

Appendix O: Employee Turnover Analysis – City of Fernie

The Table O-1 below plots employee turn-over in key leadership positions for the Fernie Memorial Arena.

Leadership Position	2010	2011	2012	2013	2014	2015	2016	2017
Chief Administrative Officer	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Yellow	Grey
Chief Financial Officer	Yellow	Yellow	Yellow	Yellow	Grey	Grey	Grey	Grey
Director Leisure Services	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
Refrigeration Operator in Charge	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey

Table O-1: Graphical representation of employee turn-over in key management and operational positions relating to the Fernie Memorial Arena. Each change of grey shading represents an employee leaving the City of Fernie. The yellow indicates that the Chief Financial Officer changed roles in 2012/2013 and did not leave the organization.

The original recommendation to replace the chiller was made in 2010 to the director of leisure services and was a scheduled expense for 2013. By 2013 and 2014, when organizational commitment for the scheduled expense was required, those in the director and the chief administrative officer (CAO) positions when the recommendation was made in 2010 had both left the organization. Both the director and the CAO in those roles in 2013 and 2014 state that they were not explicitly aware of the recommendation made in 2010 by the maintenance contractor to the director.