirement, overtime, longevity, shift differential and acting pay.

Section F. Employment Actions:

Employees not covered by any collective bargaining agreement shall, at a minimum, receive the same administrative procedures and benefits represented in the SEIU agreement unless modified by this policy, an approved compensation plan, or an employment agreement.

1. **Promotion:** The promotional rate of pay will be commensurate with the employee's years of experience in the new pay range following current hire-in rate pay practices. The employee shall receive no less than 4% above their current rate, provided the new rate of pay does not exceed the maximum of the new pay range. Any exception requires a form to be submitted and approved by Human Resources.
2. The employee's salary review date will change to the date of the employee's promotion and the employee may be eligible for a salary increase upon completion of one (1) year of service in the new position or classification.
3. **Demotion:** Demotions may be implemented as part of a reorganization or reduction in force, at the request of the employee as the result of a position reclassification, or for cause. Both voluntary and involuntary demotions may be made only upon the recommendation of the department head and approval by Human Resources.
 - a. Any full-time or part-time employee who, during the qualifying period, either voluntarily or involuntarily is demoted to the classification previously held, shall have his/her salary reduced to the salary the employee would have received if the employee had remained in the lower classification. However, the lower rate will be inclusive of any across the board adjustment the employee would have been entitled to, if he/she had remained in the lower classification. The employee's eligibility date for future salary increases shall be based on the previous review date. However, if that date has passed, the employee is not eligible for a salary increase until that date in the following year.



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- b. A full-time or part-time employee who has completed the probationary and/or qualifying period and is later demoted involuntarily to a position in a classification with a lower pay grade shall have his/her salary reduced by four percent (4%), unless that reduction would result in the employee being paid in excess of the pay grade demoted into, in which case, the rate shall be reduced to the maximum of the demoted pay grade. The employee's eligibility for salary increase shall be based on the date of the demotion.
- c. A full-time or part-time employee who has completed the probationary and/or qualifying period and later demotes voluntarily to a position in a classification with a lower pay grade shall have his/her salary reduced only to prevent being paid in excess of the maximum of the lower pay grade. If the employee's salary is within the pay grade of the classification demoted into, the employee shall not receive a reduction in his/her rate of pay. The employee's eligibility for future salary increases shall be based on the date the employee voluntarily demoted into the lower classification.
- d. An employee whose position is reclassified to a lower pay grade will be demoted to the appropriate title and pay grade on a date as specified by the Chief Human Resources Officer. If an employee's pay rate exceeds the maximum rate of the new pay grade, it shall be reduced to the maximum level of the new pay grade. No change in the salary review date will occur.

4. **Reclassification:** A reclassification is made when it has been determined that the duties and responsibilities assigned to the position have significantly changed from the parameters of the original job classification. It is the purpose of a reclassification to ensure that job classifications are compensated equitably in relation to similar levels of responsibility and duties. An employee selected to fill a reclassified position shall be promoted or voluntarily demoted into the new classification.

- a. Promotional opportunities created by the reclassification will be filled by a competitive recruitment in accordance with established competitive recruitment actions, except for non-competitive promotions as delineated below.
- b. A non-competitive promotion of an employee whose position has been reclassified to a higher pay grade because of the addition of duties or responsibilities may be made when it is determined open competition is not warranted. All of the following circumstances must be met in order to exempt the promotion from competitive procedures:
 - i. There are no other employees in the department, supervised by the selecting official, who are in the same classification and performing identical duties to those performed by the employee prior to the addition of the new duties and responsibilities.



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ii. The employee continues to perform the same basic function(s) as in the former position and the duties of the former position are administratively absorbed into the new position.

iii. The addition of the duties and responsibilities does not result in an adverse impact on another incumbent position.

iv. The selecting official desires the position to be filled non-competitively, or Human Resources determine that the position should be filled non- competitively given the circumstances outlined previously.

5. **Transfer:** A full-time or part-time employee who transfers from one allocated position in a cost center to another allocated position in a different cost center, but in the same classification or in another classification assigned to the same pay grade, shall continue to receive the same salary rate. The employee’s salary review date will remain the same if the classification remains the same. The employee’s salary review date will change to the date of the transfer if the classification title is changed.

6. **Management Reassignments:** A department head may reassign employees from one position to another position if:

a. The positions have the same salary range; and

b. The employee is determined by Human Resources to meet minimum qualifications for the classification under consideration.

7. **Position Titles:** New titles may be established when it has been determined that the new title is more descriptive of the nature of the work being performed. New titles may be established when new or additional functions are undertaken by UMC. No change in the salary review date or compensation level will occur when only a position’s title and job code are changed.

8. **Salary Grade Adjustments:** A salary grade adjustment is made when it has been determined that a classification is either under or over compensated in relationship to comparable positions in the job market. In addition, grade adjustments are required to ensure equity between positions within UMC. The purpose for adjusting the salary is to remain competitive in hiring and retaining the best qualified employees in a classification. Salary grade adjustments result in the assigned employee’s salary grade being changed. The salary review date will not change as a result of the grade adjustment. Employees affected by an adjustment may be eligible for a merit increase on their next salary review date. Employee pay rates that equal or exceed the maximum rate of the new grade will not receive salary adjustments until their actual pay rate falls below the highest rate of the new pay grade, or upon CEO (or designee) approval.



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9. **Training Under-Fill:** An employee who is hired into a training under-fill position (*see Human Resources "Recruitment and Selection Program"*) will receive an adjustment to their salary at the following time(s):

- a. Upon hire into the training under-fill position (if the position is at a higher pay grade than the pay grade the employee is changing from)
- b. Upon completion of training under-fill.
- c. The amount of the promotional increase upon completion of the training under-fill requirements will follow the outlined promotional pay practice in Section F.

Section G. License/Certification:

All staff in positions that require a state of Nevada provider license/certification/registration will be responsible to maintain a current license/certification/registration when hired and when renewed.

1. Failure of the employee to show verification of a renewed license/certification/registration as of 12:00 midnight of the 7th day before expiration shall result in suspension pending confirmation of renewal or termination after 30 days.
2. An exemption from suspension can be made for employees who provide proof of registration for a renewal course within that seven (7) day window and proof of renewal prior to the actual expiration date.
3. When an employee has not renewed and primary source verification is not available, the employee will be suspended without pay. Per diem employees will not be scheduled to work.

Section H. Working Out of Classification:

1. Managers should make every effort to fill assignments without the need for working an employee outside his/her classification. In those rare incidents where it becomes necessary, for the good of the hospital, to work an employee out of his/her classification, the following procedure must be followed:
 - a. Working out of classification in a different classification outside an employee's normal work schedule is strictly prohibited without the advance written approval of the CEO or designee.
 - b. Only non-probationary full and part-time employees in classifications established at pay grade A13 or below are eligible to work out of classification as a Patient Attendant (per



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diem employees are not eligible).

- c. The manager of the employee’s home cost center and the manager making the request both must agree to allow the employee to work out of classification. The home cost center manager should consider the performance and conduct of the employee and any operational issues before granting approval.
- d. The employee working out of classification must voluntarily agree to work extra shifts on a date and time that he/she is not scheduled to work in his/her home cost center. Employees are prohibited from calling off or using leave time to work in another classification. In addition, working in another classification cannot impact his/her regularly scheduled shifts in his/her home cost center. Such conduct will result in severe disciplinary action including suspension pending termination.
- e. Working out of classification must be at a time that does not create a double back situation.
- f. The receiving department leader must ensure all applicable federal, state, local, regulatory, and job description requirements are met at the time of the employee working out of classification.

2. All expenses incurred for working an employee out of classification will be paid by the cost center where the employee worked. The employee is to be compensated at the regular rate of pay of his/her permanent classification including any differential (based on the hours worked) or overtime premiums, if applicable.

PROCEDURE

N/A

DEFINITIONS

N/A

REFERENCES

N/A

Review Date:	By:	Description:
July 25, 2022	Ricky Russell	Reviewed. Formatting changes. Added H(f)
February 1, 2024	Ricky Russell	Clarified language in regards to compensation plans, employment contracts. Added ability for CEO to adjust salaries for topped out or over top employees.

**UNIVERSITY MEDICAL CENTER OF SOUTHERN NEVADA
GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION
COMMITTEE
AGENDA ITEM**

Issue: Emerging Issues	Back-up:
Petitioner: Ricky Russell, Chief Human Resource Officer	Clerk Ref. #
<p>Recommendation:</p> <p>That the Human Resources and Executive Compensation Committee identify emerging issues to be addressed by staff or by the UMC Governing Board Human Resources and Executive Compensation Committee at future meetings; and direct staff accordingly. <i>(For possible action)</i></p>	

FISCAL IMPACT:

None

BACKGROUND:

None