



## EDMONTON POLICE SERVICE

### REPORT TO THE EDMONTON POLICE COMMISSION

**DATE:** March 25, 2024

**SUBJECT:** 2023 Edmonton Police Service (EPS) Recruiting and Attrition Report

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#### RECOMMENDATION(S):

That this report be received for information.

#### INTRODUCTION:

This report provides a year end summary of sworn member recruiting and overall attrition for EPS in 2023.

#### BACKGROUND:

Human Resources Division (HRD) tracks and monitors employee separations including resignations, retirements, terminations, for all EPS employees along with reasons for departing when separation is voluntary.

Training Development and Recruiting (TDR) Division tracks and monitors all candidates who apply to the EPS (applicants), applicants who are hired (recruits) and the composition of diversity for recruits.

#### COMMENTS / DISCUSSION:

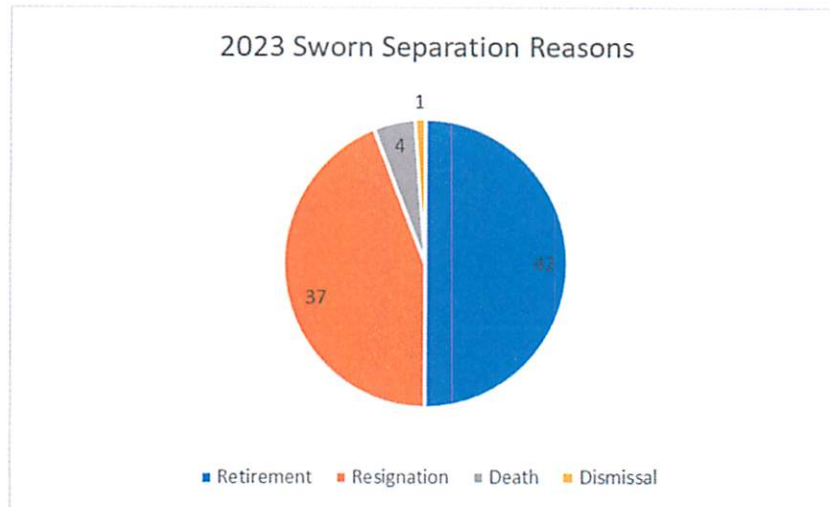
In comparison to the previous year, 2023 signals a positive shift downwards in EPS's attrition rate. The overall attrition rate at the end of 2023 was 6.1%, as compared to the overall attrition rate in 2022 of 7.2%. The EPS had a total of 191 employee separations from the EPS including 84 sworn members and 107 civilian members. Sworn member attrition declined by 14.3% (84 in 2023 in comparison to 98 in 2022).

The decrease in sworn member attrition and success hiring new recruits has resulted in a net increase to EPS headcount by 50 sworn members in 2023. In 2023, the EPS saw a total of 134 recruits hired into EPS. This was inclusive of 10 experienced officers from other agencies who participated in our Experienced Officer Program (EOP). The total of 134 recruits was an increase of 22% over 2022.

## Part A: Sworn Member Hiring and Attrition:

### Sworn Member Attrition 2023

In 2023, EPS had a total of 84 sworn members leave the service. As compared to 2022, EPS experienced an overall decrease in attrition, including a decline in both the number of retirements and resignations. The number of separations and reasons for the separation for sworn members is summarized in the following graph.

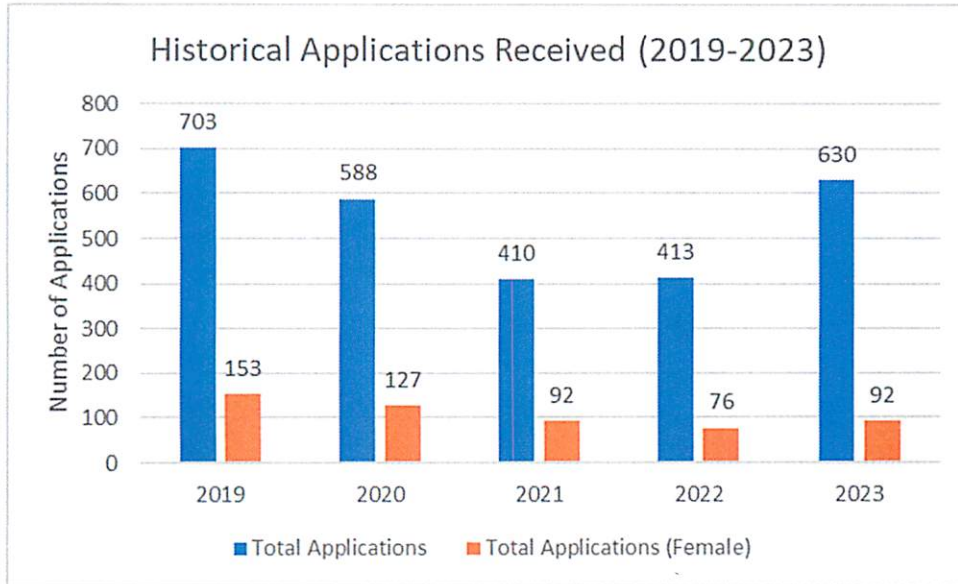


In 2022, 47 sworn members retired from the EPS; this number decreased to 42 in 2023. EPS continues to see a high number of sworn members take advantage of their pension eligibility, retiring at 25 years of service with full pensions and transitioning into other employment (either within the EPS as a civilian member or outside of the EPS).

The EPS also saw a reduction in the number of resignations from 47 in 2022 to 37 in 2023. Of the 37 resignations, 46% (17 out of 37) of the members left the EPS and went to another police service, 9% (7 out of 37) were leaving policing altogether, and 19% (7 out of 37) resigned within the 18-month probationary period due to lack of fit.

### Recruiting Trends:

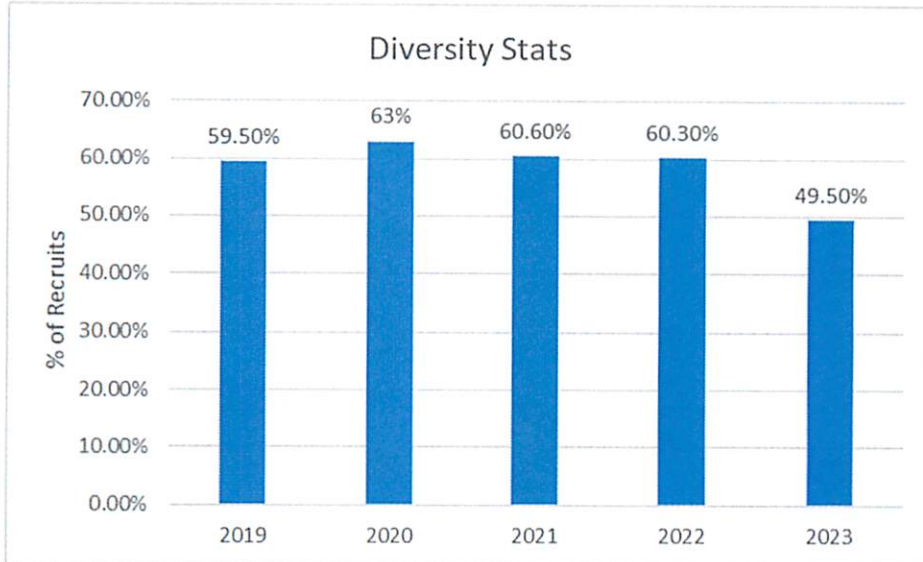
Applicant numbers have increased since 2021 and are still trending upwards. 2023 saw our highest number of applicants since 2019, with a 35% increase over 2022.



The EPS has committed to increasing the number of sworn members hired. Since 2020, we have steadily increased the number of recruits hired into our training program with larger recruit training classes. Recruiting and Selection Section is looking to hire 50 recruits per class for the foreseeable future.

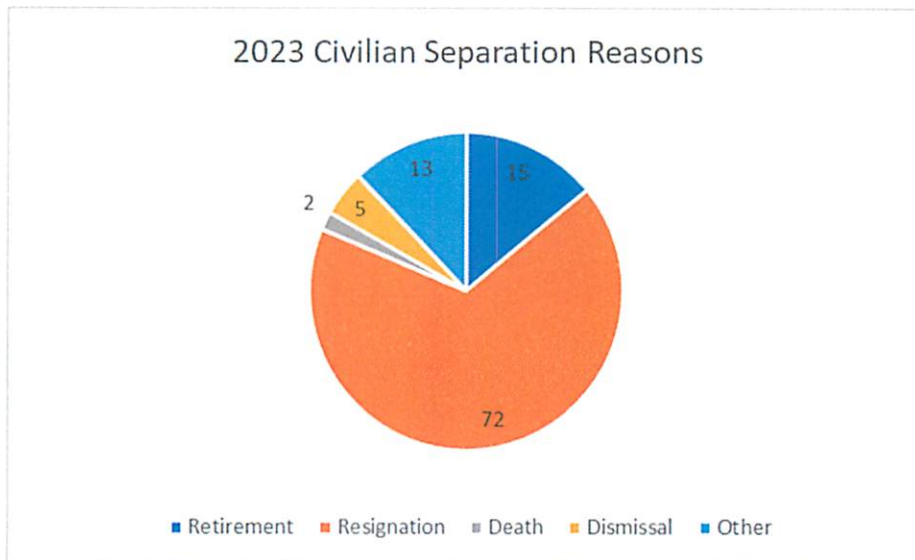


Since 2019, Recruit Training Section has collected diversity statistics from newly hired sworn members, voluntarily. Members are asked to indicate if they identify as Indigenous (First Nations/North American Indian (status or non-status), Metis, Inuk/Inuit, Registered or Treaty Indians and those with membership in a First nation or Indian Band), sexual minority (referring to persons on the spectrum of sexual/gender diversity (2SLGBTQ+)), gender identity (identify as female) and racialized groups.



**Part B: Civilian Employee Attrition:**

The number of separations and reasons for leaving EPS for civilian members in 2023 is as follows:



Note: Other includes employees who left the EPS during their probationary period and employees whose temporary position ended.

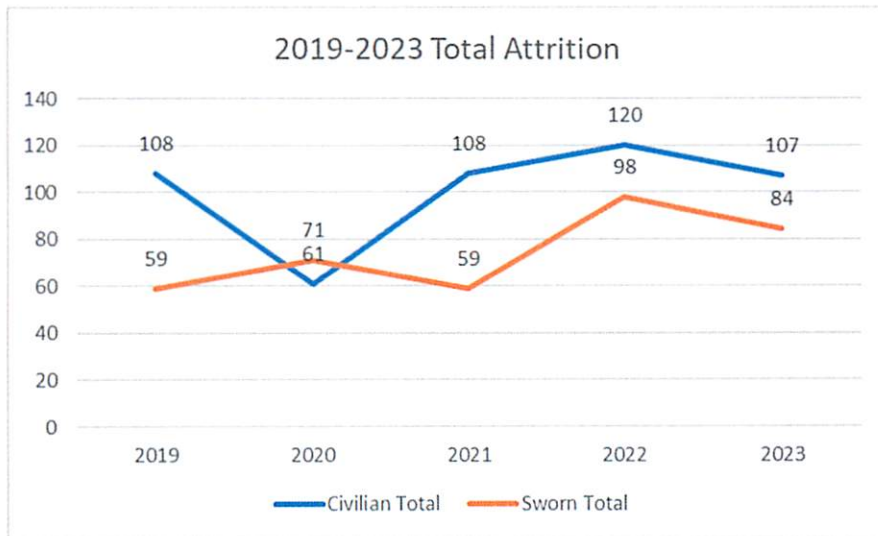
As compared to 2022, EPS had a decrease in the number of civilian employees resign from the EPS; 72 resignations in 2023 in comparison to 81 resignations in 2022. The number of retirements also decreased from 2022 to 2023; 15 retirements in 2023 in comparison to 21 retirements in 2022. Resignations continue to be the primary category for civilian member separations in 2023. 67.3% (72 out of 107) of the total civilian employee separations were resignations from EPS.

The EPS experienced a number of civilian employees leave the EPS for opportunities with other employers, including the City of Edmonton (COE). In exit interviews conducted

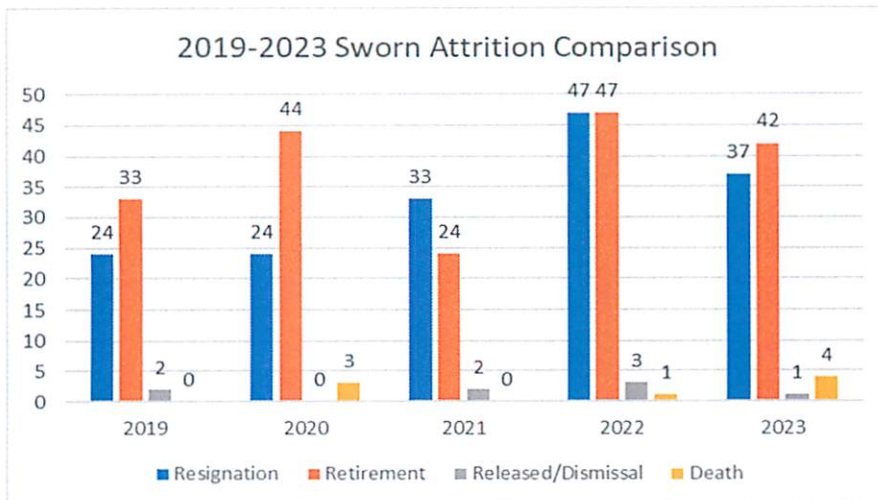
with participating employees, the top three (3) reasons that employees provided were a lack of growth opportunities at the EPS, concerns with their supervisor and/or manager, and the importance of work/life balance, specifically the importance of a more fulsome work from home program.

**Part C: 2023 Overall Attrition**

Overall attrition for EPS declined in 2023 in comparison to 2022 by 12.4%. A five-year comparison of the attrition rates, broken down by sworn and civilian members is as follows:

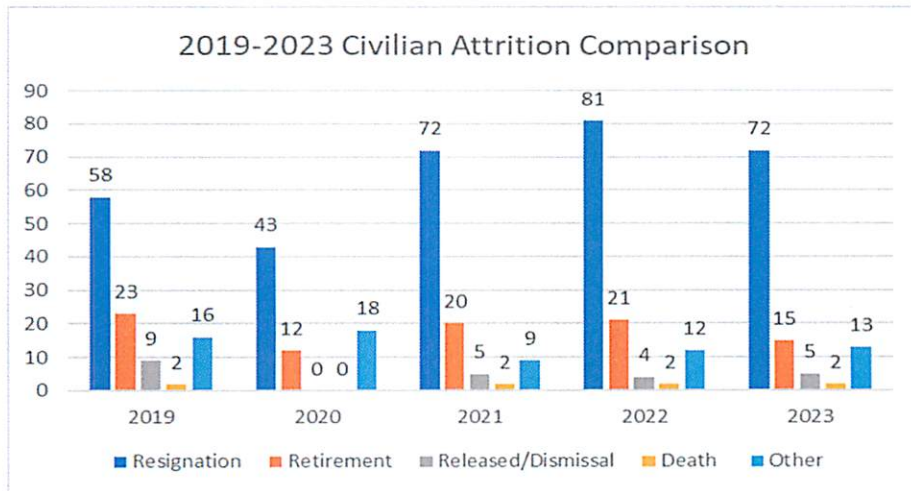


The following table provides a summary of sworn member separations by reason from 2019 to 2023. 2022 represents a peak year for attrition over the last five years, with an overall decrease in sworn member resignations and retirements in 2023. 2023 attrition rates declined by 14.3%.



**Note:** In 2020, the EPS offered a voluntary retirement incentive program to sworn members, 24 members retired as part of the program

A summary table of civilian member separations by reason from 2019 to 2023 is provided in the following table. Overall civilian member attrition declined from 2022 to 2023 by 10.8%, with 2022 a peak for attrition in the last five years.



Based on current attrition rates, retirement eligibility continues to be an important factor for EPS to monitor. The following table outlines the total number eligible to retire based on their pension eligibility. EPS does not expect all employees who are eligible to retire to leave the EPS in 2024 but recognizes that in 2023, retirements made up 29.8% of all sworn and civilian separations.

	Retirement Eligibility by end of 2024			Total Retirement Eligible Employees by end of 2024
	25 Years of Service	85 Factor	Age 55 with Reduced Pension	
Sworn	198	N/A	71	324
Civilian	N/A	70	208	278

\*Sworn members are eligible to retire with a full pension through SFPP after 25 years of service. In 2024, EPS will have 198 sworn members with at least 25 years of service.

\*Civilian employees (who are LAPP members) are eligible to retire and begin their pension at age 55. If the employee has not achieved "the 85 factor" (age at retirement and total years of pensionable service added together equal at least 85) they would receive a reduced pension.

Recognizing that members leaving the EPS can pose a risk to the organization, in 2023, a Retention Working Group has been brought together. This group is led by HRD and includes members of the Strategic Leadership Group (SLG) representing different areas of the EPS. The goal is to identify strategies to retain members with the goal of lowering the overall attrition rate.

**CONCLUSION:**

Compared to 2022, in 2023 the EPS experienced overall lower attrition for both civilian employees and sworn members, and success recruiting new sworn members to the service. Overall, EPS had a net increase to sworn member headcount by 50 positions.

The EPS continues to monitor the retirement and resignation activity of the sworn and civilian members of the EPS. The EPS is enhancing its exit interview process in 2024 with the goal of increasing employee exit interview participation, gaining more insights into reasons for leaving, and arming leadership with data to inform actions and responses. For 2024, EPS has had 49 members leave the EPS (16 sworn members and 33 civilian members) as of March 18, 2024. Based on a straight-line forecast for attrition, EPS appears to be track for a similar attrition rate as 2023.

Recruiting and Selection Section continues to see an upward trend in the number of applicants and hires throughout 2024. For the recruit training classes scheduled to start in 2024, the EPS has hired 35 recruits, including four experienced officers. Members of the Recruiting and Selection Section attend various hiring fairs, across Canada, to increase the number of applications received. As mentioned, the EPS increased the headcount of sworn members by 50 in 2023. Based on the current number of sworn members hired as compared to the current number of sworn members who left, EPS expects a net positive increase to sworn member headcount for 2024 as well.

**Written By:** Kelsey Martin, Director, HR Support and Labour Relations Branch

**Reviewed By:** Katherine Salucop, Executive Director, Human Resources Division



Andria Wasylyshen, Superintendent, Training, Development, and Recruiting Division



**Approved By:** Justin Krikler, CAO, Corporate Services Bureau



**Chief of Police:**  \_\_\_\_\_

**Date:** March 27, 24



# 2023 Recruiting & Attrition Report

April 18, 2024

Presented by:

Andria Wasylyshen, Superintendent, TDR

Katherine Salucop, Executive Director, HRD

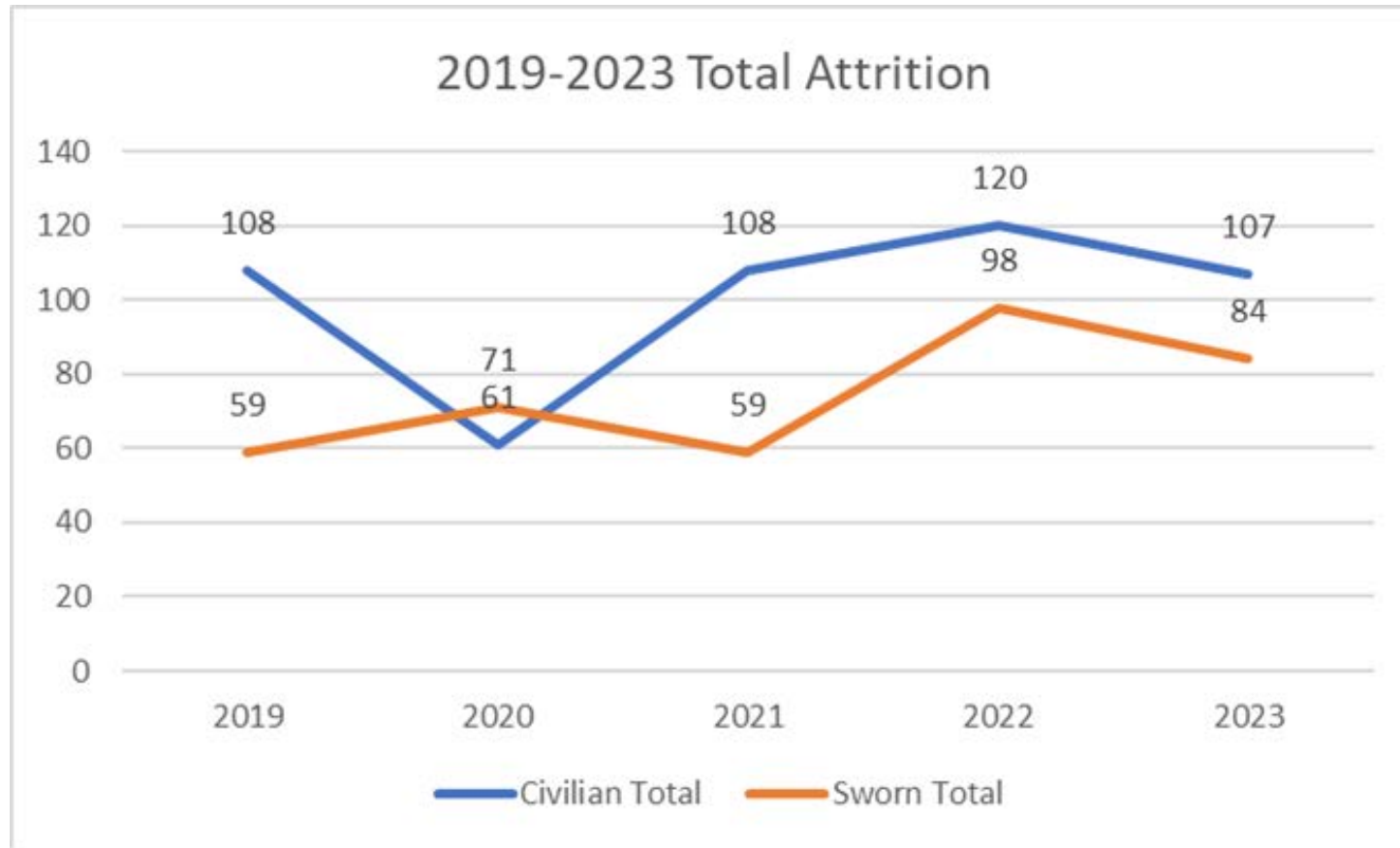




## 2023 Highlights

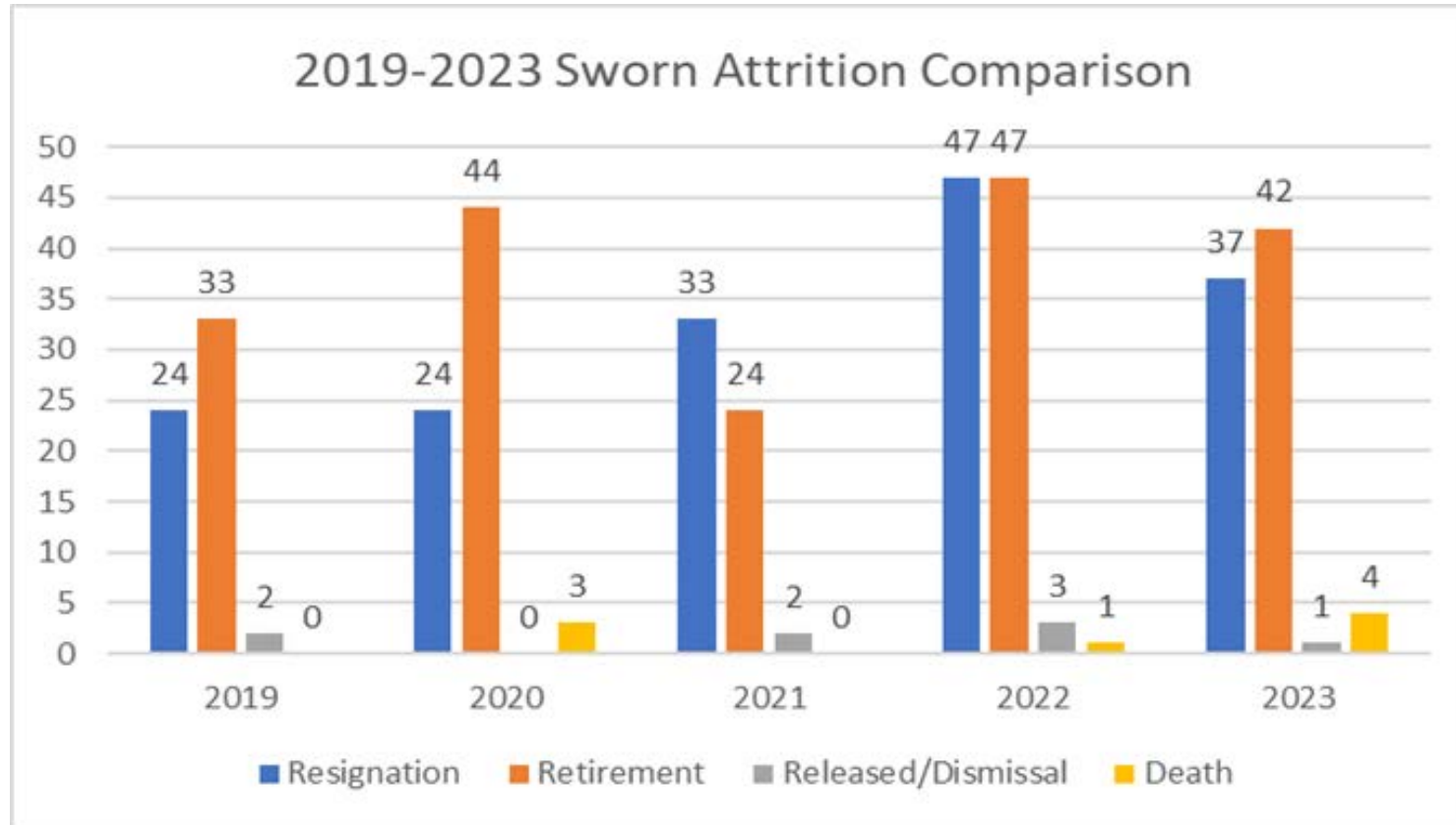
- Overall attrition (sworn and civilian) down by 12.4% in comparison to 2022
- EPS successfully recruited 134 new sworn officers
- Net increase to headcount by 50 sworn members

# Overall Attrition: 2023



- Overall attrition decreased by 12.4% in 2023 compared to 2022.
- Turnover for both sworn and civilian members has decreased year over year

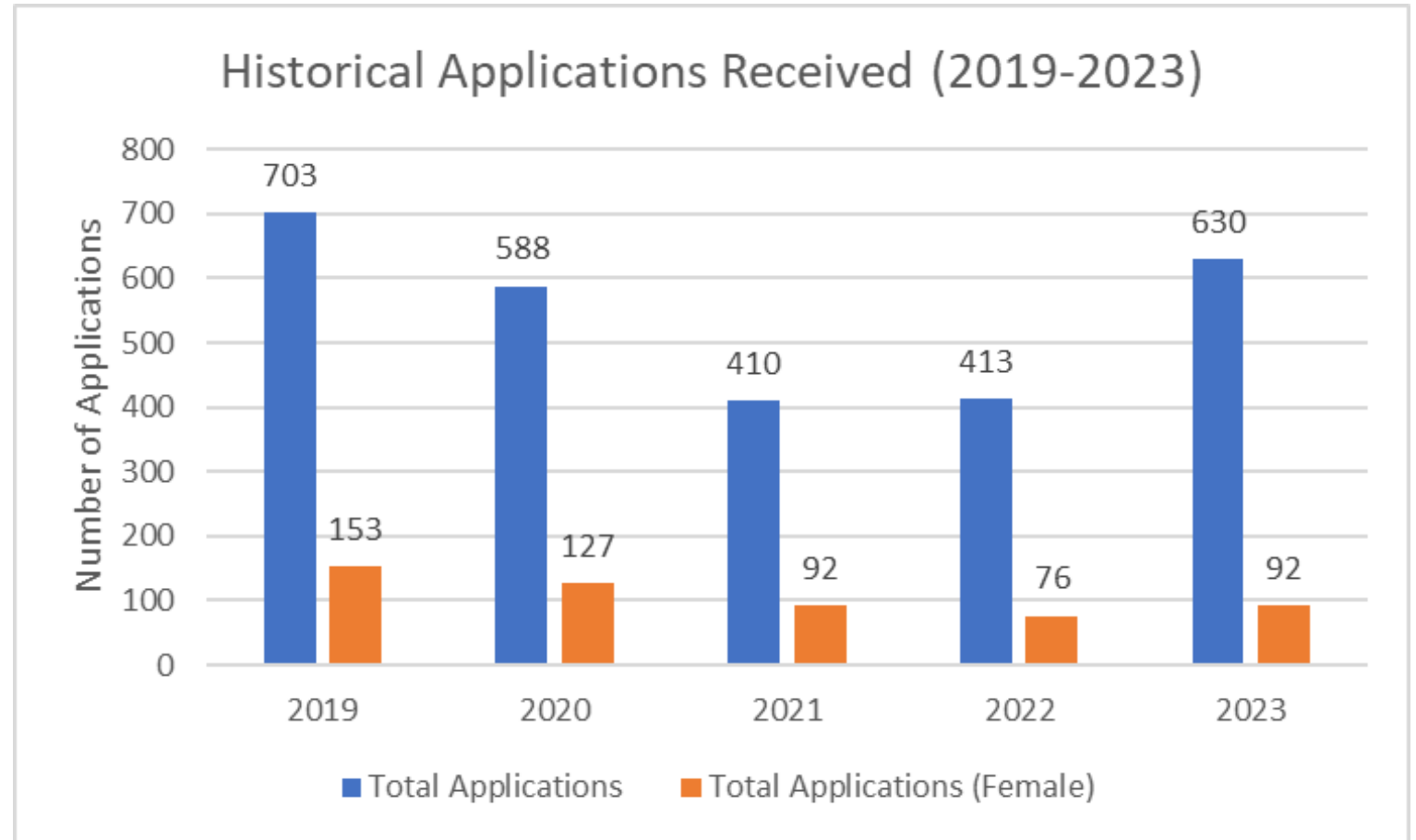
# Sworn Member Attrition: 2023



- Sworn member attrition declined by 14.3% from 98 to 84 members in 2023
- Decline in both resignations and retirements

# Sworn Member Historical Applications

- Applications significantly decreased, by 42% from 2019 to 2021
- 2023 applications increased by 35% since 2021



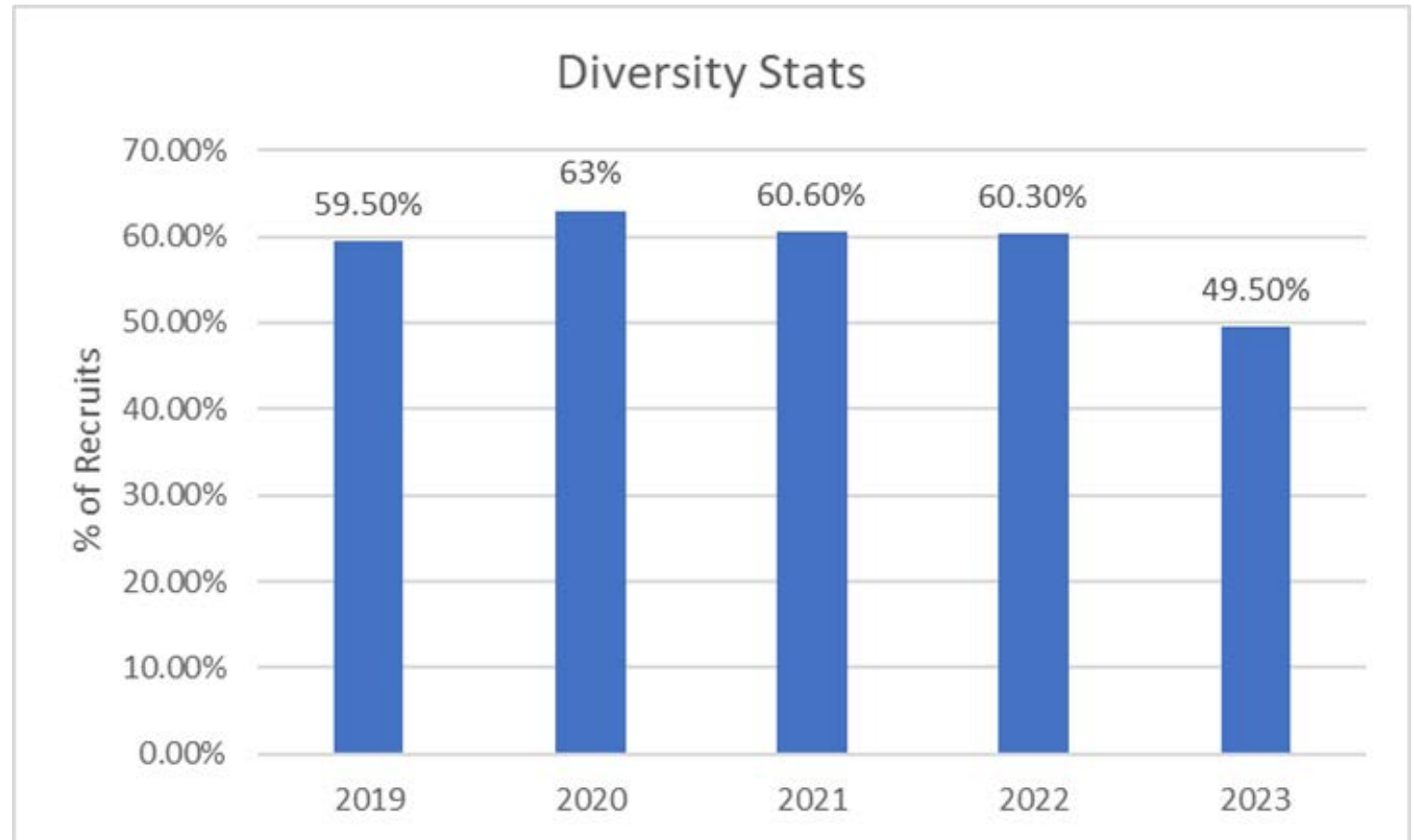
# Sworn Member New Recruits Hired

- A steady increase of applicants hired since 2019. 2020, one recruit class was cancelled due to the COVID 19 pandemic.
- A 38% increase in recruit hires since 2019

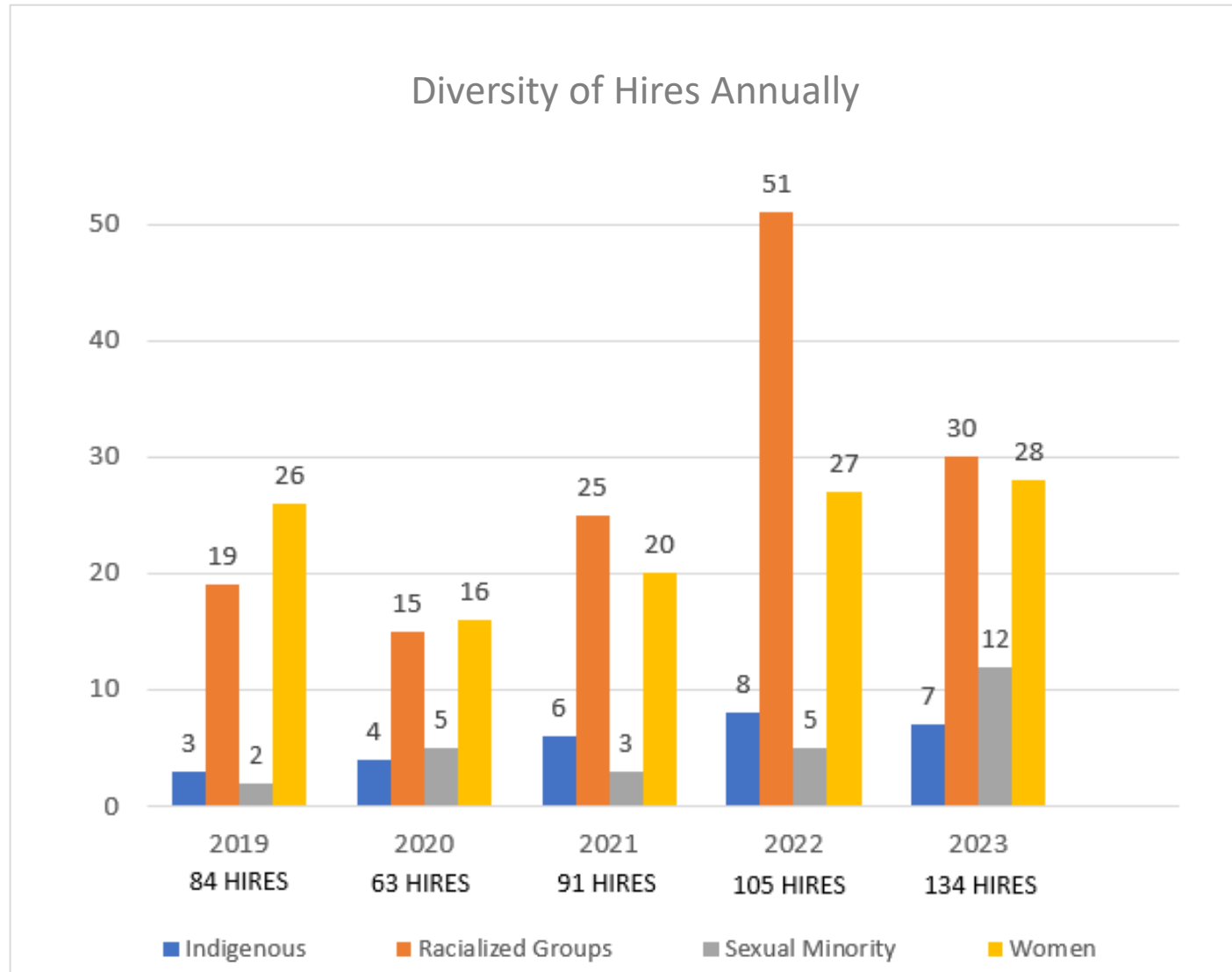


# Sworn Member Diversity Stats

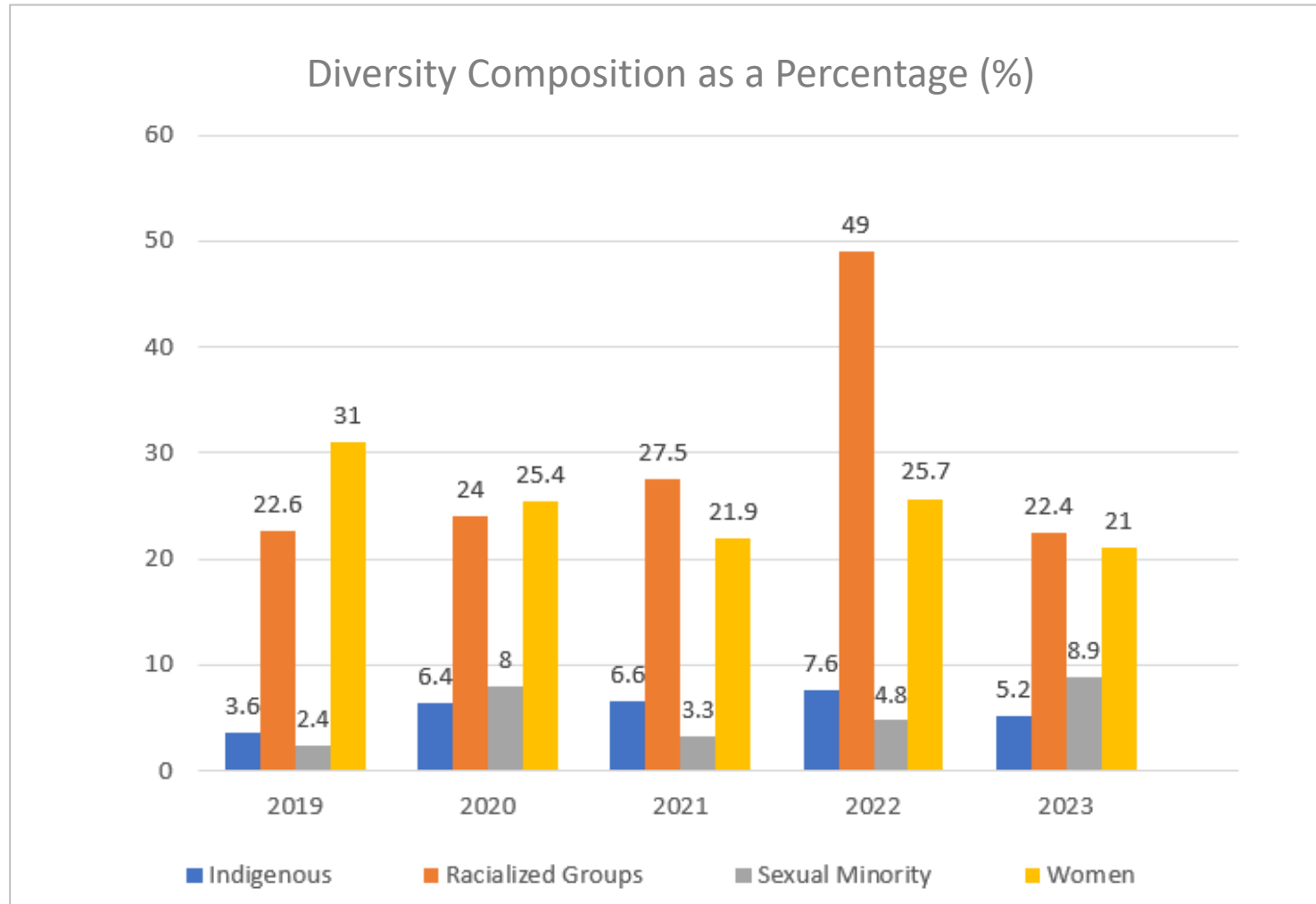
- The average percentage of diversity that makes up each recruit class is 58%



# Sworn Member Hires: Diversity Composition



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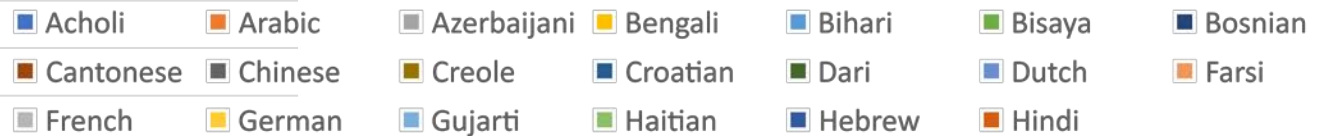
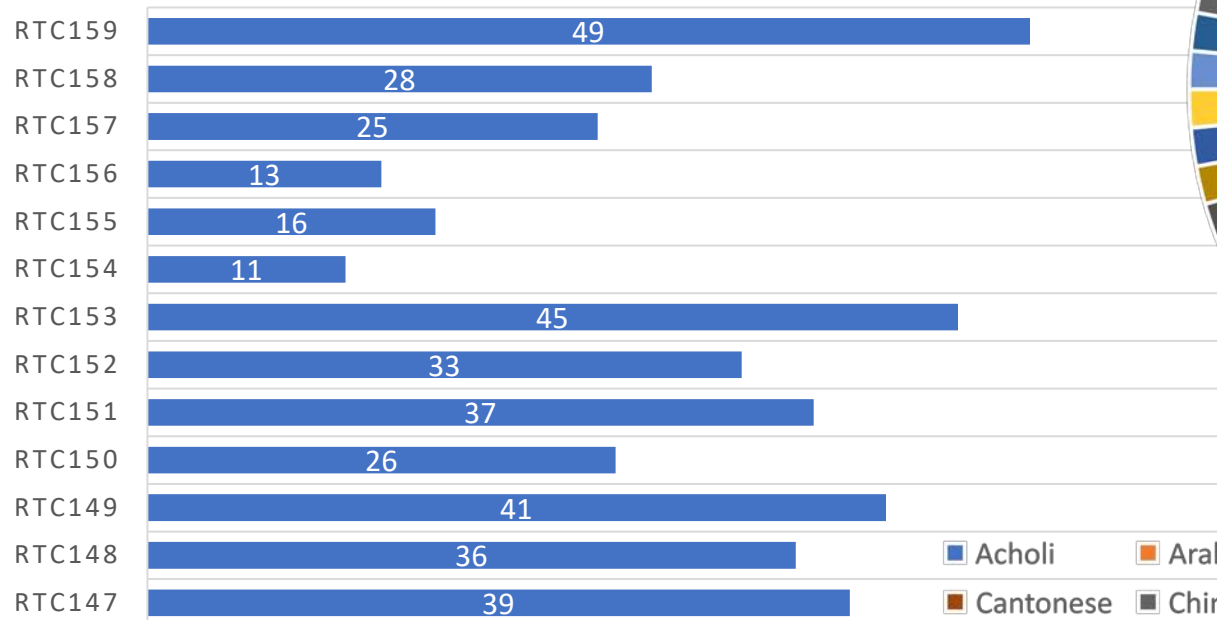




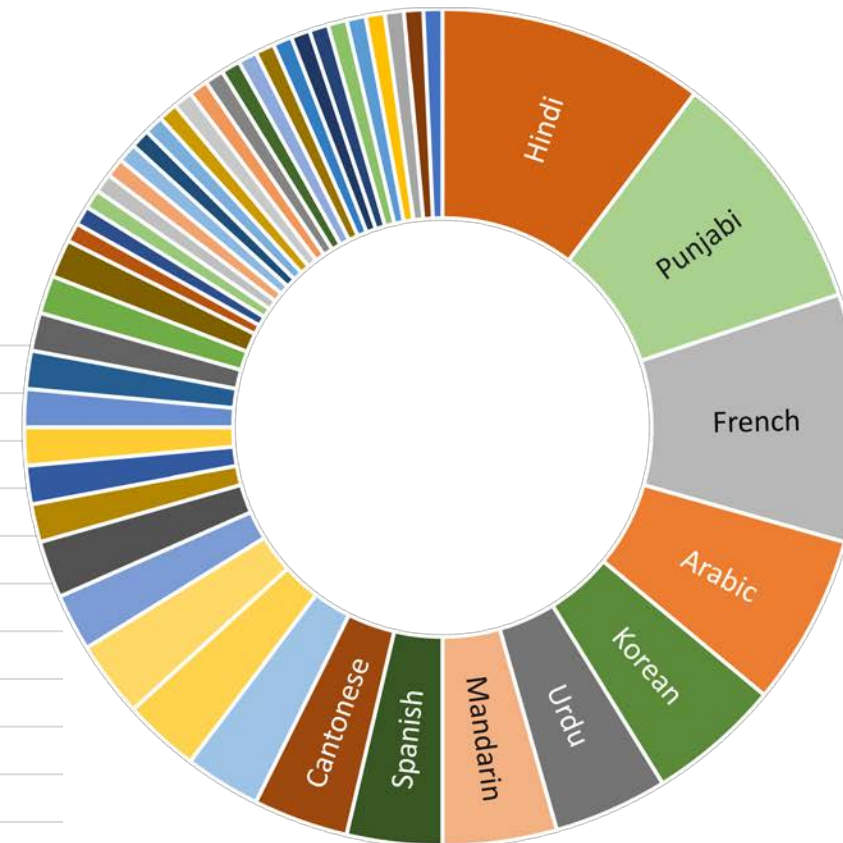
# Sworn Member Hires: Languages Spoken

## LANGUAGES SPOKEN

■ % of hires speaking over 1 language



## Languages Spoken





## Positive Outlook for 2024

- Forecasting another net increase to sworn member headcount in 2024
- Overall attrition rate tracking similar to 2023; sworn member attrition tracking lower than 2023
- Recruiting has already hired 35 new sworn members including 4 experienced officers



<https://vimeo.com/922209913/1094f8297f?share=copy>