



UMC Human Resources and Executive Compensation Committee Meeting

Monday, March 9, 2026 2:00 pm

Delta Point Building - Sapphire Conference Room - 1st Floor

Las Vegas, NV

AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE
March 9, 2026 2:00 p.m.
901 Rancho Lane, Las Vegas, Nevada
Delta Point Building, Sapphire Conference Room (1st 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 special meeting on January 26, 2026. *(For possible action)*

3. Approval of Agenda. *(For possible action)*

SECTION 2. BUSINESS ITEMS

4. Receive an educational update on the process for attendance and discipline at UMC; and direct staff accordingly. *(For possible action)*
5. Review and discuss the FY26 year-to-date Turnovers & Hires report; and direct staff accordingly. *(For possible action)*
6. Review and discuss the CHRO updates; and direct staff accordingly. *(For possible action)*
7. Review and discuss changes to various HR policies and procedures, 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 26, 2026**

Emerald Conference Room
Delta Point Building, 1st Floor
901 Rancho Lane
Las Vegas, Clark County, Nevada
Monday, January 26, 2026
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 Laura Lopez-Hobbs and the following members were present, which constituted a quorum of the members thereof:

Committee Members:

Laura Lopez-Hobbs
Renee Franklin (Teams)
Dr. Donald Mackay
Bill Noonan (Teams)
Dr. John Fildes

Absent:

None

Others Present:

Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer
Jennifer Wakem, Chief Financial Officer
Ricky Russell, Chief Human Resources Officer
Anna Caputo, HR Manager
Rosalind Bob, Director of Human Resources
James Conway, Assistant General Counsel
Stephanie Ceccarelli, Board Secretary

SECTION 1. OPENING CEREMONIES

ITEM NO. 1 PUBLIC COMMENT

Chair Lopez-Hobbs 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 9, 2025. (For possible action)

FINAL ACTION:

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

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

FINAL ACTION:

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

SECTION 2. BUSINESS ITEMS

ITEM NO. 4 Receive an educational update on the Employee Equal Opportunity program at UMC; and take action as deemed appropriate. (*For possible action*)

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Ricky Russell, Chief Human Resources Officer, introduced Anna Caputo, HR Manager, who provided an update on the EO Program at UMC and what the program provides to hospital employees. A brief background of how the program was created at UMC was provided.

Through the Equal Opportunity program, Ms. Caputo and her team manages various processes, including investigations of employment discrimination, requests for accommodation, FMLA, various leaves of absence through SEIU, safety etc. The department also oversees the structured return to work, modified duty, and worker's compensation programs.

When allegations are received that are connected to protected categories, they are investigated at the department level, as well as reviewed by the EO department to determine whether they are of serious legal concern. The department also responds to external claims that are received through the EEOC and NERC. Ms. Caputo continued by providing an overview of how cases are processed in the program through the department.

Chair Lopez-Hobbs inquired about who oversees medical leaves and FMLA. Ms. Caputo responded that there the third-party administrator Absence Plus, manages those claims and are available 24/7. Ms. Caputo's team handles employee ADA accommodation claims. A discussion ensued regarding time off using CAL and EIB, including donor CAL.

Ms. Caputo continued the discussion by providing a high-level overview of the various trainings that are provided to employees, including topics related to fair employment law review, cultural competence, and employee engagement safety results.

The Committee thanked Ms. Caputo for the trainings provided. There was a brief discussion regarding individual resiliency trainings and tools provided to

employees to promote positivity in the workplace. She concluded by stating all claims are reviewed by Administration.

FINAL ACTION:

None taken

ITEM NO. 5 Review and discuss changes to the UMC Equal Opportunity, Non-Discrimination, and Anti-Harassment Action Plan, and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- Equal Opportunity, Non-Discrimination, and Anti-Harassment Action Plan Policy

DISCUSSION:

Ms. Caputo reviewed various changes to the Equal Opportunity, Non-Discrimination, and Anti-Harassment Action Plan Policy. She noted they were primarily formatting and language changes to identify staff or the department.

Substantive changes included changes noting that complaints would be resolved through the department staff or its designees. Language was also updated to align with the EEOC language.

Member Franklin commented on the change related to using the term “unlawful” and added that the organization needs to be clear to the values as they relate to individuals.

Changes were also made to update the address to NERC and to clearly identify staff members.

FINAL ACTION:

A motion was made to approve the policy changes to the EO Non- Discrimination, Anti-Harassment Action Plan and recommend for approval by the UMC Governing Board. Motion carried by unanimous vote.

ITEM NO. 6 Review and discuss the FY26 YTD Turnovers & Hires report; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Mr. Russell reviewed the turnover and hires report totals for FY2026.

- Voluntary turnover for FT/PT was 3.02%, remaining consistent year-over-year. The first-year voluntary turnover rate averaged 10.51%. Management continues to monitor this statistic.

- The top three 1st year turnover departments were food services with 20 turnovers, case management with 6 turnovers and EVS with 5 turnovers. He noted that these were primarily per-diem employees. Management is investigating the root cause for these turnover rates.

There was a discussion regarding the increase in retirements in the month of May. Mr. Russell responded that it could be a coincidence due to years of service. There was continued discussion regarding voluntary separations.

- Overall, for the year, 270 employees were hired.
- There are still about 4,550 in the employee population.

There was continued discussion regarding replacing vacant positions or new positions.

FINAL ACTION:

None

ITEM NO. 7 Review and discuss the CHRO Updates; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Mr. Russell reviewed the following CHRO updates:

- **Preview Cornerstone Succession Planning Module** – Mr. Russell guided the Committee through a sample demonstration of the module and how the succession plan works. The program is anticipated to Go-Live in March.
- **IUOE Local 501 CBA Bargaining** – The first contract session is set to take place February 5, 2026. This agreement affects 33 employees.
- **Lean Six Sigma Yellow Belt Launch** – This is a one-day class and will be available to all employees, increase knowledge in the Lean Six Sigma program and will allow employees to participate in projects. The first course is scheduled for April.
- **FY26 Org Goals –HR –Status Update** – All goals are on track and are being met.

FINAL ACTION:

None

ITEM NO. 8 Review and discuss changes to various HR policies and procedures and make a recommendation for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

UMC is making modest changes to the following HR policies and procedures, effective on or around February 1st 2025:

- Disclosure of Improper Governmental Action - scheduled review no change
- Benefits Program - scheduled review no change
- Responsibilities of the Chief Human Resources Officer - scheduled review no change
- Nepotism (Hiring of Relatives) - scheduled review no change
- Objectives and Scope – Human Resources – scheduled review no change

- Educational Development Program -
 - Added LMS testing/education availability in Section D.4. Updated new hire requirements in Section E.5. Clarified scope.

- Employment Eligibility Verification -
 - Correcting Section A for new hires and adding updated counseling process for renewals in Section B. Removed Section C.

- Substance Abuse - scheduled review no change
- Requesting and Conducting a Classification Audit Study - scheduled review no change

- Employee Health Services -
 - Updated Policy section to include restrictions for non-compliant health care workers from entering, accessing, or performing services within UMC facilities

- Disciplinary Hearing Process -
 - Revised scope section.

- Progressive Discipline/Corrective Counseling -
 - Changing from a policy to a procedure. Categorized as a policy in error during the 2022 during formatting changes. Added Scope section.

- Position Classification and Compensation Plans -
 - Modified Section G to reference Section K in the Recruitment and Selection Program for requirements for new hires. Updated counseling process for existing employees needing renewals.

- Recruitment and Selection Program -

- Modified Section J to reference Sections A and B in the Employment Eligibility Verification Policy. Added the updated corrective action process in Section K for existing employees.

FINAL ACTION:

A motion was made by Member Mackay to approve the changes to the various HR Policies and Procedures and recommend to the UMC Governing Board for approval. Motion carried by majority vote.

SECTION 3. EMERGING ISSUES

ITEM NO. 9 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)*

Discussion:

1. Disciplinary process

COMMENTS BY THE GENERAL PUBLIC:

At this time, Chair Lopez-Hobbs 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 time of 3:30 p.m. Chair Lopez-Hobbs 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: Educational Update – 2026 Discipline / Attendance Review	Back-up:
Petitioner: Kendrick Russell, CHRO	Clerk Ref. #
<p>Recommendation:</p> <p>The Human Resources and Executive Compensation Committee receive an educational update on the process for attendance and discipline at UMC; and direct staff accordingly. <i>(For possible action)</i></p>	

FISCAL IMPACT:

None

BACKGROUND:

Will review the various attendance and discipline processes for UMC.

Cleared for Agenda:
March 9, 2026

HR & Executive Compensation Committee Educational Update

Discipline

Matrix

	At-Will?	Progressive Discipline?	Attendance Policy	Availability Policy
Management				
<u>M-PLAN</u>	Yes	No ¹	No	Yes
Physician & Non Physician Provider Comp Plans				
Physician & Non-Physician Provider <u>Traditional</u> Comp Plan "Shift"	Yes	No ¹	No	Yes
<u>Primary & Urgent Care</u> Physicians and Non-Physician Com Plan	Hired into the plan 2021 & after	No ¹	No	Yes
Productivity <u>wRVU</u> Physician Provider Comp Plan	Yes	No ¹	No	Yes
<u>Specialty</u> Physician Comp Plan	Hired into the plan 2021 & after	No ¹	No	Yes
All Other EE's				
SEIU Local 1107 Represented EE's	No	Yes	Yes	No
IUOE Local 501 Represented EE's	No	Yes	Yes	No
Non-Union Represented Non-Exempt EE's	No	Yes	Yes	No
Non-Union Represented Exempt EE's	No	No ¹	No	Yes
¹	UMC reserves the right to follow or use the progressive counseling process, but generally issues a letter of discipline w/o reference to a level, or may at-will EE without any discipline issued.			

Attendance – FT/PT

SEIU/IUOE/Non-Represented Non-Exempt Employees

Attendance (FT/PT)	
During any six (6) month period, the following actions will be followed for absences:	
Sixth absence	Verbal counseling (non-disciplinary)
Seventh absence	First written warning
Eighth absence	Second written warning
Ninth absence	Final written warning
Tenth absence	Suspension pending termination

 Failure to properly notify the supervisor (or designee) three (3) hours prior to the beginning of the shift will result in the employee being charged with two absences per Article 37, Section B.1.

Attendance - FT/PT

SEIU/IUOE/Non-Represented Non-Exempt Employees

Tardy (FT/PT)

During a six (6) month period, the following progressive disciplinary action shall occur when an employee fails to clock in as required in Section 1 above or reports to the assigned work station after, but within one (1) hour of the start of the employee's scheduled work shift. No employee can receive both a tardy and an absence for the same incident.

Fourth tardy	Verbal counseling
Fifth tardy	First written warning
Sixth tardy	Second written warning
Seventh tardy	Third written warning
Eighth tardy	Final written warning
Ninth tardy	Suspended pending termination

Attendance – FT/PT

SEIU/IUOE/Non-Represented Non-Exempt Employees

No-Call/No-Show (FT/PT)	
1st no call/no show	Final Written warning
2nd no call/no show within 12 months	Suspension Pending Termination

Attendance – Per-Diem

SEIU/IUOE/Non-Represented Non-Exempt Employees

Attendance/Tardy/No-Call/No-Show (Per-Diem)

During any rolling 12 month period, a per-diem employee will be subject to the following:

1. Four (4) tardies – employee shall receive a final written warning indicating that the next tardy in three months from the date of notification will result in termination.
2. Five (5) absences – employee shall receive a final written warning indicating that the next call off or absence in three months from the date of notification will result in termination. Habitual and/or abusive absenteeism may result in immediate termination without prior warnings.
3. One (1) no call – no show – employee shall receive a final written warning indicating that the next no call – no show in 12 months from date of notification will result in termination. Employees with consecutive no call – no shows may be terminated without prior warnings.

Performance/Conduct - ALL

SEIU/IUOE/Non-Represented Non-Exempt Employees

Performance/Conduct Levels			
Verbal			
Written			
Final Written			
Unpaid Suspension 1, 3, or 5 days			
Suspension Pending Termination			
Last Chance Agreement*			
<i>*Offered as needed and not a gurantee</i>			

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

Issue: FYTD26 - UMC Turnovers & Hires update	Back-up:
Petitioner: Kendrick Russell, CHRO	Clerk Ref. #
<p>Recommendation:</p> <p>The Human Resources and Executive Compensation Committee will review and discuss the FY26 year-to-date Turnovers & Hires report; and direct staff accordingly. <i>(For possible action)</i></p>	

FISCAL IMPACT:

None

BACKGROUND:

UMC monitors turnovers and hires monthly, and reports the data to the hospital leadership team. This data is reported to the Human Resources and Executive Compensation Committee at least once per quarter.

Cleared for Agenda:
March 9, 2026

FY2026

																										
		July '25	Aug '25	Sept '25	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Apr '26	May '26	June '26	FY2026 TOTALS												
TERMINATIONS / TURNOVER																										
All Employee	FT/PT	44	33	42	26	24	30	34	25					258												
	Per-Diem	44	24	25	22	22	18	20	23					198												
	Total All Terms	88	57	67	48	46	48	54	48	0	0	0	0	456												
	Voluntary Turnover FT/PT	0.85%	0.45%	0.48%	0.42%	0.37%	0.45%	0.99%	0.29%					4.30%												
	YOY Comparison	0.86%	0.67%	0.86%	0.75%	1.12%	0.39%	0.55%	0.66%	0.53%	0.39%	0.58%	0.95%	8.31%												
	1st Year Voluntary T/O - (FT/PT/PD)	15.00%	16.67%	15.09%	12.75%	29.00%	56.00%	29.00%	45.00%					13.85%												
Carve Outs from All EE FT/PT	RN	11	9	4	5	7	5	8	4					53												
	Voluntary Turnover	0.61%	0.17%	0.26%	0.44%	0.35%	0.44%	0.71%	0.35%					3.33%												
	APP	0	2	0	1	1	1	1	0					6												
	Voluntary Turnover	0.00%	2.06%	0.00%	1.03%	0.00%	1.04%	1.05%	0.00%					5.18%												
	Physician	0	0	1	2	0	1	0	1					5												
	Voluntary Turnover	0%	0%	0.48%	0.98%	0%	0.49%	0%	0.49%					2.44%												
Turnover: Voluntary Turnover: Does not include retirement, death, LT end, VOL in Lieu of term, or PRN RN Turnover & Data: Includes RN bedside acute care, RN ambulatory, Charge RN - does not include case management, nurse navigator, management, APPs, LPNs, educators, nurse auditor, etc.																										
TERM TYPE																										
All Employee FT/PT	Voluntary	70.00%	51.5%	42.0%	62.0%	58.30%	57.00%	29.4%	44.0%					52%												
	Involuntary	11.60%	21.2%	19.0%	3.8%	0.00%	13.00%	8.9%	16.0%					12%												
	Fail Prob	4.70%	0.0%	2.0%	3.8%	8.30%	10.00%	17.6%	8.0%					7%												
	Retirement	14.00%	24.2%	2.0%	23.1%	33.33%	20.00%	44.1%	28.0%					24%												
	Other (layoff/etc)	0.00%	3.0%	35.0%	7.7%	0%	0.00%	0.00%	4.0%					6%												
Top 3 Turnover Departments - Fiscal Year To Date																										
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">ALL (#)</th> <th style="width: 33%;">RN (#)</th> <th style="width: 33%;">1st year (#)</th> </tr> </thead> <tbody> <tr> <td>Food Services (43)</td> <td>CRP (10)</td> <td>Food Service (25)</td> </tr> <tr> <td>EVS (30)</td> <td>ED (9)</td> <td>EVS (7)</td> </tr> <tr> <td>CRP (18)</td> <td>TR-ED (6)</td> <td>Case Management (6)</td> </tr> </tbody> </table>															ALL (#)	RN (#)	1st year (#)	Food Services (43)	CRP (10)	Food Service (25)	EVS (30)	ED (9)	EVS (7)	CRP (18)	TR-ED (6)	Case Management (6)
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CRP (18)	TR-ED (6)	Case Management (6)																								

FY2026

		Turnover / Hires												
		July '25	Aug '25	Sept '25	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Apr '26	May '26	June '26	FY2026 TOTALS
HIRES														
All Employee (Includes RN)	FT & PT	34	29	39	13	16	24	21	12					188
	PRN/PD	15	22	26	27	7	18	17	11					143
	Total All Hires	49	51	65	40	23	42	38	23	0	0	0	0	331
	Net Hire Ratio	0.61%	0.89%	0.97%	0.83%	0.50%	0.88%	0.70%	0.48%					5.86%
RN Only	FT & PT	9	4	19	3	1	3	9	2					50
	PRN/PD	3	1	3	1	2	0	1	2					13
	Total RN Hires	12	5	22	4	3	3	10	4	0	0	0	0	63
Employee Counts														
All EE		RN (Included in all EE data)				APP (Included in all EE data)			Employed Physician (Included in all EE data)					
Total EEs		Total RNs				Total APPS			Total Physicians					
PT/FT	3751	FT/PT	1128	FT/PT	95	FT/PT		203						
P/D	745	P/D	233	P/D	22	P/D		61						
Total	4496		1361		117			264						

	July	August	September	October	November	December
Total # left 1/in 1 year	21	14	16	13	8	10
Total # hired in month prev year	140	84	106	102	28	18
Turnover %	15.00%	16.67%	15.09%	12.75%	29%	56%

January	February	March	April	May	June	Totals
13	13	0				108
45	29	38	42	70	78	780
29%	45%	0%	0%	0%	0%	13.85%

T/O Goal	<18.49
Max T/O's to achieve goal	144
Current T/O's	108
Remaining T/O's	36

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

Issue: CHRO Update	Back-up:
Petitioner: Ricky Russell, CHRO	Clerk Ref. #
<p>Recommendation:</p> <p>The Human Resources and Executive Compensation Committee review and discuss the CHRO Updates; and direct staff accordingly. <i>(For possible action)</i></p>	

FISCAL IMPACT:

None

BACKGROUND:

CHRO Updates

Cleared for Agenda:
March 9, 2026

- IUOE Local 501 CBA Bargaining Update
- New Physician Recruiter
- CEO & Chief’s Succession Planning Launch
- Misc.
- FY26 Org Goals – HR – Status Update

FY26 Org Goals – HR – Status Update

Goal	Status	Notes
1. Reduce 1st year voluntary turnover (FT/PT/PD) by at least 1.0% (target ≤ 18.49%)	On Track	Currently at 13.85%
2. Research and recommend to the UMC Executive Team the implementation of a grievance tracking system by January 1, 2026.		Reviewed vendors. Identified a potential. Working w/Contracts soon for next steps.
3. Utilizing the Lean Six Sigma trained UMC employees, identify and implement process improvement initiatives that lead to at least \$250,000 in savings to the organization in FY26.		TICU Charge Code Projects alone are estimated to bring \$500K+ missed revenue.
4. No later than March 1, 2026, redesign the existing Leadership Bootcamp curriculum to include at least 50% professional development content, and lead the first revised curriculum no later than June 30, 2026.		Redesign of content complete. Final review of new content in process. 1 st redesigned LBC will launch May 2026.
5. Offer at least one professional development opportunity each quarter of FY26 for all employees to help enhance their soft skills and prepare them for potential other UMC opportunities.		Q1 – Excel 1 & Emotional Intelligence 101; Q2 – Excel 1 & 2, DISC; Q3 Repeat.

CHRO UPDATES

Leadership Bootcamp Redesign

Old Agenda	Revised Agenda
Behavioral Interviewing	Leadership Foundations & Contract Activity
New Hire & Onboarding	Emotional Intelligence
Separation PARs/Exit Survey's	DISC Assessment
Performance Evaluations	Effective Communication
PIP	Crucial Conversations
Contract Administration/Just Cause	Developing SMART Goals
Work Comp	Effective Coaching
Supply Chain	Team Leadership
FMLA	Lean Six Sigma
Finance/Legal/Privacy/Compliance/Just Culture	Strategic Leadership in Action
Emergency Management	
Academic Affairs/Pathway to Excellence/General Leadership	

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

Issue: Various HR Policy & Procedure Updates	Back-up:
Petitioner: Ricky Russell, CHRO	Clerk Ref. #
<p>Recommendation:</p> <p>The Human Resources and Executive Compensation Committee review and discuss changes to various HR policies and procedures, and make a recommendation for approval by the UMC Governing Board; and takes 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 April 1st 2026:

- | |
|--|
| <ul style="list-style-type: none"> • Family and Medical Leave <ul style="list-style-type: none"> ○ Formatting, updated “FMLA Source” to “TPA,” updated EO Program Staff, and added DOL guidance about sufficient medical documentation. |
| <ul style="list-style-type: none"> • Recruitment and Selection Program <ul style="list-style-type: none"> ○ Revised H(4) – to address background and drug testing requirements a new hire whose start date is more than 90 days out. ○ Added Section H(6) to address gaps in background and drug screen policy for new hires with extended start dates. It also addresses the need for employees to self-disclose any criminal convictions after employment. ○ Added Section H(7) to address the potential for a background check to be performed in certain scenarios (e.g., missing from file, annual DMV). |
| <ul style="list-style-type: none"> • Position Classification and Compensation Plans <ul style="list-style-type: none"> ○ Modified Section F(1) to account for internal equity and other objective factors when determining a promotional increase. |

Cleared for Agenda:
March 9, 2026

	POLICY TITLE: Family and Medical Leave
MANUAL: Human Resources	POLICY OWNER: Chief Human Resources Officer
EFFECTIVE DATE: 7/1995	FINAL APPROVAL DATE:

SCOPE

All UMC Employees

PURPOSE

To set forth UMC’s procedures to request and receive approval for leave through UMC’s third-party Family and Medical Leave Act (FMLA) administrator.

PROCEDURE

A. Employee Notification Requirements for Initial and/or Renewal of Expired Approvals. In all cases, absent extenuating circumstances, the employee must comply with UMC’s procedures regarding absences and contact the third-party administrator (TPA) as outlined on the Human Resources intranet page.

Foreseeable Leave: Any employee who believes they may have an FMLA-qualifying event requiring leave must provide their management and the TPA at least a 30-day advance notice before the FMLA leave is to begin. If the need is foreseeable but not known more than 30 days in advance, the employee must provide notice as soon as practicable, generally meaning that day or the next business day from when the need is known. Failure to provide appropriate notice may result in leave being delayed by up to 30 days after notice was given, depending on the specific circumstances. Notification not provided in accordance with UMC procedures for leave (including contacting the TPA) may also result in delayed or denied FMLA leave and/or a policy violation related to UMC’s notice requirements for leave.

Unforeseeable Leave: If the need for leave is unforeseeable, the employee must provide notice to their management and the TPA as soon as practicable based on the particular facts and circumstances. It is generally considered practicable to provide notice either the same day or next business day after becoming aware of the event and within the time prescribed by UMC’s notice requirements for leave.

Content of Notice: The notice does not have to include the term “FMLA” but must include sufficient information to put the TPA on notice of a potential FMLA-qualifying event (i.e. parent is hospitalized, son or daughter has been called to active duty, nature of the employee or covered family member’s medical condition rendering them unable to work and/or perform daily activities, and duration of leave needed). Failure to provide sufficient information (i.e., simply saying “sick”) does not trigger the TPA’s obligation to notify the employee of FMLA



POLICY TITLE: Family and Medical Leave

rights. The employee must also respond to the TPA's questions designed to determine if the absence(s) is potentially FMLA-qualifying. Failure to respond to such inquiries, and/or failure to provide sufficient information may result in a denial of FMLA protection.

B. Paperwork/Medical Certification: Upon notification of the need for FMLA, and based on the information the employee provides, the TPA will promptly provide the employee with written notice of their general rights, obligations, eligibility status under the FMLA for each separate potentially qualifying event, and blank FMLA medical certification forms. The TPA will work directly with the employee and/or the employee's physician to procure sufficient medical documentation of the need for FMLA leave. Thereafter, medical recertification will generally only be required only once every six-month period in which an employee gives notice of the need for FMLA leave.

Failure to return the required certification documentation by the deadline listed in the notification may result in denial or delay of the FMLA leave until certification is received. Employees may contact the TPA to request an extension of the deadline if extenuating circumstances require. Prior to approving the FMLA leave, the TPA may also require second and/or third opinions on the certification provided, as allowed by law. If second and/or third opinions are required, the TPA will notify the employee in writing.

Per the Dept. of Labor, sufficient medical documentation should include: "contact information for the certifying healthcare provider; the date the serious health condition began and how long it will last; appropriate medical facts about the condition such as symptoms, hospitalization, or doctor's visits; for leave for the employee's own serious health condition, information showing that the employee cannot perform the essential functions of the job; for leave to care for a family member, a statement establishing the family member needs care, and an estimate of when and how long the leave is needed; for leave that needs to be taken in short blocks of time, an estimate of how much time will be needed for each absence, how often absences may occur, and information establishing the medical necessity for taking such intermittent leave."

C. Approvals/Denials: The employee will be notified, in writing, of the status of any FMLA application (including those not specifically requested by the employee but sent by the TPA based on information provided). If denied, the employee will receive a denial notification including a brief description of why the application and/or request was denied. If approved, the employee will receive an approval letter including details regarding the circumstances of the approved leave, including but not limited to type of leave, dates of leave, requirement to use accrued paid leave (in accordance with relevant policy or CBA), potential requests for recertification, and requirement to provide a certification of release to return to work at end of FMLA leave.

D. Accessing FMLA Time: To access FMLA leave for an approved qualifying event, the employee is required to provide timely notification to UMC that they will not be reporting to work within the contractual or policy notice requirements. The employee is also required to contact the TPA within 24 hours after the start of the absence, absent extenuating circumstances, and specifically reference the qualifying reason or the need for FMLA leave. Where multiple approvals exist, the TPA will require information to determine which approval is the cause for the current absence. Failure to provide sufficient information in a timely manner to the TPA may lead to leave being denied under the FMLA. The TPA may require periodic reports on the FMLA status, including intent to return to work and anticipated return date. In addition, the TPA may also require recertification of current approved FMLA conditions. The employee will be notified, in writing, regarding the specifics of the recertification. Recertification will be requested in the frequency and manner allowable by law and UMC preference. FMLA leave need not be taken in one block but may be taken intermittently or on a reduced leave



POLICY TITLE: Family and Medical Leave

schedule if medically necessary. Employees needing intermittent FMLA leave, or leave on a reduced leave schedule, must attempt to schedule their leave so as to not unduly disrupt UMC's operations. Intermittent leave may also be taken due to qualifying exigencies. In addition, UMC may assign an employee to an alternative position that better accommodates the employee's intermittent or reduced leave schedule. Prior to returning to work from FMLA leave occasioned by the employee's own serious health condition, the employee will be required to provide a fitness for duty certification with regard to his/her serious health condition. Employees will be required to use accrued paid leave for unpaid FMLA leave in accordance with the current Collective Bargaining Agreements (CBA), or policy and procedure manual covering his/her classification. Failure to comply with the procedural requirements in the relevant CBA or policy manuals will result in the approved FMLA leave not qualifying for paid status. Once leave banks are exhausted, the employee will be placed in a leave without pay status (LWOP) until his/her return or expiration of the FMLA leave allotment. During FMLA leave, the employer must maintain the employee's health coverage under any "group health plan" on the same terms as if the employee had continued to work. Upon return from FMLA leave, most employees must be restored to their original or equivalent positions with equivalent pay, benefits, and other employment terms. An employee who has exhausted FMLA or does not qualify for FMLA may also request leave for his or her own physical or mental impairment as a reasonable accommodation under the Americans with Disabilities Act (ADA) through Equal Opportunity Program staff.

E. Unlawful Acts:

Employer:

- Interfere with, restrain, or deny the exercise of any right provided under FMLA;
- Discharge or discriminate against any person for opposing any practice made unlawful by FMLA or for involvement in any proceeding under or relating to FMLA.

Employee:

- Fraudulently obtains or uses FMLA leave

F. Enforcement: An employee may file a complaint with Human Resources, with the U.S. Department of Labor, or bring a private lawsuit against an employer. FMLA does not affect any Federal or State law prohibiting discrimination, or supersede any State or local law or collective bargaining agreement which provides greater family or medical leave rights.

Review Date:	By:	Description:
July 29, 2022	Ricky Russell	Formatting changes. Reviewed. No content change.
January 17, 2023	Ricky Russell	Delete last sentence in purpose paragraph. Add Section E & F pursuant to FMLA regulations.
March 2026	Anna Caputo	Formatting, updated "FMLA Source" to "TPA," updated EO Program Staff, and added DOL guidance about sufficient medical documentation. Vetted by CHRO

	POLICY TITLE: Recruitment and Selection Program
MANUAL: Human Resources	POLICY OWNER: Chief Human Resources Officer
ORIGINATION DATE: 4/2019	FINAL APPROVAL DATE: 3/2026

SCOPE

All UMC employees.

PURPOSE

Human Resources shall administer a recruitment and selection program for the recruitment of applicants for employment with UMC in accordance with all applicable federal and state laws and regulations, and affirmative action programs.

POLICY

1. Recruitment shall be one of the following types:
 - a. **INTERNAL RECRUITMENT:** a promotion, demotion or transfer opportunity opened to current full-time, part-time or per diem UMC employees only.
 - b. **REGULAR RECRUITMENT:** open to all interested applicants.

2. Human Resources shall determine the methods to be used in recruitment and may postpone, cancel, extend or otherwise modify the recruitment efforts as circumstances indicate. A department leader intending to fill a new or existing position, change FTE status of apposition, reclassify a position, shall notify their appropriate recruiter to launch the process. Any such postings or changes must be approved in the staffing standard for the department, or approved by the Workforce Planning Committee, before the Recruitment team is authorized to move forward.

3. The filing period for a non–union represented job announcement will be determined by Human Resources. These positions may close without notice once a sufficient number of qualified applications have been received.

4. When anticipated that the applicant group will greatly exceed the anticipated vacancies, Human Resources may restrict recruitment to limit the number of applicants by:



POLICY TITLE: Recruitment and Selection Program

- a. establishing a shorter filing period; and/or
- b. specifying a maximum number of applications that will be accepted and closing the recruitment when that number is reached.

5. Job listings for all recruitments shall available in Human Resources, on the job posting board near the cafeteria and on the UMC website. Announcements shall be given such other publicity as deemed warranted to attract a significant number of qualified candidates to compete.

6. Job announcements shall describe the duties of the position, minimum qualifications, salary range as deemed necessary, open and closing date for accepting applications and such other information as Human Resources considers appropriate.

Section B. Applications

1. An official online application form must be filled out completely and signed by the applicant. Applicants who complete online applications must attest that all information contained therein is true and accurate. Filed applications become the property of UMC and shall not be returned to the applicant. A separate and complete application is required unless otherwise specified in the job announcement.

2. Applications are only received by Human Resources for posted positions during the filing period. All applications must be received prior to the recruitment closing date and time.

3. All applicants must meet the minimum requirements and preferences, when applicable, as stated on the job announcement to be eligible for the position. Applicants may be required to submit evidence of education, training, licensure or special qualifications used to determine eligibility for the position.

4. Human Resources may disqualify an applicant, refuse to certify an applicant for an interview or remove an applicant who:

- a. is determined to lack any of the job requirements stated on the job announcement for the recruitment; or
- b. has committed conduct not compatible with UMC employment; or
- c. has made false or misleading statements or omissions of material fact on the application; or has used, or attempted to use, any unfair method to obtain an advantage in a recruitment or appointment; or
- d. has directly or indirectly obtained confidential information regarding the content of interview; or



POLICY TITLE: Recruitment and Selection Program

- e. has failed to submit an accurate and fully completed application within the prescribed time limits; or
- f. has been dismissed for cause from a position at UMC or any other public or private employer similar to the position applied for at UMC; or
- g. has a recent criminal conviction, which is substantially related to the qualifications, functions or duties of the position for which an application is being made. UMC acknowledges that a record of conviction alone will not necessarily bar someone from employment and will consider factors such as:
 - 1) the length of time that has passed since the offense; 2) age at the time of the offense;
 - 3) the severity and nature of the offense; 4) the relationship of the offense to the position for which was offered; and 5) evidence of rehabilitation; or
- h. has, within the past two (2) years, unsuccessfully completed a pre-employment drug screen for UMC, except as provided for under the American's with Disabilities Act of 1990; or
- i. is identified as ineligible due to sanctions by the Office of Inspector General or by the Excluded Parties List System; or
- j. has been disqualified from a previous position during the background check process; or
- k. has made a verbal or physical threat to staff, harassing communications, disparaging comments or other unprofessional conduct.

5. A person whose application is rejected for failure to meet minimum qualifications shall be notified of the reason for rejection. Applicants who believe they meet the minimum qualifications for a position and receive the above cited notification may request in writing to the Human Resources recruiter within seven (7) calendar days of the date of the notification to have their application re-evaluated. Human Resources will notify the applicant within seven (7) calendar days of receipt of the written request, of the decision based on the re-evaluation. Decisions reviewed and approved by Human Resources Director or Chief Human Resources Officer are considered final.

Section C. Inquiries into Minority Status

1. At the request of UMC, all applicants are asked to complete the Affirmative Action Questionnaire to comply with the United States Government EEO requirements.
2. The applicant's completion of the questionnaire is voluntary and failure to complete this section of the application will not adversely affect future employment opportunities.



POLICY TITLE: Recruitment and Selection Program

3. The information requested will be made available to authorized personnel to be utilized for research and reporting purposes only.

Section D. Eligibility Lists

1. The names of applicants for employment who qualify for the recruitment shall be placed on the appropriate eligibility lists.
2. Eligibility lists will usually remain in effect for ninety (90) calendar days, but may be changed at the discretion of Human Resources and the appropriate department manager.
3. Eligibility lists for all recruitments shall be in effect from the date the applicant was placed on the eligibility list.
4. The duration of recall eligibility lists due to layoffs shall be a maximum of two (2) years based on length of service.
5. The Chief Human Resources Officer, or designee, may remove from eligibility lists the names of applicants who:
 - a. request to have their names removed from an eligibility list or state that they are not interested in employment in that classification; or
 - b. fail to respond to an invitation for a pre-employment interview; or
 - c. are appointed to permanent positions in the classification for which their names were on an eligibility list. This does not apply to those eligible who are appointed to temporary positions; or
 - d. declines two (2) interviews for the same job classification within one (1) year; or
 - e. for any of the reasons listed in Section B.4 of this policy.
6. Eligibility Lists for permanent positions will be established in the following manner:
 - a. **Department Recall List:** The departmental recall eligibility list for each classification shall consist of employees and former employees of the department having permanent status and who were laid off or who were reduced in grade as a result of layoff. Such lists shall take precedence over all other eligibility lists.
 - b. **Recall List:** The general recall eligibility lists for each classification shall consist of the names of employees and former employees of UMC who are on active recall lists. Such lists shall take precedence over all other eligibility lists, except departmental recall lists.



POLICY TITLE: Recruitment and Selection Program

- c. **Active Lists:** The names of applicants who meet at least the minimum qualifications shall be placed on eligibility lists for that position. The eligibility list will normally remain in effect for approximately ninety (90) calendar days, unless the position is re- posted sooner at the request of the hiring authority or at the discretion of Human Resources.
- d. **Certification List:** The names of the most qualified applicants who meet the minimum and the preferred skills for the position will be placed on an active certification list for that position and will be forwarded to the department for an interview.

Section E. Candidate Referral

When a vacancy is to be filled, other than by demotion or emergency appointment, the hiring authority shall notify Human Resources. Following receipt of an approved requisition, Human Resources shall determine which candidates to be referred, based on bona fide occupational qualifications or special skills required by the position. Human Resources will determine the method and standards used to evaluate applicants' qualifications.

1. Eligible candidates shall be referred to fill permanent vacancies in the following order:
 - a. Departmental Recall Eligibility List
 - b. Recall Eligibility List
 - c. Certification List

If a departmental recall eligibility list is used, Human Resources shall refer personnel in accordance with the recall section of the appropriate collective bargaining agreement or this manual. Human Resources may remove from a departmental recall list the name of any person who waives employment after referral.

2. Only applications of the most qualified candidates will be referred to the department initially for hiring manager or SME review. All applicants on the certification list should be interviewed unless documented and proper justification is approved by Human Resources prior to declining the candidate for interview. The written justification should explain the applicant lack of at least one of the following: experience, education, knowledge, skills, abilities, certifications, licensures or other job competency specific reasons related to the specific recruitment. Documentation will be made in the applicant tracking system for record keeping purposes of the justification made by the hiring department.
3. All current UMC employees who are certified for interview in a specific recruitment must be interviewed unless disqualified due to other reasons outlined in this policy.
4. If more than one vacancy is to be filled, the base number of candidates to be referred shall be determined by Human Resources. The names of the most qualified candidates will be certified to the department. All applicants certified to a department will be interviewed.



POLICY TITLE: Recruitment and Selection Program

5. Human Resources will submit the certification list to the hiring department, and the hiring authority shall notify applicants chosen for pre-employment interviews.
6. When an applicant has been passed over a total of two (2) times for employment or in the past one hundred and eighty (180) days for the same position by the same hiring authority, with the appropriate justification, Human Resources may remove the name of that applicant from the certification list to that hiring authority.
7. Human Resources may refer qualified persons from sources that are deemed appropriate to fill temporary positions.
8. Pre-employment assessments or testing may be required for some positions, prior to job offer.

Section F. Interviews

1. An interview schedule for those on the certification list should be provided to Human Resources or be accessible for viewing through the self-scheduling option in the ATS prior to the commencement of the interviews.
2. The hiring authority will notify and interview, or provide a reasonable opportunity for an interview to each applicant whose name appears on the certification list prior to making a selection. Initial contact with the candidate must be made within three (3) business days by the hiring department for interview scheduling. Those candidates not selected for interview must be clearly identified using Section E, Paragraph 2 guidelines.
3. All interview notes, questions, rating guides, responses, score sheets and related materials generated during the interview process will be submitted to Human Resources. Job offers may not be extended until all selection documentation is submitted.
4. No testing/examinations will be administered by the hiring department without involvement and approval by Human Resources.

Section G. Selections and Appointments

1. The Chief Executive Officer or designee must approve vacancies to be filled prior to appointment (see Human Resources Procedure "Requisition for Personnel").
2. The hiring authority shall interview each applicant referred before making a competitive selection.



POLICY TITLE: Recruitment and Selection Program

- a. If two (2) unsuccessful documented attempts to contact a candidate occur, then the hiring authority shall notify Human Resources in order to remove candidate from consideration.
 - b. Human Resources may approve other non-discriminatory objective reasons to disqualify a candidate from consideration.
 - c. After making a selection, Human Resources shall notify each applicant interviewed of the results.
3. With the approval of Human Resources, a person may be appointed temporarily to fill a regularly established benefitted position. No person shall achieve full time, part time, or per diem status solely as a result of appointment to a temporary position.
4. Per Diem Appointments: Beginning with the 2081st hour worked, a part-time or per diem employee, upon written request, shall be entitled non-competitively to the next available regular full-time or part-time position in his/her classification. Restrictions may apply in accordance with the appropriate collective bargaining agreement.
5. In the event that the standard recruitment procedure would, in an emergency situation, delay or impair efficiency of UMC operations, the hiring authority, with approval from Human Resources and the Chief Executive Officer, may make emergency appointments for the duration of the emergency and for a time thereafter sufficient to permit an orderly return to the normal conduct of business. When such emergency appointments are made, the hiring authority shall immediately notify Human Resources, naming the appointees, dates of appointment, classification in which hired, duties of the positions to which appointed and the nature of the emergency. No person shall automatically achieve full or part time status as a result of an emergency appointment.
6. Human Resources may make involuntary, inter-departmental transfer of employees in the same classification or salary grade for the purpose of reorganizations, changes in workload or for the well-being of UMC, after notification and approval of the affected Administrator and department head.
7. The UMC CEO may appoint applicants to a position. Additionally, UMC may appoint employees of an agency whose functions have been assumed by UMC under the following conditions:
 - a. Human Resources has determined the proper classifications for the positions; and
 - b. employees of the agency shall serve a probationary period; and
 - c. no time served in the agency prior to appointment as a UMC employee shall apply toward the computation of seniority without the written authorization of the Chief Executive Officer and based on a recommendation from Human Resources.



POLICY TITLE: Recruitment and Selection Program

Section H. Offers of Employment

1. All offers of employment will be made by Human Resources.
2. The hiring authority will return the certification list and interview questions/responses to Human Resources. A tentative offer of employment will be made in compliance with the pre-employment/post offer protocols.
3. Salary recommendations will be made by Human Resources following current internal pay practices. Human Resources or the department/unit managers requesting a salary rate above the salary rate parameters established by Human Resources must submit the request in writing to Human Resources who will make a recommendation of approval or denial to the Division Head and CEO or designee. The CEO or designee has final approval on any salary above the normally established rate to be offered.
4. Once the tentative offer of employment has been made to a non-UMC employee, the selected candidate will be required to complete pre-employment drug testing generally within 72 hours, background check consent paperwork and a pre-employment physical/employee health review. If the start date of employment is more than 90 days from the offer acceptance date, UMC will perform a subsequent background check and drug screen prior to the start date. Confidential documents, such as employee background checks and drug testing results, may be unavailable in the employee's human resources file for employees hired prior to 2017.
5. The tentative offer of employment shall be withdrawn if:
 - a. the applicant fails to complete the pre-employment drug screen within seventy-two (72) hours of the date and time the tentative offer was made without an approved extension, or
 - b. the applicant fails to submit to a background check during the hiring process, or
 - c. the applicant fails either the pre-employment drug screen or the background check or pre-employment physical, or
 - d. the results of the applicant's pre-employment drug screen indicate the presence of marijuana (THC), and the applicant applied for a position that UMC has determined could adversely affect the safety of others (See UMC Safety-Sensitive Positions List), or
 - e. the applicant is unable to attend new hire orientation within a specified period of time mutually agreed upon by Human Resources.



POLICY TITLE: Recruitment and Selection Program

6. Disclosing a Criminal Conviction or Plea After Hire

- Current employees are required to self-disclose any criminal conviction, plea of “guilty” (including a “blind plea”), plea of “no contest” (“nolo contendere”), or “Alford plea” that occurs in any jurisdiction after beginning employment with UMC.
- The disclosure must be made to UMC’s Human Resources Department within three (3) business days after the entry of the conviction or plea.
- Communication can be via hr@umcsn.com or in-person with the HR Director (or designee). A form will be provided for you to complete.
- Employees who self-disclose a criminal conviction or plea may be required to consent to a background check provided by our third-party vendor.
- Employees may be required to provide requested information or documentation within strict timelines.
- Failure to self-disclose a criminal conviction or plea in accordance with this policy may subject the employee to discipline, up to and including suspension pending termination, or termination.

7. Background checks may be conducted annually or as needed when there are regulatory requirements or changes in policy that require revisions to background screening and result in additional screening (e.g., annual MVR checks, or local, state, or federal requirements change for specific areas.) Background checks may also be conducted on current employees on an as-needed basis. If, during an audit of the employee’s human resources file, a pre-employment background check cannot be found, a new one must be completed if the employee was hired in 2017 or later.

Section I. Training Under-Fills

1. Training under-fills are alternate staffing patterns that establish entry or intermediate duty levels when:

- a. it is consistently difficult to attract sufficient numbers of qualified applicants at the full performance level; or
- b. significant gaps exist in normal career patterns for occupations unique to UMC’s service; or
- c. by hiring manager or Human Resources request

2. Training under-fills must comply with the following requirements:

- a. The under-fill position level must be established at or below the pay grade of the full performance/budgeted level; and



POLICY TITLE: Recruitment and Selection Program

- b. The position must be recruited as a training underfill. The announcement must clearly indicate that the position is an underfill position and that, upon satisfactory performance and completion of the training agreement, within a specific time frame, it will lead to a non-competitive promotion. The higher level classification of the position must also be indicated on the announcement; and
- c. The selected applicant does not have to meet all of the experience and education requirements of the higher level position at time of hire into the under-fill position. However, he/she must meet the critical, directly related position requirements determined by Human Resources to be essential to acquiring, through on-the-job training, the skills and knowledge of the higher level classification; and
- d. The under-fill position cannot exist beyond two (2) years. Employees hired into a training under-fill position will serve in the under-fill classification no more than two (2) years, except for specified classifications as determined by Human Resources.

3. Applicants hired into training under-fill position(s) shall serve a probationary period. Should an employee who has successfully completed the probationary period then fail to meet the training requirements, he/she may be terminated following the process as outlined in the appropriate collective bargaining agreement or Human Resources Policies and Procedures.

Section J. Employment Eligibility Verification Form I-9

- 1. Human Resources shall administer the employment eligibility verification program to verify each employee's eligibility for employment in the United States in accordance with the Immigration Reform and Control Act (IRCA), as amended and the Homeland Security Act, as amended.
- 2. All new UMC employees must comply with the IRCA/USCIS by completing Form I-9 to verify their eligibility for employment in the United States. UMC will also verify employment eligibility using the DHS E-Verify system. Any employee rehired within three (3) years of the initial hire, may not be required to complete a new I-9, provided the information on the old I-9 indicates that the person is still authorized to work. However, such employee may be required to complete a new I-9 for E-Verify purposes.
- 3. Please see the Employment Eligibility Verification Policy, Section A for new hires and Section B for renewal and/or reverification requirements for existing employees.

Section K. Licensure, Certification, Registration

1. Candidates for employment must possess and maintain current all required licensures, certifications and/or registrations identified as a bona fide occupational qualification.



POLICY TITLE: Recruitment and Selection Program

2. Candidates for specific positions requiring licensure, certification and/or registration are responsible for providing the appropriate document(s) prior to employment. Human Resources will ensure appropriate and accurate documentation is provided, including any primary source verification as required, before an applicant is hired. For any employed physician or non-physician provider, Medical Staff services will perform the necessary primary source verification.

3. For existing employees in need of renewals the following will apply

1. Employee must provide evidence of completion by 12:00 midnight of the 7th day before the expiration date of existing document (as applicable). Failure to do so shall result in the following process:
 - a. a first written counseling and seven (7) calendar days to provide evidence of eligibility. Employee may not work until sufficient document is provided.
 - b. if the employee does not provide evidence of eligibility by the new deadline, a final written counseling and a maximum of seven (7) additional calendar days in order to provide evidence of eligibility.
 - c. If the employee does not provide evidence of eligibility by the new deadline, a one day unpaid suspension and maximum of seven (7) additional calendar days in order to provide evidence of eligibility.
 - d. If the employee does not provide evidence of eligibility by the new deadline, the employee will be terminated or suspended pending termination.
 - e. Exemption from removal from the workplace and applicable counseling steps 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
2. Per Diem employees without grievance and/or appeal rights may be separated at any step of the above process.

4. Employees achieving licensure, certification and/or registration must report the achievement to their manager, who will verify the accuracy of the documents. The employee will be required to produce evidence and submit it to Human Resources for placement in the employee's official personnel file.

Section L. Residency and Vehicle Registration Ordinance

1. Candidates hired into a benefitted position will be required to establish and maintain a principle place of residency within the boundaries of Clark County within 90 days of initial employment with UMC, provide



POLICY TITLE: Recruitment and Selection Program

proof that a Nevada driver's license has been obtained and each private vehicle has been registered with the State of Nevada Department of Motor Vehicles.

2. Human Resources will notify all new hires of acceptable documents and will examine the documents to validate residency and vehicle registration requirements at time of new hire processing.

3. After hire, an employee who fails to provide proof of residency and vehicle registration to Human Resources within 90 calendar days of hire shall result in the employee being terminated. Exceptions may apply to the following:

- a. Employees who are unable to provide documents establishing proof of residency due to living with someone, will be required to sign a residential affidavit of exemption.
- b. Employees who do not drive in Nevada or do not own a motor vehicle subject to the motor vehicle registration laws will be required to sign an affidavit of exemption.
- c. Employees who have been granted a waiver from the County Manager as approved by the Board of County Commissioners.
- d. Employees covered by an applicable federal law that may qualify for an exemption.

4. In accepting employment with UMC, the employee agrees that authorized representatives of UMC may access the databases of the State of Nevada Department of Motor Vehicles to verify motor vehicle registration information and driver's license information.

Section M. Employment Incentive Program

1. Human Resources shall administer an Employment Incentive Program as a recruitment tool when qualified candidates are scarce. Eligible classifications will be defined by Administration in consultation with Human Resources.

2. Eligibility requirements shall be set by Administration on a case-by-case basis.

Section N. Relocation Assistance Program

1. Human Resources shall administer the Relocation Assistance as a recruitment tool. Classifications eligible for relocation expenditure reimbursement will be defined by Administration in consultation with Human Resources. Eligibility requirements shall be set by Hospital Administration on a case-by-case basis.



POLICY TITLE: Recruitment and Selection Program

Review Date:	By:	Description:
5/2022	Ricky Russell	Reviewed. Formatting Changes. Added H(5)(d)
8/2023	Rosalind Bob	Added retention information for confidential documents. Vetted by HR
10/2024	Ricky Russell	Added language in #2 regarding staffing standards, and removed language regarding qualifying reviews. Section K. Content change – Added (4) correction action for non- compliance with license requirement. Vetted by Chief Human Resources Officer.
3/2025	Ricky Russell	Revised Section K (2)(3) to provide clarity for initial and renewal certification/license and primary source verification. Vetted by Chief Human Resources Officer.
7/2025	Rosalind Bob	Modified Section K (3) to require proof of license/certification renewal seven (7) days prior to expiration date. Vetted by Chief Human Resources Officer.
12/22/25	Rosalind Bob	Modified Section J to reference Sections A and B in the Employment Eligibility Verification Policy. Added the updated corrective action process in Section K for existing employees.
March 2026	Ricky Russell	Revised H(4) – to address background and drug testing requirements a new hire whose start date is more than 90 days out. Added Section H(6) to address gaps in background and drug screen policy for new hires with extended start dates. It also addresses the need for employees to self-disclose any criminal convictions after employment. Added Section H(7) to address the potential for a background check to be performed in certain scenarios (e.g., missing from file, annual DMV).

	POLICY TITLE: Position Classification and Compensation Plans
MANUAL: Human Resources	POLICY OWNER: Chief Human Resources Officer
ORIGINATION DATE: 4/2019	FINAL APPROVAL DATE: 3/2026

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).



POLICY TITLE: Position Classification and Compensation Plans

- 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.

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, if applicable to the employee, collective bargaining



POLICY TITLE: Position Classification and Compensation Plans

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.

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 employment agreement, compensation plan, etc., non-probationary UMC employees not covered by any collective bargaining agreement shall generally be granted at a minimum those economic benefits provided for in the current UMC & 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, longevity, shift differential and acting pay. However, in its sole discretion, the UMC CEO or CHRO (or designee) retains the exclusive right to modify all non-economic and economic benefits for any non-union represented classifications.

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 generally be commensurate with the employee's years of experience in the new pay range, following current hire-in rate pay practices. Other objective factors will be considered as part of any promotional increase, including, but not limited to, internal equity and recent hourly base rate increases. Human Resources will determine the appropriate promotional increase, which will generally range from 0% to 5%. Promotional increases of more than 10% require CEO approval, unless the higher % is the minimum under the new salary schedule. Subsequent promotional increases in the rolling calendar year will generally be limited to 4%. Any exception to the above requirements must be approved by Human Resources and the UMC CEO.

2. The employee's annual review date will not change as a result of the promotion. The employees annual merit increase (if applicable) may be adjusted or prorated is the promotional



POLICY TITLE: Position Classification and Compensation Plans

increase 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. Any demotion to a lower salary schedule (aka salary range) will result in the employee receiving a pay reduction of the most recent promotional increase they received, assuming any such reduction doesn't place them below the minimum of the new salary range. If, after the reduction, the employee's pay rate is above the maximum of the new range, their salary will be further reduced to the maximum of the new range. If the employee has not received a promotional increase since hire, the employee will receive a minimum of a 4% decrease, or the max of the new range, whichever is greater.

- a. An employee whose position is reclassified to a lower pay grade will be demoted to the appropriate title, pay grade, and pay, as specified by the Chief Human Resources Officer. In no instance shall an employee's pay rate exceed the maximum rate of the new pay grade.

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, and any salary increase or decrease shall be initiated as identified under the promotion and demotion language, or as determined by the CHRO or designee.

- 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.



POLICY TITLE: Position Classification and Compensation Plans

- 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.

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.



POLICY TITLE: Position Classification and Compensation Plans

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 underfill.
- c. The amount of the promotional increase upon completion of the training underfill 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 obtain and maintain a current license/certification/registration - see Recruitment and Selection Program, Section K for requirements for new hires.

- 1. For existing employees in need of renewals, the following will apply;
 - a. Employee must provide evidence of completion by 12:00 midnight of the 7th day before the expiration date of existing document (as applicable). Failure to do so shall result in the following process:
 - i. a first written counseling and seven (7) calendar days to provide evidence of eligibility. Employee may not work until sufficient document is provided.
 - ii. if the employee does not provide evidence of eligibility by the new deadline, a final written counseling and a maximum of seven (7) additional calendar days in order to provide evidence of eligibility.
 - iii. If the employee does not provide evidence of eligibility by the new deadline, a one day unpaid suspension and maximum of seven (7) additional calendar days in order to provide evidence of eligibility.
 - iv. If the employee does not provide evidence of eligibility by the new deadline, the employee will be terminated or suspended pending termination.
 - v. Exemption from removal from the workplace and applicable counseling steps can be made for employees who provide proof of registration for a renewal



POLICY TITLE: Position Classification and Compensation Plans

course within that seven (7) day window and proof of renewal prior to the actual expiration date

2. Per Diem employees without grievance and/or appeal rights may be separated at any step of the above process for non-compliance.

Section H. Working Out of Classification:

1. Managers should make every effort to fill assignments without the need for working an employee outside their 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 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. Both managers are also responsible for ensuring appropriate documentation (e.g., signed job description, competencies, or other regulatory requirements) are met.
- 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.



POLICY TITLE: Position Classification and Compensation Plans

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.

Review Date:	By:	Description:
7/2022	Ricky Russell	Reviewed. Formatting changes. Added H(f)
2/2024	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.
10/2024	Ricky Russell	Modified Section F language for promotions and demotions. Modified language regarding economic benefits for all non- union represented classifications. Section G. Content changes – Revised corrective action to match new Hospital Requirement Matrix. Revised Section E2 to allow for UMC offer different economic and non-economic benefits for non- represented classifications. Vetted by Chief Human Resources Officer.
3/2025	Ricky Russell	Modified Section D & E to provide clarity related to overtime. Vetted by Human Resources Officer.
7/2025	Rosalind Bob	Modified Section G (1) to require proof of license/certification renewal seven (7) days prior to expiration date.
12/22/25	Rosalind Bob	Modified Section G to reference Section K in the Recruitment and Selection Program for requirements for new hires. Updated counseling process for existing employees needing renewals.
3/2026	Ricky Russell	Modified Section F(1) to account for internal equity and other objective factors when determining a promotional increase

**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