



3-21-17 DRAFT

To: Mayor Jim Gray
Urban County Council

FROM: John Maxwell
Director of Human Resources

DATE: March 21, 2017

RE: Temporary Overlap of Employees – Training Incoming Employees

Over the years, departments and divisions have expressed concerns regarding the departure of highly-skilled employees and the loss of valuable institutional knowledge. Key employees often separate from service without passing on vital job information to their successors. In many instances, the department or division is not prepared to lose the separating employee and has not developed a system to minimize workplace disruption and maintain organizational efficiency until the vacancy can be filled. Consequently, the loss of a key employee often has a negative impact on LFUCG.

After many discussions with the Urban County Council, the Division of Human Resources (“HR”), and the Department of Law, HR has proposed a solution to fill in the work gap caused by the departure of a key employee. The recommended policy is as follows:

The temporary overlap of employees may be approved under the following conditions:

- (a) For training purposes, or if it is in the best interests of the Lexington-Fayette Urban County Government; and
- (b) With the approval of the Director of Human Resources, and
- (c) Subject to the availability of sufficient funding;
 - (1) A department or a division may place a newly appointed employee in a position currently occupied by another employee for a period not exceed ninety (90) calendar days;



(2) The departing employee is authorized to train an incoming employee, provide transitional assistance to the department or division, and aid with the continuity of operations within the government in accordance with established HR procedures.

(d) The temporary overlap of employees authorized pursuant to this Policy shall in no way interfere with or abridge the rights established pursuant to Chapter 21 and Chapter 22 of the Code of Ordinances governing the Classified Civil Service and the Unclassified Civil Service, respectively.

A key employee must submit written notice of resignation to the director of his or her department or division. The director of a department or a division must submit the resignation notice to HR before the overlap hiring process begins. Thereafter, the department or division may hire and train the key employee's successor before he or she formally separates from service.

In furtherance of this Policy, HR will assist departments and divisions with succession planning through the Organizational Capability Analysis Process (OCAP). OCAP will enable departments and divisions to identify employees currently serving in leadership roles or key positions. HR will also assist departments and divisions in developing an action plan to retain top talent for as long as possible, and in creating a system designed to maintain a high level of efficiency and competency within the organization going forward.

Council review and approval of the proposed policy and the accompanying resolution is desired.

John Maxwell, Director of Human Resources

Attachment

00568949.

