



UMC Human Resources and Executive Compensation Committee Meeting

Monday, January 26, 2026 2:00 p.m.

Delta Point Building - Emerald Conference Room - 1st Floor

Las Vegas, NV 89102

AGENDA

University Medical Center of Southern Nevada
UMC GOVERNING BOARD
HUMAN RESOURCES AND EXECUTIVE COMPENSATION COMMITTEE
January 26, 2026 2:00 p.m.
901 Rancho Lane, Las Vegas, Nevada
Delta Point Building, Emerald 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 November 10, 2025. *(For possible action)*
3. Approval of Agenda. *(For possible action)*

SECTION 2. BUSINESS ITEMS

4. Receive an educational update on the Employee Equal Opportunity program at UMC; and take action as deemed appropriate. *(For possible action)*
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)*
6. Review and discuss the FY26 YTD Turnovers & Hires report; and take action as deemed appropriate. *(For possible action)*
7. Review and discuss the CHRO Updates and take action as deemed appropriate. *(For possible action)*
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)*

SECTION 3. EMERGING ISSUES

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)*

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, November 10, 2025**

Emerald Conference Room
Delta Point Building, 1st Floor
901 Rancho Lane
Las Vegas, Clark County, Nevada
Monday, November 10, 2025
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 (Ex-Officio)

Absent:

None

Others Present:

Mason Van Houweling, Chief Executive Officer
Tony Marinello, Chief Operating Officer (Teams)
Jennifer Wakem, Chief Financial Officer
Ricky Russell, Chief Human Resources Officer (Teams)
Rosalind Bob, Director of Human Resources
Susan Pitz, 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 August 25, 2025. (For possible action)

FINAL ACTION:

A motion was made by Member Mackay 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 2026 employee health insurance benefits and practices; and direct staff accordingly. (*For possible action*)

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Ricky Russell, Chief Human Resources Officer, provided a high-level overview of the Employee Health Benefits effective in 2026:

All plans are self-funded, designed and managed by Clark County, and are available to benefits-eligible employees within all of the Clark County entities UMR (a division of United Healthcare) is the third-party administrator and UMC has a seat on the CCSF Group Insurance Executive Board. The board meets quarterly to review changes.

The benefits and the three tiers were discussed in relation to the PPO and the EPO plans. Coverages are available for emergency room visits, behavioral health, prescriptions, and hospital stays. Rates also include dental coverage. Rates for 2026 were reviewed by plan and coverage options, which were presented by month and grouped to differentiate the rates by employee, child, family, and spouse.

The Committee noted that the annual cost to UMC is a significant advantage for employees. A discussion ensued regarding the coverage offered to all employees.

FINAL ACTION:

None taken.

ITEM NO. 5 Review and discuss the FY26 Turnovers & Hires report; and take action as deemed appropriate. (*For possible action*)

DOCUMENTS SUBMITTED:

- PowerPoint – FY25 HR Performance Goals

DISCUSSION:

Mr. Russell reviewed the turnover and hires report totals for FY026.

- Voluntary turnover for FT/PT was 1.78%, remaining consistent year-over-year. The first-year voluntary turnover rate averaged 15.63%. Management continues to monitor this statistic. APP and Physician turnover has been minimal.
- Approximately 55% of employees left voluntarily, 15% retired, about 17% of employees were involuntary turnovers, 2% failed probation, 13% retirement and 13% for other reasons.
- Overall for the year, over 165 employees were hired, which includes 32 RNs and 7 per-diems.
- There are still about 4,555 in the employee population. Approximately 1400 employees are RNs, 121 APPs and 260 employed physicians.

Chair Lopez-Hobbs asked whether the hires were replacing vacant positions or were new positions. Mr. Russell responded that they are not net-new positions, but they are all replacement hires that were approved for posting.

FINAL ACTION:

None

ITEM NO. 6 Review and discuss the CHRO Updates; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

- FY26 Org Goals –HR –Status Update – All goals are in process and are currently being met. A brief discussion ensued regarding the management leadership bootcamp. More details will be provided on all goals at the next meeting.
- The Employee Relations Analyst position has been filled.
- Cornerstone Succession Planning module has been implemented and launched. A demonstration will be provided at a future date. Member Franklin would like to see visibility in potential C-Suite candidates that are available outside the organization.

FINAL ACTION:

None

ITEM NO. 7 Review and discuss the Physician/Non-Physician Provider Traditional Compensation and Benefits Plan; and recommend for approval by the UMC Governing Board; and take action as deemed appropriate. (For possible action)

DOCUMENTS SUBMITTED:

- PowerPoint Presentation

DISCUSSION:

Mr. Russell discussed the challenges related to recruitment nationwide for radiology classification.

Every two years, staff reviews the fair market value of the physician compensation plans and classifications. The substantive changes to this compensation plan are as follows:

1. Revised the Work Schedules language on page 2 to reflect an average of 15 shifts per month.
2. Revised Appendix 2 on page 9 of the document, pursuant to an FMV that was conducted for Radiology Provider classifications.
 - a. Modified base salary ranges for all classifications
 - b. Created designations for core faculty, faculty, and non-faculty to support the Radiology Residency Program
 - c. A night shift differential was added
3. We anticipate the revisions to be effective on January 1, 2026, and will cover existing and future employees within the identified classifications.

Ms. Pitz added that the carve-outs were added to meet ACGME requirements. Mr. Van Houweling commented on the increased interest in the radiology residency program.

A lengthy discussion ensued regarding the number of physicians needed, their classifications, and the salary requirements. Mr. Marinello responded regarding the specialty type and the approximate total number of staff that would need to be hired to support the hospital's needs.

Member Fildes commented on the formulas used to determine rates and base salaries.

FINAL ACTION:

A motion was made by Member Mackay to approve the compensation plan and recommend to the UMC Governing Board for approval. Motion carried by majority vote.

SECTION 3. EMERGING ISSUES

ITEM NO. 10 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. Physician recruitment and credentialing processes.
2. Future presentation from the State Chief Medical Officer and the Department of Health and Human Services related to physician recruitment.

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 3:06 p.m. Chair Lopez-Hobbs adjourned the meeting.

Approved:

Minutes Prepared by: Stephanie Ceccarelli

DRAFT

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

Issue: Educational Update – Employee Equal Opportunity Program	Back-up:
Petitioner: Kendrick Russell, CHRO	Clerk Ref. #
Recommendation: The Human Resources and Executive Compensation Committee will receive an educational update on the Employee Equal Opportunity program at UMC; and direct staff accordingly. <i>(For possible action)</i>	

FISCAL IMPACT:

None

BACKGROUND:

The Committee will receive an educational update on the EEO Program at UMC.

Cleared for Agenda
January 26, 2026

Agenda Item #

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

Issue: UMC Equal Opportunity, Non-Discrimination, and Anti-Harassment Action Plan,	Back-up:
Petitioner: Ricky Russell, CHRO	Clerk Ref. #
Recommendation: That the Human Resources and Executive Compensation Committee 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. <i>(For possible action)</i>	

FISCAL IMPACT:

Unknown

BACKGROUND:

UMC is making moderate changes to the UMC Equal Opportunity, Non-Discrimination, and Anti-Harassment Action Plan Updates.

Cleared for Agenda
January 26, 2026

Agenda Item #

University Medical Center

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

University Medical Center

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

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University Medical Center (UMC) is an equal opportunity employer and will not discriminate ~~on the basis of~~based on race, color, religion, sex, pregnancy, age, national origin, disability, sexual orientation, gender identity or expression, or genetic information in employment. In accordance with state and/or federal laws, the leadership of UMC is committed to this Equal Opportunity, Non-Discrimination, and Anti-Harassment Action Plan which prohibits unlawful discrimination. This Plan sets forth the steps UMC will take to ensure equal opportunity and compliance with fair employment laws, the process for making complaints under this Plan, and how such complaints will be resolved by Equal Opportunity Program staff or designees.

UMC's Equal Opportunity, Non-Discrimination, and Anti-Harassment Action Plan ("Plan") is based on the following principles:

1. To recruit, hire, compensate, train, evaluate, and promote employees without unlawful regard to race, color, religion, sex, pregnancy, age (40+), national origin, disability, sexual orientation, gender identity or expression, or genetic information. ~~except where sex, or mental or physical requirements constitute bona fide occupational qualifications necessary for effective job performance.~~ UMC will take proactive measures in support of equal opportunity in recruitment, hiring, career advancement, and treatment of employees.
2. To ensure that policies regarding all terms and conditions of employment will be administered without regard to race, color, religion, sex, pregnancy, age (40+), national origin, disability, sexual orientation, gender identity or expression, or genetic information.
3. To ensure that the workplace for UMC employees is free of discrimination, sexual harassment, harassment, retaliation and bullying.

4. To ~~immediately stop and address harassing conduct~~ investigate and promptly correct potentially harassing conduct.

UMC's Equal Opportunity, Non-Discrimination, and Anti-Harassment Action Plan

UMC hereby declares that it is the policy of UMC to prohibit discrimination, workplace harassment, and bullying of UMC employees. UMC is fully committed to creating and sustaining a positive and mutually supportive working environment for all employees.

1. PURPOSES

- A. ~~To support our workforce and therefore our community~~ To create a workplace that reflects our community, and to recognize and respect the value of our unique and diverse personal characteristics and experiences
- B. To reinforce UMC's commitment to provide a work environment free from discrimination, sexual harassment, harassment, retaliation, ~~and~~ bullying, and other prohibited conduct for all UMC employees.
- C. To address reporting and investigation of workplace discrimination and harassment.

2. RECRUITMENT, EVALUATION, AND COMPENSATION

A. Human Resources staff will:

1. Announce job openings to reach all potentially qualified candidates ~~minorities, women, individuals with disabilities, and other under represented demographics or groups~~ by advertising or disseminating job openings to appropriate organizations, groups and agencies;
2. Monitor the application process and applicant data to determine effective ways to reach ~~a diverse~~ applicant pool which is varied in experience and education;
3. Review job descriptions and experience requirements of jobs to ensure posted qualifications are job-related;
4. Monitor testing, interview processes, and composition of interview panels to assure compliance with this Plan and ~~avoid prevent~~ unlawful discrimination;

5. As appropriate, provide interviewers with guidelines and/or training to promote objective assessment of the abilities of candidates;
6. As appropriate, conduct post-selection assessment, including reasons for non-selection, to ensure selection is based on job-related factors;
7. Review the performance rating system to verify objectivity. Recommend changes in the system as necessary to comply with this Plan. Provide appropriate training in administering performance evaluations to supervisory personnel as required.
8. Periodically review salary structures to assure equal pay for equal work regardless of sex, or other protected categories.
9. Conduct position audits as needed to avoid inequities in job classifications.

~~10. Effectively encourage all employees to participate in UMC provided training and tuition reimbursement. Monitor participation to ensure equitable access to training.~~

~~11.10.~~ Publicize promotional opportunities throughout UMC; and

~~12.11.~~ Offer career counseling to UMC employees to identify promotional opportunities and training needs, and to encourage preparation and application for career advancement.

3. EQUAL OPPORTUNITY PROGRAM

UMC's Human Resources staff in charge of the Equal Opportunity Program ~~Manager (EOPM)-(EOP)~~ shall perform the following services:

A. Training and guidance:

1. Provide Fair Employment Law and Equal Opportunity Action Plan training to staff, supervisors and managers, and ensure that all new employees are given a copy of this Plan as well as the Employee Guide to Preventing Sexual Harassment in the Workplace.
2. Provide guidance to supervisory and management staff as needed regarding fair employment law-related issues.

B. Reporting and monitoring:

1. Complete reports or analyses required by federal and state law or regulation including but not limited to the United States Equal Employment Opportunity Commission.
2. May also be assigned to conduct studies and compile hiring applications and employment statistics to monitor the status of UMC's equal opportunity, diversity and anti-harassment efforts. Any such studies, reports, or materials, which are generated for the purpose of self-critical analyses, are confidential.

C. Evaluate requests for accommodation:

1. Facilitate compliance with the Americans with Disabilities Act (ADA), as amended, through intake and evaluation of requests for disability accommodation.
2. Facilitate compliance with the ~~Pregnancy Discrimination Act of 1978~~Pregnant Workers Fairness Act and the Nevada Pregnant Workers² Fairness Act through intake and evaluation of requests for pregnancy accommodation.
3. Facilitate compliance with religious protections under Title VII of the Civil Rights Act through intake and evaluation of requests for religious accommodation.
4. Coordinate and facilitate compliance with Section 504 of the Rehabilitation Act and Title II of the ADA: receive, process, and investigate complaints of non-compliance; receive, process, and evaluate requests for accommodation.

D. Investigation of Complaints:

1. An employee or applicant may file a complaint of harassment, sexual harassment, discrimination or retaliation with the ~~Equal Opportunity Program Manager~~EOP staff. An employee does not need to follow the regular chain of command for this type of complaint. All complaints should be submitted in the written format prescribed by the CEO: the Employment Discrimination Intake Form which can be found in the Human Resources section of the intranet. Employees or applicants will not be subject to retaliation, reprisal, intimidation, harassment, or modification of employment status due to filing a complaint.
2. A complaint alleging unlawful discrimination and/or harassment must be filed within the statute of limitations set by state and federal enforcement agencies having jurisdiction over the alleged unlawful activity; generally 300 days.

3. A complainant may not file a complaint of discrimination with the EOPM if he/she has filed a charge of discrimination asserting the same allegations based upon the same events with any other county, state, or federal administrative body or officer having jurisdiction over complaints of discriminatory practices.
4. If a supervisor or manager receives a complaint of unlawful discrimination or harassment from an employee, the supervisor or manager is to report the complaint to the EOPM-HR Manager over the EOP for direction.
5. Upon receipt of a complaint wherein the allegations, if true, would support a finding of a violation of this Plan, the EOPM shall immediately notify the CEO, COO and CHRO, as well as other Chiefs and department heads as appropriate. Each will be provided a summary of the charge and, as appropriate, a request for information or request for a response to the allegations set forth in the complaint will be individually notified of a request for information or interview in response to the allegations contained therein.
6. Depending on the information provided by the complainant at intake, or by any other party claiming to have knowledge of the alleged discrimination or harassment, the accused party may be suspended pending investigation, commensurate with UMC HR Policies and Procedures.
7. The CEO may assign an investigation to someone other than the EOPMEOP Staff to obtain specialized expertise or to avoid any appearance of conflict of interest, in which case the outside investigator will act in lieu of the EOPMEOP Staff for that complaint.
8. The EOPM staff or designee shall investigate the allegations of the complaint. When practical, all interviews shall be recorded and made part of the investigative record of the investigation along with all associated documents and other material. Written findings of the investigation shall be fully substantiated. All information gathered in the course of investigations is confidential except as otherwise mandated by law, or necessary to the implementation of this Plan, and/or necessitated by issues presented in labor administrative proceedings.
9. Wherein the EOPM staff, or a designated investigator, determines that conduct has occurred which warrants corrective action, a report of investigative findings will be submitted to Administration, the Chief HR Officer, the department head, and the Director of HR Operations appropriate Employee/Labor Relations

Analyst to determine what corrective action ~~is appropriate~~ would reasonably be considered “effective” under equal opportunity law.

10. In the event of a complaint alleging unlawful discrimination or ~~—~~harassment by the CEO, COO or another Chief of UMC, the complainant may be referred to an appropriate state or federal administrative enforcement agency. Referral of a complaint in this manner does not limit UMC’s ability to take remedial measures as it deems appropriate based on the allegations.
11. UMC employees and applicants may, at any time during the process, or at its completion, seek relief outside the UMC in accordance with the provisions of applicable federal or state statutes. UMC employees may file a complaint with the Equal Opportunity Commission and/or the Nevada Equal Rights Commission. Certain procedural requirements and deadlines may apply. (Information regarding these agencies is located at the end of this booklet.)

4. BULLYING

- A. It is the policy of UMC to maintain a working environment for all persons that is free from conduct that, whether intentional or unintentional, is considered bullying in nature. All UMC employees are responsible for conducting themselves in a manner that will ensure that others are able to work in a professional and respectful work environment.
- B. “Bullying” generally means repeated conduct that could be perceived by a reasonable person as harmful emotionally, mentally or physically, and unrelated to the legitimate business interests of UMC. The following non-exhaustive list provides examples of bullying:
 1. Repeated verbal abuse in the form of derogatory remarks, name calling, insults, unconstructive public criticism or disrespect;
 2. Gestures such as eye rolling, or intimidating physical posturing; social exclusion/isolation; or work interference/sabotage.
 3. Verbal or physical conduct that is threatening, intimidating, or humiliating; or
 4. ~~Social exclusion, isolation, or work interference/sabotage.~~

- C. Complaints of bullying shall be reported by following the affected employee's chain of command and where appropriate, shall be investigated with the assistance of the ~~HR-Employee/Labor Relations~~ Analyst assigned to the department/s. ~~in question.~~

5. SETTLEMENT AND REMEDIATION OF CLAIMS AND COMPLAINTS

- A. If UMC determines that discrimination, harassment or bullying has occurred, to include conduct which creates legal exposure for UMC, appropriate remedial action shall be taken. ~~under the direction of the CEO.~~ If necessary, discipline commensurate with the severity of the violation shall be undertaken by staff. ~~as directed by the CEO.~~ All necessary anti-discrimination and anti-harassment training will be coordinated by the ~~Equal Opportunity Program Manager~~ EOP HR Manager or a designee. The CEO may assign staff or outside resources to mediate among the parties.
- B. After UMC has made a finding, the complainant may not proceed on the same facts and legal theory before any other UMC administrative body or officer.

6. COMPLIANCE

Adherence to this action plan is mandatory. Any UMC employee who fails to comply with this Action plan is subject to ~~disciplinary action up to and including termination~~ appropriate corrective counseling.

Complaint Reporting Options:

UMC Equal Opportunity Program – HR Manager

Anna Caputo – anna.caputo@umcsn.com

Delta Point - 901 Rancho Lane, ~~Ste. 160A~~

Las Vegas, NV 89106

Phone: (702)207-8264 Fax: (702)671-8759

Equal Opportunity Program – HR Generalist

Sakinah Holley – sakinah.holley@umcsn.com

[\(702\)207-8206](tel:(702)207-8206)

Nevada Equal Rights Commission

~~Park Sahara~~

~~1820 E. Sahara Ave., Ste. 314~~ [7220 Bermuda Rd., Ste. 100](tel:(702)220-1904)

Las Vegas, NV 89119

[\(702\)486-7161](tel:(702)486-7161)

Equal Employment Opportunity Commission

333 Las Vegas Blvd. S., Ste. 8112

Las Vegas, NV 89101

[\(702\)388-5099](tel:(702)388-5099)

[Compliance Hotline \(EthicsPoint\) – 1-888-691-0772](tel:1-888-691-0772)

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University Medical Center

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

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1. To recruit, hire, compensate, train, evaluate, and promote employees without unlawful regard to race, color, religion, sex, pregnancy, age (40+), national origin, disability, sexual orientation, gender identity or expression, or genetic information. UMC will take proactive measures in support of equal opportunity in recruitment, hiring, career advancement, and treatment of employees.
2. To ensure that policies regarding all terms and conditions of employment will be administered without regard to race, color, religion, sex, pregnancy, age (40+), national origin, disability, sexual orientation, gender identity or expression, or genetic information.
3. To ensure that the workplace for UMC employees is free of discrimination, sexual harassment, harassment, retaliation and bullying.
4. To investigate and promptly correct potentially harassing conduct.

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1. PURPOSES

- A. To support our workforce and therefore our community, and to recognize and respect the value of our unique and diverse personal characteristics and experiences.
- B. To reinforce UMC's commitment to provide a work environment free from discrimination, sexual harassment, harassment, retaliation, bullying, and other prohibited conduct for all UMC employees.
- C. To address reporting and investigation of workplace discrimination and harassment.

2. RECRUITMENT, EVALUATION, AND COMPENSATION

A. Human Resources staff will:

- 1. Announce job openings to reach all potentially qualified candidates by advertising or disseminating job openings to appropriate organizations, groups and agencies;
- 2. Monitor the application process and applicant data to determine effective ways to reach an applicant pool which is varied in experience and education;
- 3. Review job descriptions and experience requirements of jobs to ensure posted qualifications are job-related;
- 4. Monitor testing, interview processes, and composition of interview panels to assure compliance with this Plan and prevent unlawful discrimination;
- 5. As appropriate, provide interviewers with guidelines and/or training to promote objective assessment of the abilities of candidates;
- 6. As appropriate, conduct post-selection assessment including reasons for non-selection to ensure selection is based on job-related factors;
- 7. Review the performance rating system to verify objectivity. Recommend changes in the system as necessary to comply with this Plan. Provide appropriate training in administering performance evaluations to supervisory personnel as required.
- 8. Periodically review salary structures to assure equal pay for equal work regardless of sex, or other protected categories.

9. Conduct position audits as needed to avoid inequities in job classifications.
10. Publicize promotional opportunities throughout UMC; and
11. Offer career counseling to UMC employees to identify promotional opportunities and training needs, and to encourage preparation and application for career advancement.

3. EQUAL OPPORTUNITY PROGRAM

UMC's Human Resources staff in charge of the Equal Opportunity Program (EOP) shall perform the following services:

A. Training and guidance:

1. Provide Fair Employment Law and Equal Opportunity Action Plan training to staff, supervisors and managers, and ensure that all new employees are given a copy of this Plan, as well as the Employee Guide to Preventing Sexual Harassment in the Workplace.
2. Provide guidance to supervisory and management staff as needed regarding fair employment law-related issues.

B. Reporting and monitoring:

1. Complete reports or analyses required by federal and state law or regulation including but not limited to the United States Equal Employment Opportunity Commission.
2. May also be assigned to conduct studies and compile hiring applications and employment statistics to monitor the status of UMC's equal opportunity, anti-discrimination, and anti-harassment efforts. Any such studies, reports, or materials, which are generated for the purpose of self-critical analyses, are confidential.

C. Evaluate requests for accommodation:

1. Facilitate compliance with the Americans with Disabilities Act (ADA), as amended, through intake and evaluation of requests for disability accommodation.

2. Facilitate compliance with the Pregnant Workers Fairness Act and the Nevada Pregnant Workers Fairness Act through intake and evaluation of requests for pregnancy accommodation.
3. Facilitate compliance with religious protections under Title VII of the Civil Rights Act through intake and evaluation of requests for religious accommodation.
4. Coordinate and facilitate compliance with Section 504 of the Rehabilitation Act and Title II of the ADA: receive, process, and investigate complaints of non-compliance; receive, process, and evaluate requests for accommodation.

D. Investigation of Complaints:

1. An employee or applicant may file a complaint of harassment, sexual harassment, discrimination, and/or retaliation with EOP staff. An employee does not need to follow their chain of command for this type of complaint. All complaints should be submitted in the written format prescribed by the CEO: the Employment Discrimination Intake Form which can be found in the Human Resources section of the intranet. Employees or applicants will not be subject to retaliation, reprisal, intimidation, harassment, or modification of employment status due to filing a complaint.
2. A complaint alleging unlawful discrimination and/or harassment must be filed within the statute of limitations set by state and federal enforcement agencies having jurisdiction over the alleged unlawful activity; generally 300 days.
3. A complainant may not file a complaint of discrimination with the EOP if he/she has filed a charge of discrimination asserting the same allegations based upon the same events with any other county, state, or federal administrative body or officer having jurisdiction over complaints of discriminatory practices.
4. If a supervisor or manager receives a complaint of unlawful discrimination or harassment from an employee, the supervisor or manager is to report the complaint to the HR Manager over the EOP for direction.
5. Upon receipt of a complaint wherein the allegations, if true, would support a finding of a violation of this Plan, EOP staff shall notify the CEO, COO and CHRO, as well as other Chiefs and department heads as appropriate. Each will be provided a summary of the charge and, as appropriate, will be individually

notified of a request for information or interview in response to the allegations contained therein.

6. Depending on the information provided by the complainant at intake, or by any other party claiming to have knowledge of the alleged discrimination or harassment, the accused party may be suspended pending investigation, commensurate with UMC HR Policies and Procedures.
7. The CEO may assign an investigation to someone other than EOP staff to obtain specialized expertise or to avoid any appearance of conflict of interest, in which case the outside investigator will act in lieu of EOP staff for that complaint.
8. The EOP staff or designee shall investigate the allegations of the complaint. When practical, all interviews shall be recorded and made part of the investigative record along with all associated documents and other material. Written findings of the investigation shall be fully substantiated. All information gathered in the course of investigations is confidential except as otherwise mandated by law, or necessary to the implementation of this Plan, and/or necessitated by issues presented in labor administrative proceedings.
9. Wherein EOP staff, or a designated investigator, determines that conduct has occurred which warrants corrective action, a report of investigative findings will be submitted to Administration, the Chief HR Officer, the department head, and the appropriate Employee/Labor Relations Analyst to determine what corrective action would reasonably be considered “effective” under equal opportunity law.
10. In the event of a complaint alleging unlawful discrimination or harassment by the CEO, COO or another Chief of UMC, the complainant may be referred to an appropriate state or federal administrative enforcement agency. Referral of a complaint in this manner does not limit UMC’s ability to take remedial measures as it deems appropriate based on the allegations.
11. UMC employees and applicants may, at any time during the process, or at its completion, seek relief outside the UMC in accordance with the provisions of applicable federal or state statutes. UMC employees may file a complaint with the Equal Employment Opportunity Commission and/or the Nevada Equal Rights Commission. Certain procedural requirements and deadlines may apply. (Information regarding these agencies is located at the end of this booklet.)

4. BULLYING

- A. It is the policy of UMC to maintain a working environment for all persons that is free from conduct that, whether intentional or unintentional, is considered bullying in nature. All UMC employees are responsible for conducting themselves in a manner that will ensure that others are able to work in a professional and respectful work environment.
- B. “Bullying” generally means repeated conduct that could be perceived by a reasonable person as harmful emotionally, mentally, or physically and unrelated to the legitimate business interests of UMC. The following non-exhaustive list provides examples of bullying:
 - 1. Repeated verbal abuse in the form of derogatory remarks, name-calling, insults, unconstructive public criticism, or disrespect;
 - 2. Gestures such as eye-rolling or intimidating physical posturing; social exclusion/isolation; or work interference/sabotage; or
 - 3. Verbal or physical conduct that is threatening, intimidating, or humiliating.
- C. Complaints of bullying shall be reported by following the affected employee’s chain of command and, where appropriate, shall be investigated with the assistance of the Employee/Labor Relations Analyst assigned to the department/s.

5. SETTLEMENT AND REMEDIATION OF CLAIMS AND COMPLAINTS

- A. If UMC determines that discrimination, harassment or bullying has occurred, to include conduct which creates legal exposure for UMC, appropriate remedial action shall be taken. If necessary, discipline commensurate with the severity of the violation shall be undertaken by staff. All necessary anti-discrimination and anti-harassment training will be coordinated by the EOP HR Manager or a designee. The CEO may assign staff or outside resources to mediate among the parties.
- B. After UMC has made a finding, the complainant may not proceed on the same facts and legal theory before any other UMC administrative body or officer.

6. COMPLIANCE

Adherence to this action plan is mandatory. Any UMC employee who fails to comply with this Action plan is subject to appropriate corrective counseling.

Complaint Reporting Options:

Equal Opportunity Program – HR Manager

Anna Caputo – anna.caputo@umcsn.com

Delta Point - 901 Rancho Lane

Las Vegas, NV 89106

Phone: (702)207-8264 Fax: (702)671-8759

Equal Opportunity Program – HR Generalist

Sakinah Holley – sakinah.holley@umcsn.com

(702)207-8206

Nevada Equal Rights Commission

7220 Bermuda Rd, Ste. 100,

Las Vegas, NV 89119

(702)486-7161

Equal Employment Opportunity Commission

333 Las Vegas Blvd. S., Ste. 8112

Las Vegas, NV 89101

(702)388-5099

Compliance Hotline (EthicsPoint) - 1-888-691-0772

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

Issue: FY26 UMC Turnovers & Hires update	Back-up:
Petitioner: Kendrick Russell, CHRO	Clerk Ref. #
Recommendation: The Human Resources and Executive Compensation Committee will review and discuss the FY26 Turnovers & Hires report; and take action as deemed appropriate. <i>(For possible action)</i>	

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
January 26, 2026

Agenda Item #

FY2026

UMMC UNIVERSITY MEDICAL CENTER			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								199
	Per-Diem	44	24	25	22	22	18								155
	Total All Terms	88	57	67	48	46	48	0	0	0	0	0	0	0	354
	Voluntary Turnover FT/PT	0.85%	0.45%	0.48%	0.42%	0.37%	0.45%								3.02%
	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%								10.51%
Carve Outs from All EE FT/PT	RN	11	9	4	5	7	5								41
	Voluntary Turnover	0.61%	0.17%	0.26%	0.44%	0.35%	0.44%								2.27%
	APP	0	2	0	1	1	1								5
	Voluntary Turnover	0.00%	2.06%	0.00%	1.03%	0.00%	1.04%								4.13%
	Physician	0	0	1	2	0	1								4
	Voluntary Turnover	0%	0%	0.48%	0.98%	0%	0.49%								1.95%
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%								57%
	Involuntary	11.60%	21.2%	19.0%	3.8%	0.00%	13.00%								11%
	Fail Prob	4.70%	0.0%	2.0%	3.8%	8.30%	10.00%								5%
	Retirement	14.00%	24.2%	2.0%	23.1%	33.33%	20.00%								19%
	Other (layoff/etc)	0.00%	3.0%	35.0%	7.7%	0%	0.00%								8%
			Top 3 Turnover Departments - Fiscal Year To Date												
			ALL (#)				RN (#)				1st year (#)				
			Food Services (32)				CRP (9)				Food Service (20)				
			EVS (21)				TR-ED (6)				Case Management (6)				
			CRP (17)				TICU/ED (5)				EVS (5)				

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							155
	PRN/PD	15	22	26	27	7	18							115
	Total All Hires	49	51	65	40	23	42	0	0	0	0	0	0	270
	Net Hire Ratio	0.61%	0.89%	0.97%	0.83%	0.50%	0.88%							4.68%
RN Only	FT & PT	9	4	19	3	1	3							39
	PRN/PD	3	1	3	1	2	0							10
	Total RN Hires	12	5	22	4	3	3	0	0	0	0	0	0	49
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	3777	FT/PT	1136	FT/PT	96	FT/PT	204							
P/D	773	P/D	238	P/D	24	P/D	63							
Total	4550		1374		120		267							

	July	August	September	October	November	December	January	February	March	April	May	June	Totals
Total # left 1/in 1 year	21	14	16	13	8	10							82
Total # hired in month prev year	140	84	106	102	28	18	45	29	38	42	70	78	780
Tunover %	15.00%	16.67%	15.09%	12.75%	29%	56%	0%	0%	0%	0%	0%	0%	10.51%

**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. #
Recommendation: The Human Resources and Executive Compensation Committee review and discuss the CHRO Updates; and take action as deemed appropriate. <i>(For possible action)</i>	

FISCAL IMPACT:

None

BACKGROUND:

CHRO Updates

- Preview Cornerstone Succession Planning Module
- IUOE Local 501 CBA Bargaining – 2/5/26
- Lean Six Sigma Yellow Belt Launch
- FY26 Org Goals – HR – Status Update
- Misc.

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 10.51%
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.		Plan to present revised agenda and content to Chiefs late February 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.

**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. #
Recommendation: That 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 take action as deemed appropriate. <i>(For possible action)</i>	

FISCAL IMPACT:

Unknown

BACKGROUND:

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.

Cleared for Agenda
January 26, 2026

Agenda Item #

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

- 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.

	PROCEDURE TITLE: Educational Development Program
MANUAL: Human Resources	POLICY OWNER: Chief Human Resources Officer
EFFECTIVE DATE: 7/1995	FINAL APPROVAL DATE: 2/2026

PURPOSE

The Education Development Program is designed to assist UMC employees in obtaining education opportunities at accredited education institutions, and through UMC sponsored training programs, and courses available through the Clark County Organizational Development (ODC). Approved educational opportunities are those that are job related or will lead to education and training programs and opportunities.

Scope:

All UMC Employees. However, employees covered by a board-approved compensation and benefits plan or those under an employment agreement may be subject to different requirements and reimbursements.

PROCEDURE

A. Tuition Reimbursement

1. The maximum reimbursement for a full-time employee (.7-1.0) is \$1,000 per half fiscal year (\$1,000 for Jan-Jun / \$1,000 for Jul-Dec) not to exceed \$2,000 annually. The maximum reimbursement for a part-time employee (.1-.6) is \$500 per half fiscal year (\$500 for Jan-Jun / \$500 for Jul-Dec) not to exceed \$1,000 annually. Certification programs will be reimbursed up to \$500 annually.
2. To receive reimbursement, an employee must read the tuition reimbursement guidelines and complete the Application for Tuition Reimbursement on the UMC intranet. The application must be submitted to Human Resources within thirty (30) calendar days from the start of the course. An HR representative will then review the form for compliance with policy and approve the application authorizing reimbursement upon successful completion of the course. If the application is rejected by Human Resources, the employee will receive an email with an explanation as to why it was rejected.
3. Upon successful completion of the course, the employee will submit the original grade transcript (report card) and credits or proof of attendance and original payment receipt(s) to via the online tuition reimbursement page within thirty (30) calendar days of course completion.



PROCEDURE TITLE: Educational Development Program

4. Upon receipt of the necessary documentation and final approval by Human Resources, Fiscal Services will be notified. Payment for tuition reimbursement will be issued to the employee with his/her paycheck generally on the payday following the final approval.

B. Courses Leading to Certification

1. In the event the employee is utilizing educational opportunities which lead to a recognized certification, the following shall apply (this provision is not to be used to maintain certification or continuing educational requirements of licenses or certifications, as these are the sole responsibility of the employee):

a) The employee must follow all procedures outlined in Section A "Tuition Reimbursement."

Upon completion of the certification course or exam, the employee must submit proof of satisfactory completion and proof of payment using the online tuition reimbursement process within thirty (30) calendar days after completion of the course or issuance of the completion certificate.

C. Compensation Procedure for Educational Leave

1. All hours a non-exempt (or bargaining unit) employee is required by UMC to attend in-house training program will be considered time worked for the purpose of computing overtime.
2. Employees may be reimbursed for all fees and travel expenses providing the training and travel were approved, and meet the criteria cited in the Administrative Policy "Travel Policy".
3. Required forms must be submitted to request non-mandatory educational leave or education taken outside the hospital. It must be submitted to the department head and administrative division head for approval prior to taking the requested educational leave. As additional division-specific procedures may be required, please consult with the administrative division head to ensure compliance.
4. Upon approval, the employee may be granted paid education leave to attend job related education programs outside the hospital.
5. Per diem employees shall be compensated at the appropriate hourly rate for all hours spent in education and training required by UMC that are UMC- specific. Time spent in such classes shall be considered time worked for the purposes of computing overtime, unless the per diem employee is considered exempt.



PROCEDURE TITLE: Educational Development Program

D. Annual Mandatory Education

1. All UMC staff is required to complete the annual mandatory refresher courses/tests for the current calendar year.
2. Departments may specify other courses for annual completion for their departments.
3. Annual mandatory tests/courses are determined by regulatory bodies, governmental entities and UMC administration. These courses are subject to change from year to year.
4. Education/Tests are available in the Learning Management System (LMS) on or around January 1 of each year and are due by the end of the fiscal year, June 30th. Please do not complete the tests prior to January 1.
5. Department heads can check test completion status for their employees through the LMS.
6. The organization should show 100% completion of required tests for all employees by midnight of June 30th of each year.
7. Failure to complete the mandatory testing/training by June 30 of each calendar year (or the communicated date) will result in disciplinary action up to and including suspension pending termination/termination.

E. New Hire Orientation

1. An affirmation of receipt and understanding of information presented at orientation will be completed at the conclusion of the orientation and retained in the employee's personnel record.
2. All new benefited hires must complete New Hire Orientation within sixty (60) days of hire. All per diem, temporary, and limited-term hires are required to complete the online New Hire Orientation prior to start date and submit the certificate of completion to HR for their personnel record.
3. Rehired or reinstated benefited employees will not be required to attend New Hire Orientation if they are rehired within six (6) months of separation unless the content has changed since they last attended New Hire Orientation. Department Specific Orientation will still be required to complete.
4. The department manager will conduct department specific orientation for all new employees, when an employee changes departments, stations, duties, or



PROCEDURE TITLE: Educational Development Program

routinely/frequently works in more than one department/service. Minimum requirements of department orientation include:

- a. Employee's specific job activities and responsibilities
 - b. Performance expectations
 - c. Department/unit policies and procedures
 - d. Use/maintenance of department equipment and utility systems
 - e. Execution of special applications and emergency procedures in department
 - f. Department specific safety to include employee's responsibilities and OSHA requirements
 - g. Employee's role in the prevention of infection
 - h. Employee's role in quality assessment and performance improvement activities
 - i. HIPAA training as it relates to the employee's job and work activities
 - j. Communication and teamwork as it relates with activities within their department/unit and/or organization
 - k. Departmental cultural diversity and sensitivity training
 - l. Guided tour of hospital as it relates to their job duties
5. Mandatory tests/training associated with new hire orientation (including department specific) must be completed by the identified due dates for each test/training. Failure to complete testing/training will result in disciplinary action up to and including suspension pending termination/termination.

F. Organizational Development Center (Clark County)

Employees wishing to attend training at the ODC must complete a registration form (available on the Intranet and in Human Resources), and obtain the appropriate signature(s) authorizing the training, in accordance with the procedures established for education leave.

Review Date:	By:	Description:
7/2022	Ricky Russell	Formatting changes. Reviewed. No content change.
10/2024	Ricky Russell	B.1.a - Format change; D.7 – Content change (Added corrective action for failure to complete mandatory training.) Changing back to Procedure – accidentally identified as Policy. Vetted by Chief Human Resources Officer.



PROCEDURE TITLE: Educational Development Program

12/22/25

Rosalind Bob

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

	PROCEDURE TITLE: Employment Eligibility Verification
MANUAL: Human Resources	PROCEDURE OWNER: Chief Human Resources Officer
ORIGINATION DATE: 4/2019	FINAL APPROVAL DATE: 2/2026

SCOPE

All UMC Employees

PURPOSE

To establish the procedure for the administration of compliance with the Immigration Reform Control Act (IRCA).

ORGANIZATIONS AFFECTED:

All departments

PROCEDURE

- A. Employees accepting employment with UMC will be instructed to complete an I-9 Form and present original copies of supporting document(s) to Human Resources that establish identity and employment eligibility, as defined in the IRCA/USCIS, within three (3) business days of the their start date (i.e. first day of worked time).
 1. Human Resources will examine the document(s) to ensure they appear to be genuine and relate to the individual presenting them and make copies to be attached to the completed I-9 form.
 2. Employees who fail to comply with the law will not be placed on payroll (officially hired) until they have provided all required document(s) and completed the I-9 form. Failure of an employee to abide by verification requirements or timelines will result in the employment offer being withdrawn or failed probation.
 3. If an employee is rehired within three (3) years of their originally completed I-9 form and the employee is still authorized to work, UMC may complete only Section 3 of the applicable I-9 form.




PROCEDURE TITLE: Employment Eligibility Verification

B. For employees who are required to provide updated documentation after hire (i.e., re-verification), failure to provide Human Resources with current acceptable document(s) 7 calendar days prior to the expiration date of the previous valid employment eligibility document(s) shall result in the following process:

1. a first written counseling and seven (7) calendar days to provide evidence of eligibility. Employee may not work until sufficient documentation is provided.
2. 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.
3. 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
4. if the employee does not provide evidence of eligibility by the new deadline, the employee will be terminated or suspended pending termination.
5. Per Diem employees without grievance and/or appeal rights may be separated at any step of the above process.

Review Date:	By:	Description:
7/2022	Ricky Russell	Formatting changes. Reviewed. No content change.
10/2024	Ricky Russell	Correcting to Procedure from Policy. Added C(1-4) to identify discipline path if recert documentation isn't provided. Vetted by Chef Human Resources Officer.
12/22/25	Rosalind Bob	Correcting Section A for new hires and adding updated counseling process for renewals in Section B. Removed Section C.

	POLICY /GUIDELINE TITLE: Disciplinary Hearing Process
MANUAL: Human Resources	POLICY OWNER: HR
EFFECTIVE DATE: 07/1995	FINAL APPROVAL DATE: 2/2026

PURPOSE

To set forth the procedure for administering pre-termination hearings and post-termination hearings for eligible employees.

SCOPE

All UMC employees in an eligible non-union covered classification and who are not classified as at-will, covered by a compensation and benefits plan, or who remain on probation. An employee eligible for membership in a collective bargaining unit is subject to the grievance procedure outlined in the applicable collective bargaining agreement.

PROCEDURE

A. Pre-Termination Hearing

1. An eligible employee who has been suspended pending termination ("SPT") shall receive a document setting forth the reason for the SPT and 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 pre-termination hearing to Human Resources at hr@umcsn.com or via handwritten notice to the front desk at human resources. The employee will be suspended without pay pending the pre-termination hearing decision, or failure to request the hearing. Failure to request a hearing within the deadline or to show up at the scheduled pre-termination hearing 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 to function as the hearing officer.
3. No hearing officer shall hear a case in which they have specific personal knowledge of the incident.
4. The employee shall be given at least three (3) business days' notice of the time and location of the pre-termination hearing.



POLICY /GUIDELINE TITLE:
Disciplinary Hearing Process

5. The hearing will be conducted in an informal manner and shall not follow formal rules of evidence. The employee may only represent themselves at the pre-termination hearing. The employee shall be given an explanation of the evidence against them and shall be given an opportunity to respond to all specified charges. The hearing officer shall admit all presented evidence and provide it the 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 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, hearing officer, department head, and Human Resources their written decision within five (5) business days of the close of the pre-termination hearing. The hearing officer may uphold, modify, or reverse the SPT. If the SPT is reduced or reversed, the hearing officer may, but is not required to, grant a monetary award, which is limited to the number of scheduled workdays missed during the unpaid SPT status, with a maximum of eight (8) days. Human Resources will provide Payroll with a copy of the hearing officer's decision if the decision provides for a monetary award.

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 the date on which the email is sent to the employee notifying them 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 UMC Human Resources. Failure to request a post-termination hearing within the deadline or to 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 of the hearing officer position and request availability dates. The employee shall be provided with these dates to select the hearing date.

3. Generally, the hearing officer will conduct the post-termination hearing within fifteen (15) business days from the date of such a 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 them 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.




POLICY /GUIDELINE TITLE:
Disciplinary Hearing Process

5. The hearing officer shall file a written decision within five (5) business days (business days are defined as Monday through Friday, excluding UMC recognized holidays) 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 hearing officer may, but is not required to, grant a monetary award. The award is limited to the number of scheduled work days the employee missed during the pre-termination and post-termination process, with a maximum of thirty (30) days.

6. 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
July 30, 2025	Ricky Russell	Changes to align more closely with the CC process.
December 2025	Ricky Russell	Revised scope section

	Procedure: Progressive Discipline/Corrective Counseling
MANUAL: Human Resources	POLICY OWNER: HR
EFFECTIVE DATE: 07/1995	FINAL APPROVAL DATE: 2/2026

PURPOSE

To set forth the procedure for addressing progressive employee discipline, establishing when progressive discipline is not required and providing appropriate written documentation for the steps of the progressive discipline process.

SCOPE

All UMC employees. Employees designated as at-will, or whose non-bargaining unit classification falls under an approved UMC compensation and benefits plan, are generally not covered by this procedure, although UMC may, in its sole discretion, apply components of this procedure as it determines appropriate. UMC employed Medical Residents and Fellows may be subject to different department/program progressive discipline / corrective counseling processes.

PROCEDURES

- A. Supervisors intending to administer discipline shall complete a Corrective Counseling Notice (CCN) form or write a letter (or memo) to the employee outlining the corrective counseling. The form or letter shall be completed providing information relating to the offense and any corrective action being taken. Supervisors shall, if possible, meet with the employee who is receiving the corrective action. The employee shall have the opportunity to review the corrective action. Employees have the right to request another employee or their Union Representative (as applicable) present during the administration of discipline, if they so choose.
 1. Suspensions pending investigation are not disciplinary actions.
- B. Discipline shall often be progressive for infractions identified in Section E below. More severe initial disciplinary action may be required in the event of major violations of established rules, regulations or policies of UMC or individual departments, especially if the infractions identified in Section F below. Sections E and F below are not all inclusive but examples of infractions that may lead to disciplinary action.
- C. The supervisor and the employee shall both sign the corrective action. The employee's signature only acknowledges that corrective action was discussed and the employee has read and received a copy of the corrective action. If the employee refuses to sign the corrective action document, another supervisory level witness may sign the corrective action verifying the meeting was conducted and the employee received the counseling and that the employee refused to sign the corrective action. A Corrective Counseling Notice or letter of disciplinary action may be mailed



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and/or emailed to an employee if they are unreachable due to call- offs that are not covered under a protected leave at the time of occurrence. Confirmation of delivery will constitute notice of discipline.

The department head or designee should sign all disciplinary suspensions.

- D. The Supervisor will forward the original copy of the corrective action to Human Resources (including the original signed receipt of the letter/memo), whether in person or via certified mail.
- E. The following are examples of infractions, while not inclusive, which may result in progressive disciplinary action:
 - 1. Solicitation of any kind or the collection of contributions for any purpose on Hospital time without following the specific guidelines set forth by UMC Policies.
 - 2. Willful violation of safety rules or Hospital safety practices.
 - 3. Repeated failure to record time worked through the appropriate tracking system (i.e., electronic time clock).
 - 4. Unprofessional conduct on Hospital premises towards another employee, visitor and/or patient.
 - 5. Repeated tardiness including repeated failure to be at the work station and ready to begin work at the start of the assigned shift.
 - 6. Taking unauthorized and/or extending breaks and lunches.
 - 7. Lack of dependability or excessive absences from work, including but not limited to repeated unexcused absences or no call/no-show absences as defined by the appropriate collective bargaining agreement or these policies and procedures.
 - 8. Leaving the Hospital or place of work during working hours without permission of the supervisor (*does not apply to non-paid hours in regular scheduled shift period; i.e., non-paid meal breaks*).
 - 9. Engaging in gambling, lotteries or any other game of chance on Hospital premises, at any time.
 - 10. Stopping or starting work before time specified. Repeated clocking out prior to the end of the employee's scheduled shift (i.e., there is no seven (7) minute window allowing employees to clock out prior to the end of their assigned shift).
 - 11. Working overtime without prior authorization from the appropriate supervisor or



Procedure: Progressive Discipline/Corrective Counseling

working while not clocked in.

12. Loitering or loafing during working hours, including disrupting workflow in the unit.
13. Smoking on Hospital premises during any work shift.
14. Without advance permission of Administration, the posting, removing or defacing of notices or signs, or writing on bulletin boards or other Hospital property.
15. Contributing to or creating unsanitary conditions.
16. Sub-standard work performance or failure to complete work assignments.
17. Negligent mishandling or unauthorized use of hospital equipment and/or supplies.
18. Neglect of personal appearance, hygiene and/or violation of UMC's Dress Code policy.
19. Inability to cooperate and/or work effectively with co-workers, visitors and/or patients.
20. Altering, photocopying or unauthorized use of the employee identification badge.
22. Failure to clock in/out during working hours when leaving the facility for non-UMC related business, including but not limited to, lunch periods taken off-site, personal business and Consolidated Annual Leave (CAL).
23. Engaging in political activity during assigned work hours (see Administrative Policy "Ethical Standards").

F. The following infractions are examples of those considered to be so serious in nature that immediate discharge may be warranted at the discretion of the manager. These examples are not all inclusive.

1. Abusive, negligent or inconsiderate treatment of patients, visitors or employees.
2. Insubordination, including but not limited to, the refusal or failure to obey the clearly communicated direct orders of a supervisor of the employee; insubordinate conduct and behavior towards a supervisor.
3. Unprofessional conduct by an employee towards a supervisor or manager at any time. Unprofessional conduct includes, but is not limited to, the use of profanity towards the supervisor, disparaging the supervisor, throwing items at the supervisor, etc.
4. Destruction, loss (including theft) or damage to hospital property, supplies or equipment or destruction, loss (including theft) or damage to property of other



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employees, patients, visitors or guests.

5. Unauthorized access, release or use of confidential patient, visitor, employee or Hospital information or other violations of department or hospital privacy rules. This includes sharing credentials and entering restricted areas without authorization or business reason.
6. Concerted or deliberate restriction of output (e.g. work slow-down), blue flu or refusal of assignments.
7. Falsification of any time records, including, but not limited to, attempting to be paid for time not worked at UMC, failing to correct his/her time record, altering time records, performing non-UMC related work while on the clock for UMC, recording time of another individual, etc.
8. The unauthorized taking or personal use of property (including money, and money equivalents) belonging to the hospital, its employees, patients, visitors or others.
9. Failure to comply with UMC's Drug and Alcohol policy.
10. Falsifying the application for employment or other pre- or post- employment related data or information required by the hospital. This includes any document presented to outside agencies regarding UMC employment or to gain and/or maintain employment with UMC.
11. Immoral or indecent conduct on Hospital premises at any time.
12. Possession or use of weapons on Hospital premises except as authorized in accordance with UMC policies.
13. Physical altercations (such as, but not limited to, fighting, unauthorized harmful or offensive physical contact with another person, etc.) on hospital premises at any time or disorderly conduct (i.e., unruly or disrupting behavior) on Hospital premises at any time.
14. Repeated refusal of overtime assignment requests.
15. Threatening, intimidating, bullying, coercing fellow employees, patients and/or visitors on the premises at any time, for any purpose.
16. Obscene language, abusive language, malicious gossip or the spreading of rumors designed to render ineffective Hospital operation, the quality of patient care, or undermine confidence in the institution.



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17. Sleeping, dozing off or napping on the premises any time during scheduled working hours, including any break and/or lunch period.
18. Sexual harassment or inappropriate conduct (i.e., jokes, conversations, and/or depictions) of a sexual nature. This includes use of company equipment in the commission of the conduct.
19. Failure to comply with state and federal fair employment laws and the UMC Equal Opportunity, Non-Discrimination and Anti-Harassment Action Plan, to include discrimination or harassing behavior based on race, color, national origin, religion, sex, pregnancy, sexual orientation, gender identity or expression, age, disability and/or genetic information.
20. Failure to comply with the anti-bullying terms of the UMC Equal Opportunity, Non-Discrimination and Anti-Harassment Action Plan.
21. Bullying, harassment, verbal abuse or any other behavior toward non- employees that is harmful and unrelated to the business interests of UMC.
22. Falsifying patient records or any other hospital record.
23. Falsifying the reason for not reporting to work as scheduled (i.e., called off sick but took leisure time or worked another job).
24. Violence or threats of violence (even in jest) in the workplace.
25. Violation of the Corporate Compliance policy, including but not limited to, the unintentional or intentional fraudulent charging/billing, charging/billing for services not rendered, failure to follow generally accepted charging/billing practices of the industry
 - a. Self-reporting questionable charging/billing practices to the Corporate Compliance Officer by the affected employee may result in corrective action, but not termination on the first event. However, continued violation of charging/billing practices shall result in termination.
 - b. Providers are not authorized to "no-charge" for services rendered at UMC. The provider is required to complete the appropriate documentation to support the charge/bill generated. All exceptions shall be approved by the appropriate Medical Director.
 - c. Providers are not authorized to "no charge" for services rendered at UMC so they may charge/bill privately, regardless of the reason.



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26. Failure to gain and/or maintain necessary licensure or certification for employee's classification. Violating licensure or certification requirements (i.e., violations of the nurse practice act).
27. Providing false, implausible, incorrect and/or misleading explanations during employment situations (includes being deceptive and untruthful during investigations).
28. Such other conduct that adversely affects an employee's ability to perform his/her duties or adversely affects the Hospital's ability to perform its functions.

Review Date:	By:	Description:
July 29, 2022	Ricky Russell	Formatting changes. Reviewed. No content change.
December 2025	Ricky Russell	Changing from a policy to a procedure. Categorized as a policy in error during the 2022 during formatting changes. Added Scope section.

	POLICY TITLE: Position Classification and Compensation Plans
MANUAL: Human Resources	POLICY OWNER: Chief Human Resources Officer
ORIGINATION DATE: 4/2019	FINAL APPROVAL DATE: 2/2026

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).



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- 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



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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 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 5% above their current rate, for the first promotion in a rolling calendar year, provided the new rate of pay does not exceed the maximum of the new pay range. Any subsequent promotion in the rolling calendar year will be 4%. Any exception requires a form to be submitted and approved by Human Resources or the UMC CEO.

2. The employee's annual review date will not change as a result of the promotion. The employee's annual merit increase (if applicable) may be adjusted or prorated is the promotional increase salary increase upon completion of one (1) year of service in the new position or classification.



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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.
 - 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.



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- 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.
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):



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



POLICY TITLE: Position Classification and Compensation Plans

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.
- 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.



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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.

	POLICY TITLE: Recruitment and Selection Program
MANUAL: Human Resources	POLICY OWNER: Chief Human Resources Officer
ORIGINATION DATE: 4/2019	FINAL APPROVAL DATE: 2/2026

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:



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- 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




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- 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.

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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.



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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.



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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. 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 generally be required to complete pre-employment drug testing within 72 hours, background check consent paperwork and a pre-employment physical/employee health review. Confidential documents, such as employee background checks and drug testing results, may be unavailable 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

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
 - b. The position must be recruited as a training under-fill. The announcement must clearly indicate that the position is an under-fill position and that upon satisfactory performance and completion of the training agreement, within a specific time frame, will lead to a noncompetitive 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.



POLICY TITLE: Recruitment and Selection Program

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.
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.



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- 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 to be placed 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 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.



POLICY TITLE: Recruitment and Selection Program

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.

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.

	POLICY /GUIDELINE TITLE: HR Policy Employee Leave Program
MANUAL: Human Resources	POLICY OWNER: HR
ORIGINATION DATE: 4/2019	FINAL APPROVAL DATE: 2/2026

SCOPE/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, other collective bargaining agreement, UMC compensation and benefits plan, employment agreement, or UMC 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;



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- 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



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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
December 2025	Ricky Russell	Clarified Scope

	POLICY TITLE: Disclosure of Improper Governmental Action
MANUAL: Human Resources	POLICY OWNER: Chief Human Resources Officer
ORIGINATION DATE: 4/2019	FINAL APPROVAL DATE: 1/2026

POLICY

Section A. Definitions

In the construction of this policy, the following definitions shall apply, unless the context clearly requires otherwise:

1. "Improper governmental action" means any action taken by a UMC officer or employee in the performance of his/her official duties, whether or not the action is within the scope of his/her employment, which is:
 - a. in violation of any applicable law or regulation of the state, any applicable ordinance of the county, or rule, regulation, policy or procedure of UMC;
 - b. an abuse of authority;
 - c. of substantial and specific danger to the public health or safety; or
 - d. a gross waste of public money.

Improper government action shall not be deemed to include any matter which is solely personnel or disciplinary in nature.

2. "UMC employee" means any person who performs public duties under the direction and control of a UMC officer for compensation paid by or through UMC.
3. "UMC officer" means a person elected or appointed to a position with UMC which involves the exercise of a public power, trust or duty, including:
 - a. actions taken in an official capacity which involve a substantial and material exercise of administrative discretion in the formulation and administration of UMC policy;
 - b. the expenditure of UMC money; and
 - c. the enforcement of laws and regulations of the state and ordinances and policies of the UMC.
4. "UMC" means University Medical Center of Southern Nevada.



POLICY TITLE: Disclosure of Improper Governmental Action

Section B. Declaration of policy and purpose

It is the declared policy of UMC that a UMC officer or employee is encouraged to disclose, to the extent not expressly prohibited by law, improper governmental action, and it is the intent of UMC to protect the rights of a UMC officer or employee who makes such a disclosure.

Section C. UMC officer or employee prohibited from using authority or influence to prevent disclosure of improper governmental action by another UMC officer or employee

1. A UMC officer or employee shall not directly or indirectly use or attempt to use his/her official authority to intimidate, threaten, coerce, command, influence or attempt to intimidate, threaten, coerce, command or influence another UMC officer or employee in an effort to interfere with or prevent the disclosure of information concerning improper governmental action.
2. For the purposes of this section, use of "official authority or influence" includes taking, directing others to take, recommending, processing or approving any personnel action such as an appointment, promotion, transfer, assignment, reassignment, reinstatement, restoration, re-employment, evaluation or other disciplinary action.

Section D. Appeal for reprisal or retaliatory action against a UMC officer or employee who discloses improper governmental action

1. If any reprisal or retaliatory action is taken against a UMC officer or employee who discloses information concerning improper governmental action within two years after the information is disclosed, the UMC officer or employee may file a written request for hearing to determine whether the action taken was reprisal or retaliatory action. The hearing must be conducted in accordance with the procedures set forth in Section F of this policy.
 - a. This section shall not apply to a UMC officer or employee who is an elected, appointed or per diem employee.
 - b. This section shall further not apply to a UMC officer or employee who elects to challenge the alleged reprisal or retaliatory action through alternative procedures available under a collective bargaining agreement or UMC's policies and procedures. The hearing officer shall have no jurisdiction to consider whether the action taken was a reprisal or retaliatory action if the same action is the subject of a grievance, arbitration or disciplinary proceeding initiated by or on behalf of the UMC officer or employee requesting the hearing.
2. The hearing officer shall determine if there was a reprisal or retaliatory action. The hearing officer shall submit a copy of its decision to the appropriate UMC governing body and the Chief Executive Officer. The Chief Executive Officer shall take any necessary corrective action, provided such action is not inconsistent with any applicable law.
3. If a UMC officer or employee is found by the hearing officer to have engaged in a reprisal or retaliatory action or to have violated the provisions of Section C of this policy, a copy of the hearing officer's decision, together with the discipline administered by the hearing officer, shall be given to him/her and placed in his/her



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personnel file. Subsequent reprisals, retaliatory actions, or violations of Section C by such UMC officer or employee shall subject him/her to more severe disciplinary action, including the possibility of termination. If a UMC officer or employee is found by the hearing officer to have disclosed information concerning alleged improper governmental action which he/she knew or reasonably should have known to be untrue, or to have made such disclosure or brought an appeal for the purpose of harassing another UMC officer or employee, a copy of the hearing officer's decision, together with the discipline administered by the hearing officer, shall be given to him/her and placed in his/her personnel file. Further such action by the UMC officer or employee shall subject him/her to more severe disciplinary action, including the possibility of termination. The provisions of this subsection shall not apply to elected official and members of boards who are not subject to UMC disciplinary procedures.

4. For the purposes of this section, "reprisal or retaliatory action" includes:

- a. the denial of adequate personnel or resources to perform duties;
- b. frequent replacement of members of the staff;
- c. frequent and undesirable changes in the location of an office;
- d. the refusal to assign meaningful work;
- e. the issuance of letters of reprimand or evaluations of poor performance;
- f. a demotion;
- g. a reduction in pay;
- h. a denial of a promotion;
- i. a suspension;
- j. a dismissal;
- k. a transfer; or
- l. frequent changes in working hours or workdays, if such action is taken, in whole or in part, because the UMC officer or employee disclosed information concerning improper governmental action.

Section E. Hearing Officers – Appointment, Qualifications, Compensation

1. The appropriate UMC governing body shall appoint one or more hearing officers to conduct hearings pursuant to this policy and procedure. Hearing officers shall serve at the pleasure of the appropriate UMC governing board.
2. Each hearing officer shall be appointed with regard to qualifications to conduct administrative or quasi-



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judicial hearings and must:

- a. Be a resident of the state of Nevada, and
 - b. Be a graduate of an accredited law school or be a graduate of an accredited four-year college and have at least five (5) years' experience in public administration, and
 - c. Complete a course of classroom instruction in administrative law provided by the office of the district attorney.
 - d. The hearing officer shall not conduct or knowingly participate in any hearing or decision in which he/she or any of the following persons has a direct or substantial financial interest: any person who is related to him/her by blood, adoption or marriage within the third degree of consanguinity or affinity and any person with whom he/she has a substantial and continuing business relationship. The hearing officer shall not participate in any hearing concerning any business with which such officer is negotiating or has an arrangement or understanding concerning possible partnership or employment. Any actual or potential interest shall be disclosed prior to such hearing.
3. The hearing officer, unless employed by UMC, shall be entitled to compensation for services rendered. The fees of the hearing officer shall be borne equally by the UMC officer or employee requesting the hearing and UMC.

Section F. Hearing Procedure

1. A UMC officer or employee who believes that he/she has been the subject of reprisal or retaliatory action shall have up to ten (10) working days from the date he/she has notice of the action to request a hearing. The request for hearing shall be made in writing to the Chief Human Resources Officer, who shall call for a hearing by the hearing officer.
2. The hearing officer shall convene the hearing within twenty (20) working days after receipt of the written request for a hearing. The hearing officer may extend the time limitation at the request of either party, or if there is a conflict with the schedule of the witnesses or participants of the hearing, in which case the hearing must be scheduled for the earliest possible date after the expiration of the twenty (20) days. If a bargaining unit eligible employee is accused of a violation of this policy, he/she retains the right to be represented by the appropriate union.
3. The appeal hearing shall be an informal proceeding adhering to generally accepted principles of administrative law. Technical rules of evidence shall not apply at the hearing. Oral evidence shall be taken only upon oath or affirmation administered by a notary public. Hearsay evidence shall be admissible, but shall be given its appropriate weight in accordance with its character and applicability.
4. It shall be the burden of the UMC officer or employee requesting the hearing to prove by a preponderance of the evidence that he/she was the subject of a reprisal or retaliatory action. To meet this burden of proof, the requesting party must show that:



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- a. he/she disclosed information concerning improper governmental action;
 - b. the UMC officer or employee accused of reprisal or retaliation knew of the disclosure;
 - c. a reprisal or retaliatory action occurred within two years after the disclosure; and
 - d. there was a genuine nexus between the reprisal or retaliatory action and the disclosure.
5. Within five (5) working days from the conclusion of the hearing, the hearing officer shall render his/her written decision, setting forth the reasons therefore and the level of discipline to be administered (if applicable). The decision of the hearing officer shall be final and binding.

Section G. Use of Provision of Harassment Prohibited; Disciplinary Procedures Authorized for Disclosure of Untruthful Information

1. No UMC officer or employee may use the provisions of this policy and procedure to harass another UMC officer or employee.
2. The provisions of this policy do not prohibit a UMC officer or employee from initiating proper disciplinary procedures against another UMC officer or employee who discloses untruthful information concerning improper governmental action which he/she knew or reasonably should have known to be untrue.

Review Date:	By:	Description:
7/2022	Ricky Russell	Formatting changes. Reviewed. No content changes.
12/2025	Human Resources Director	Scheduled review, no changes. Vetted by Human Resources Director and Chief Human Resources Officer.

	POLICY TITLE: Benefits Program
MANUAL: Human Resources	POLICY OWNER: Chief Human Resources Officer
ORIGINATION DATE: 4/2019	FINAL APPROVAL DATE: 1/2026


POLICY

1. Human Resources shall administer the following benefits offered to all benefit eligible employees (must be either a full-time or part-time employee):
 - a. Basic Insurance (Health, Accident and Life) – Human Resources shall administer open enrollment, assist with problem resolution, payment of premiums, calculation of new premiums and associated dependent health insurance coverage programs.
 - b. COBRA - Human Resources shall administer the notification and processing of the continuation of health coverage via COBRA (Consolidated Omnibus Budget Reconciliation Act, as amended). This will include the processing of the COBRA Enrollment election forms along with the processing of the self- payments submitted by the COBRA participant.
 - c. Supplemental Life Insurance – Human Resources shall continue to provide information on supplemental life insurances and ensure the automatic premium deduction when elected by the employee.
 - d. Section 125 (Cafeteria Plan) – Human Resources shall provide information to new hires and employees requesting information regarding Section 125 programs and provide for the automatic payroll deduction when elected and authorized by the employee.
 - e. If a qualifying event (as defined by the applicable plan documents) occurs, the employee is required to notify Human Resources within thirty (30) calendar days in order for appropriate processing to occur.
2. Human Resources shall administer the Management benefit plan as approved and modified by the appropriate UMC governing body.
3. Human Resources shall also administer all other employee benefit programs which may be created and/or dictated by the plan administrator, Clark County Risk Management.
4. Adoption Program- UMC employees are encouraged to consider adopting a child in the custody of the County Department of Family Service (DFS) or other public agency in Nevada. UMC will reimburse the employee up to \$1,000 of the adoption costs per child; to a maximum of two children (see Human Resources Procedure “*Adoption Expenditure Reimbursement*”).



POLICY TITLE: Benefits Program

Review Date:	By:	Description:
7/2022	Ricky Russell	Formatting changes. Reviewed. No content changes.
12/2025	Human Resources Director	Scheduled review, no changes. Vetted by Human Resources Director and Chief Human Resources Officer.

	POLICY TITLE: Responsibilities of the Chief Human Resources Officer
MANUAL: Human Resources	POLICY OWNER: Chief Human Resources Officer
ORIGINATION DATE: 4/2019	FINAL APPROVAL DATE: 1/2026

SCOPE

The UMC Chief Human Resources Officer.

POLICY

Section A. Responsibilities of the Chief Human Resources Officer

In compliance with these policies, and under the authority of the appropriate UMC governing body and the Chief Executive Officer, it is the responsibility and duty of Chief Human Resources Officer to develop and administer:

1. A comprehensive personnel program in cooperation with department heads and the various recognized employee unions;
2. An employee-employer relations program;
3. The position classification and compensation program;
4. The recruitment and selection program;
5. A performance evaluation program;
6. A comprehensive Human Resource management and data management system through a cooperative effort with the Clark County Enterprise Resource Planning (ERP) Function, Department of Fiscal Services and the Department of Information Systems;
7. An employee education and development program;
8. An employee assistance and wellness program;
9. An employee benefits program; and
10. Other duties as may be prescribed by these policies or may be ordered from time to time by the Chief Executive Officer or appropriate UMC governing body.

Section B. Appeal of Chief Human Resources Officer's Decision


Any department manager may request the Chief Executive Officer or his/her designee to review any decision of the Chief Human Resources Officer which involves the interpretation and/or administration of these policies. The



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decision of the Chief Executive Officer is final.


Review Date:	By:	Description:
7/2022	Ricky Russell	Formatting changes. Reviewed. No content changes.
12/2025	Human Resources Director	Scheduled review, no changes. Vetted by Human Resources Director and Chief Human Resources Officer.

	POLICY TITLE: Nepotism (Hiring of Relatives)
MANUAL: Human Resources	POLICY OWNER: Chief Human Resources Officer
ORIGINATION DATE: 4/2019	FINAL APPROVAL DATE: 1/2026

POLICY

1. Relatives for purpose of this directive are defined as: parent, child, sibling, spouse, spousal equivalent, guardian, grandparent, stepparent, stepchild, brother, sister, father- in-law, mother-in-law, brother-in-law, sister-in-law or more distant kin living within the same household to include, but not limited to aunt, uncle, niece, or nephew.
2. No relative will directly supervise or assume a lead role over another relative (as outlined in Paragraph 1) whether by classification or acting capacity.
3. Relatives may work in the same cost center with the advance approval of Human Resources. Human Resources will approve those cases where a potential conflict of interest does not exist.
4. Relatives working in the same cost center will be restricted from assisting a relative where policy or protocol requires documentation supporting the witnessing of an event. For example, an employee may not witness the wasting of narcotic drugs for a relative. This does not preclude a relative from being called as a witness to the performance or conduct of a relative.
5. No preference will be given to relatives of hospital employees.
6. It is the responsibility of the applicant to list all relatives employed by UMC on the Application of Employment. Failure to do so may result in a failed probation/qualifying period or suspension pending termination.

Review Date:	By:	Description:
7/2022	Ricky Russell	Formatting changes. Reviewed. No content changes.
12/2025	Human Resources Director	Scheduled review, no changes. Vetted by Human Resources Director and Chief Human Resources Officer.

	POLICY TITLE: Objectives and Scope
MANUAL: Human Resources	POLICY OWNER: Chief Human Resources Officer
ORIGINATION DATE: 4/2019	FINAL APPROVAL DATE: 1/2026

SCOPE

The Chief Executive Officer shall direct and promote Human Resources policy as revised and adopted by the appropriate UMC governing body. The Chief Human Resources Officer shall be the authorized representative of UMC in the ongoing administration of these policies and procedures. Department managers shall be held accountable for the enforcement of these policies and procedures in their respective departments. All employees are required to comply with these policies and procedures. Failure to comply will result in disciplinary action. These policies supersede previously approved Human Resources Policies and Procedures. Department heads may establish other policies specific to their department; however, such policies must be consistent with these Human Resources Policies and Procedures.

POLICY

Section A. Objectives

The objectives of the UMC Human Resources Policies are to:

1. provide UMC employees with consistent policies that support federal and state laws and regulatory agency standards;
2. recruit and retain qualified UMC employees; and
3. support opportunities for strategic growth and employee education and development;
4. authorize the implementation of these policies through Human Resources Procedures approved by the Chief Executive Officer of UMC.

Section B. Positions Covered

1. These policies shall apply to all UMC positions authorized by the appropriate UMC governing body or the Chief Executive Officer. These policies also apply to employees eligible for membership in the International Union of Operating Engineers, Local 501, AFL-CIO or the Service Employees International Union (SEIU), Local 1107; however, in situations where the terms of these policies may conflict with the collective bargaining agreement (CBA), the CBA shall prevail. Although covered by these policies and procedures, specific groups of employees may have compensation and benefits defined by a separate document (e.g. physicians, management) approved by the appropriate UMC governing body.
2. The following Human Resource policies apply to per diem and temporary employees:




POLICY TITLE: Objectives and Scope

- Policy No. 1 – Objectives and Scope
- Policy No. 3 – Position Classification and Compensation Plans (Section A and B)
- Policy No. 4 – Recruitment and Selection Program
- Policy No. 5 – Employee/Labor Relation Program (Sections C, I, K and L)
- Policy No. 6 – Nepotism Policy
- Policy No. 8 – Performance Review Program
- Policy No. 11 – Employee Education and Development Program (Sections A, B, D, and F)
- Policy No. 12 – Employee Assistance Program
- Policy No. 13 – Substance Abuse Program
- Policy No. 15 – Employee Records Program
- Policy No. 16 – Recording Time Through Electronic Time Clocks
- Policy No. 17 – Disclosure of Improper Governmental Action

3. These Human Resources Policies and Procedures do not provide per diem employees further protections and rights than the applicable collective bargaining agreement. Per diem employees may be removed from a current or future schedule at UMC's sole discretion for any reason.
4. Per diem employees have no grievance rights for any employment action unless specifically granted under an appropriate collective bargaining agreement covering the classification in force at the time of the employment action.


Review Date:	By:	Description:
7/2022	Ricky Russell	Formatting changes. Reviewed. No content change.
12/2025	Human Resources Director	Scheduled review, no changes. Vetted by Human Resources Director and Chief Human Resources Officer.

	POLICY TITLE: Substance Abuse
MANUAL: Human Resources	POLICY OWNER: Chief Human Resources Officer
ORIGINATION DATE: 4/2019	FINAL APPROVAL DATE: 1/2026

POLICY

1. UMC is committed to providing a drug and alcohol free workplace for all employees. A drug and alcohol free workplace protects the safety of the public as well as UMC's valuable workforce. While UMC will be supportive of those who seek help voluntarily, UMC will be equally firm in identifying and disciplining those who continue to be substance abusers and do not seek help.
2. UMC may perform pre-employment, post-accident and/or reasonable cause substance abuse testing on employees or prospective employees. Substance abuse testing that discloses abuse may result in disciplinary action, mandatory attendance in substance abuse treatment and education programs, and/or referral to the Employee Assistance Program. Employees covered by a collective bargaining agreement are covered by the Substance Abuse Policy included in their collective bargaining agreement. All employees not covered by any collective bargaining agreement shall be covered by the Substance Abuse Policy included in the SEIU, Local 1107 collective bargaining agreement. The SEIU bargaining agreement substance abuse policy can be found on the UMC intranet through a link on the Employee and Labor Relations page.
3. Employees working in, and applicants for, safety-sensitive positions as defined by the U.S. Department of Transportation (DOT), including those employees who are required to hold a Commercial Driver's License, are required to comply with all DOT regulations, adhere to specific consequences for violations, and undergo pre-employment, pre-duty, post-accident, reasonable-suspicion and random substance abuse testing in accordance with DOT regulations.
4. The Employee Assistance Program is available to assist management and employees with substance abuse related issues. The EAP can provide management consultations, as well as employee assessment, treatment recommendations, and assistance with referral to an appropriate treatment provider.

Review Date:	By:	Description:
7/2022	Ricky Russell	Formatting changes. Reviewed. No content changes.
12/2025	Human Resources Director	Scheduled review, no changes. Vetted by Human Resources Director and Chief Human Resources Officer.

	POLICY TITLE: Requesting and Conducting a Classification Audit Study
MANUAL: Human Resources	POLICY OWNER: Chief Human Resources Officer
EFFECTIVE DATE: 7/1995	FINAL APPROVAL DATE: 1/2026

PURPOSE

To establish the procedure for requesting and conducting a Classification Audit Study.

ORGANIZATIONS AFFECTED:

All departments

PROCEDURES

A. Requesting a Classification Audit Study (departmental management and/or incumbent(s) may request a classification study).

1. Human Resources (HR) will confer with the department (manager, supervisor and administrator) to gather basic information regarding the need for and scope of the study.
2. HR will provide a Classification Study Request Form (justification and reason for study) and Position Description Questionnaire (PDQ) through their chain of command. Once completed, the packet will be submitted to HR.
3. The Classification Audit Study packet will be presented to the Chief Human Resources Officer for approval and may request the Classification Audit study to be reviewed by the Workforce Planning Committee or other Administration designee(s).
4. If requested, the Workforce Planning Committee or Administration designee(s) will review the request to determine if the request is viable.
5. Once approved, HR will begin the audit process. If denied, HR will inform the department.

B. Conducting the Study

- a. Preliminary Research: Review all documentation included in the request. If the audit involves a filled position, review the incumbent's(s') PDQ and assigned classification and any proposed classification specification, in detail, for equivalency or distinction between the assigned classification and the proposed position.
- b. Desk Audit/Interview: Contact the department and incumbent(s) to schedule approximately thirty minutes to one (1) hour at the incumbent's(s) work station for an



POLICY TITLE: Requesting and Conducting a Classification Audit Study

interview regarding the position. Additional time may be required at the direction of the analyst. The interview is open-ended and comprehensive.

- c. Analysis: Once the audit is completed, HR will make a recommendation regarding the classification, position and/or incumbent(s).

Some studies, such as external market salary (parity) surveys, may require contacting other local hospitals, local county or city jurisdictions to find appropriate classification matches and salary ranges or utilizing national salary data sources used to determine market status of a classification.

- C. Classification Study Results- Once HR determines the appropriate recommendation, a PDQ Audit Results will be submitted to the Chief Human Resources Officer for approval. The Classification Audit study may be reviewed by the Workforce Planning Committee or other Administration designee(s) for approval. Once the decision is received, HR will inform the department and take appropriate action to implement the recommendation.

Review Date:	By:	Description:
7/2022	Ricky Russell	Formatting changes. Reviewed. No content change.
12/2025	Human Resources Director	Scheduled review, no changes. Vetted by Human Resources Director and Chief Human Resources Officer.

**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. #
Recommendation: 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>	

FISCAL IMPACT:

None

BACKGROUND:

None

Cleared for Agenda
January 26, 2026

Agenda Item #