ATTRITION FORECASTING

October 09, 2025

Presented By: Spencer Dow

EDMONTON POLICE SERVICE

Context

- Alberta's policing landscape is undergoing a significant transformation. With the launch of the **Alberta Sheriffs Police Service (ASPS)** and municipalities like **Grande Prairie** transitioning away from RCMP contract policing, the province is seeing a shift toward **localized and alternative law enforcement models**.
- Key developments include:
  - **Grande Prairie** is establishing its own municipal police service, citing improved local oversight, responsiveness, and cost control
  - The Alberta government is creating the **ASPS**, a new independent agency to assume "police-like functions"
  - Establishment of the Police Review Commission (PRC)
- These shifts introduce **competitive pressures** for resources amongst agencies.

Objective

MS1

- **Assess Internal Situation**
  - Explore historical and current trends around recruiting and attrition
- **Project Attrition Risk**
  - Forecast potential workforce losses under various competitive scenarios. Allow for the exploration of losses to other agencies, early retirements, and recruitment shortfalls.
- **Support Leadership Decision Making**
  - Highlight areas where our organization may be exposed to talent loss or operational strain.

Slide 3

MS1 Increase size of Font if possible

Mohamed Salama, 2025-09-10T14:03:06.052

SB6

Data Sources

- EPS Attrition Reports 2002-2023
- EPS HR Data Extract
- Statistics Canada: Police personnel and selected crime statistics, municipal police services (statcan.gc.ca) SB1
- EPS Recruit Training Class Records
- EPS Long Term Disability/Workers Compensation Board 2024 Extract SB2
- City of Edmonton Spring 2024 Regional and City Population Forecast SB3
- Special Forces Pension Plan Data Extract (December 16th , 2024) SB4
- 2000 – 2025 EPS Budgeted Full Time Employee's SB5

Slide 4

SB1 I would make this clearer for the audience. Just say HR database extract
Scott Bennet, 2025-09-10T13:33:23.508

SB2 Just remove the RTC acronym and make it clear for the whole audience
Scott Bennet, 2025-09-10T13:35:37.138

MS2 0 Recruit Training Class (RTC)
Mohamed Salama, 2025-09-10T14:03:31.430

SB3 Maybe simply this also. So people don’t need to guess on the acronyms
Scott Bennet, 2025-09-10T13:36:27.454

SB4 Indicate that this is a population estimate
Scott Bennet, 2025-09-10T13:38:10.689

SB5 Again just make sure people know this is pension data
Scott Bennet, 2025-09-10T13:38:28.540

SB6 This is only sworn members?
Again make sure people are aware of the acronym
Scott Bennet, 2025-09-10T13:39:17.240

Key Metrics:

180 Officers per 100,000 Population

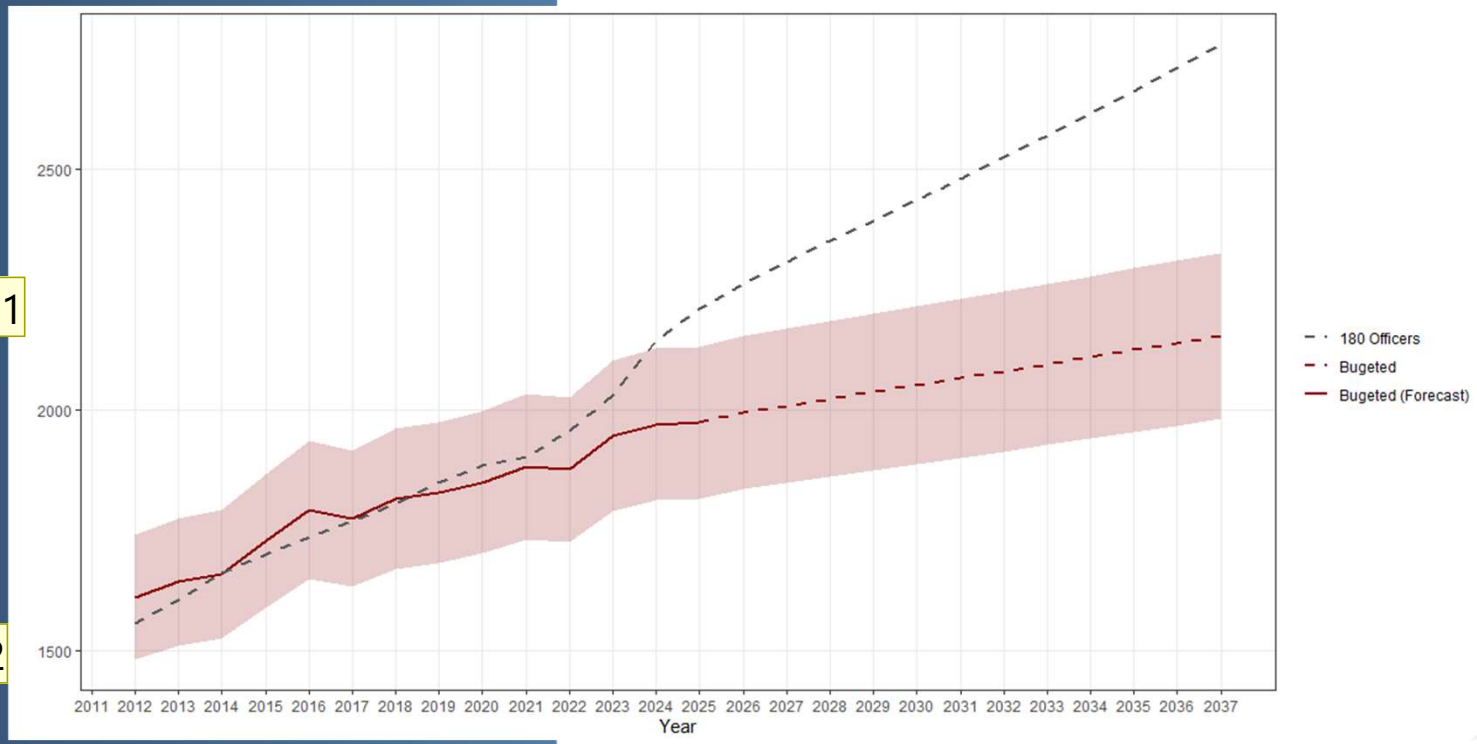
- This metric was used to highlight how the service is growing in comparison to the population

SB1

Budgeted Membership

-This metric was used to highlight the constraint of the budget on membership

SB2



Slide 5

SB1 Add the word was

This metric was used to highlight
Scott Bennet, 2025-09-10T13:40:00.376

SB2 I think this could be reworded?
Scott Bennet, 2025-09-10T13:43:18.528

Internal Situation Analysis

MS2

- In our current membership, we see a disproportionate number of members around the **15 – 16** (270 Members) years of service mark
- Projecting forward this means that between 2034 and 2035 we will see **~ 200 members** reach retirement eligibility
- The Edmonton Police Service will be losing a large amount of operational experience held by the retiring members
- We also experience a higher attrition rate in the **0-5 years of service** range

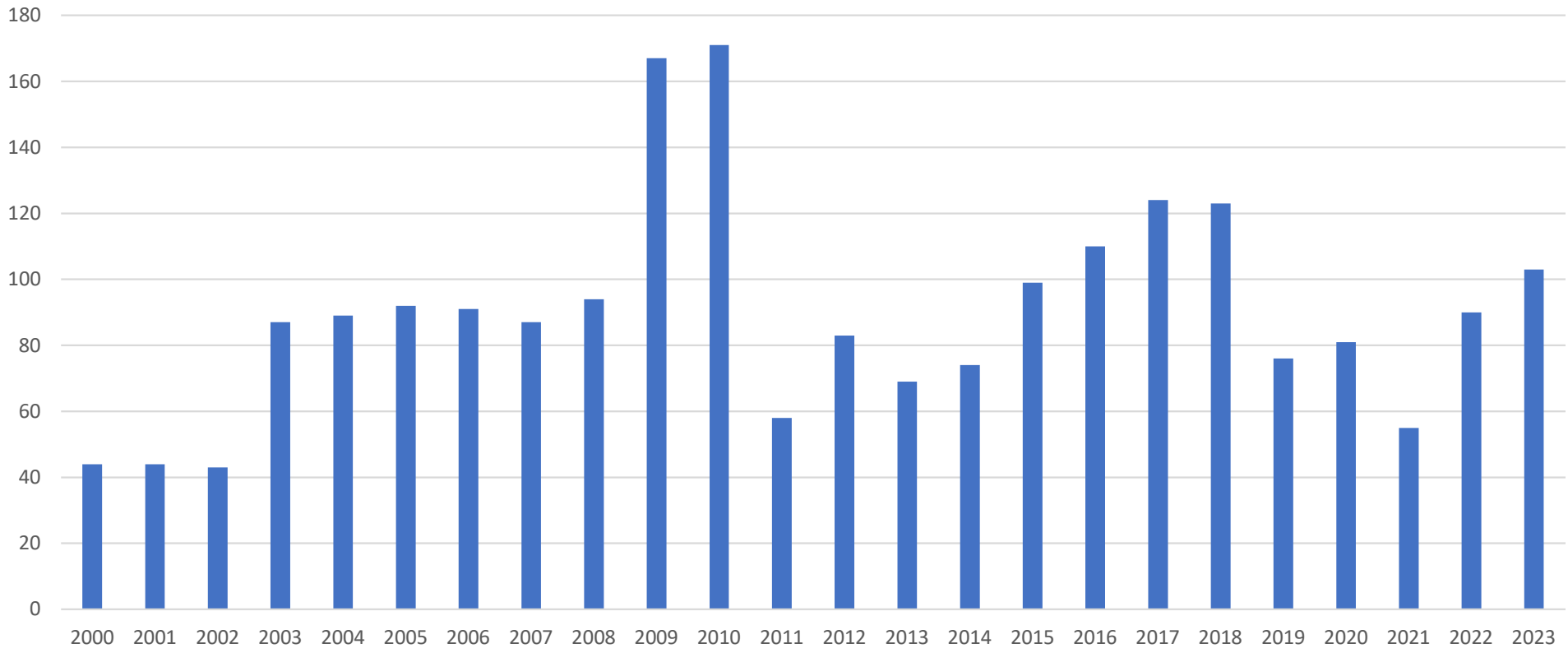
Slide 6

MS1 Increase size of Font
Mohamed Salama, 2025-09-10T14:01:00.909

MS2 Remove “this will mean” The Edmonton Police Service will be significantly...
Mohamed Salama, 2025-09-10T14:02:01.382

Recruit Training Class (RTC) Graduates

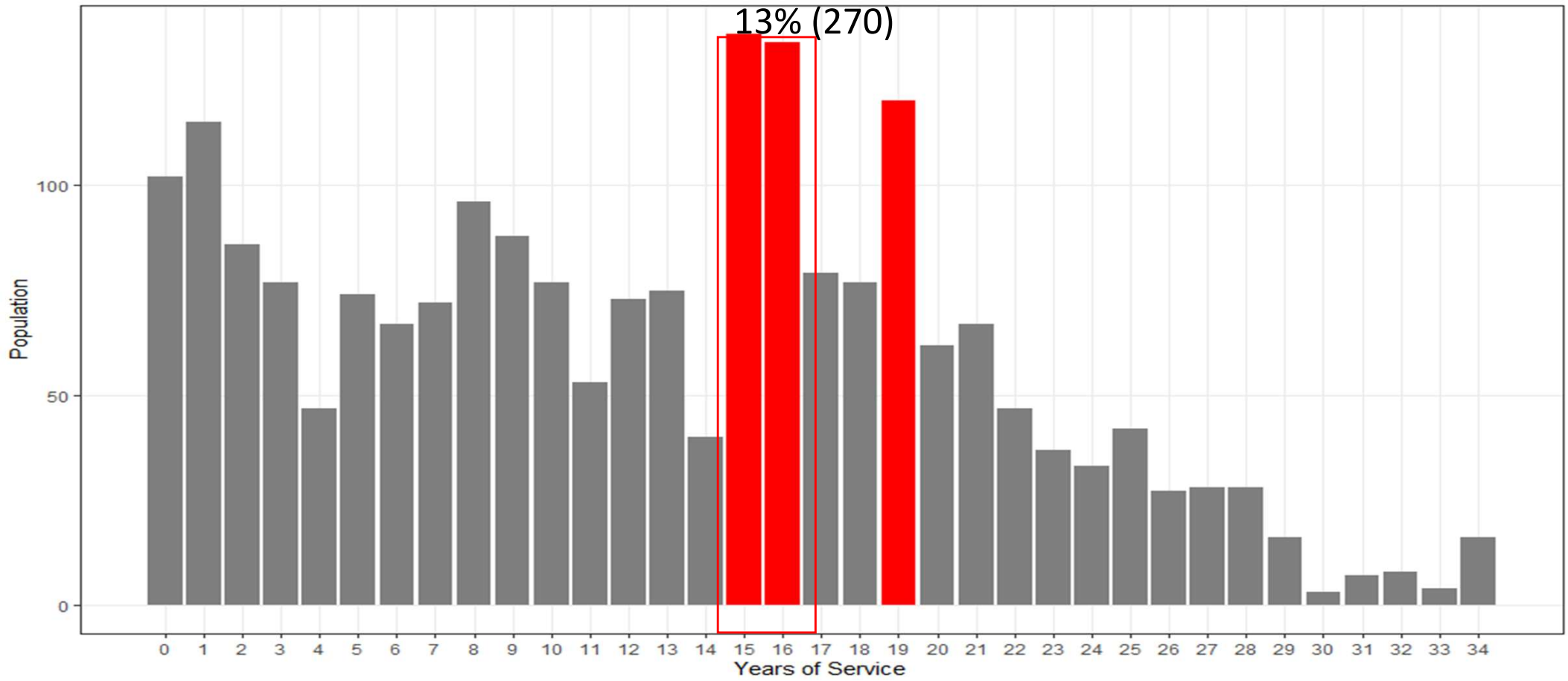
MS1



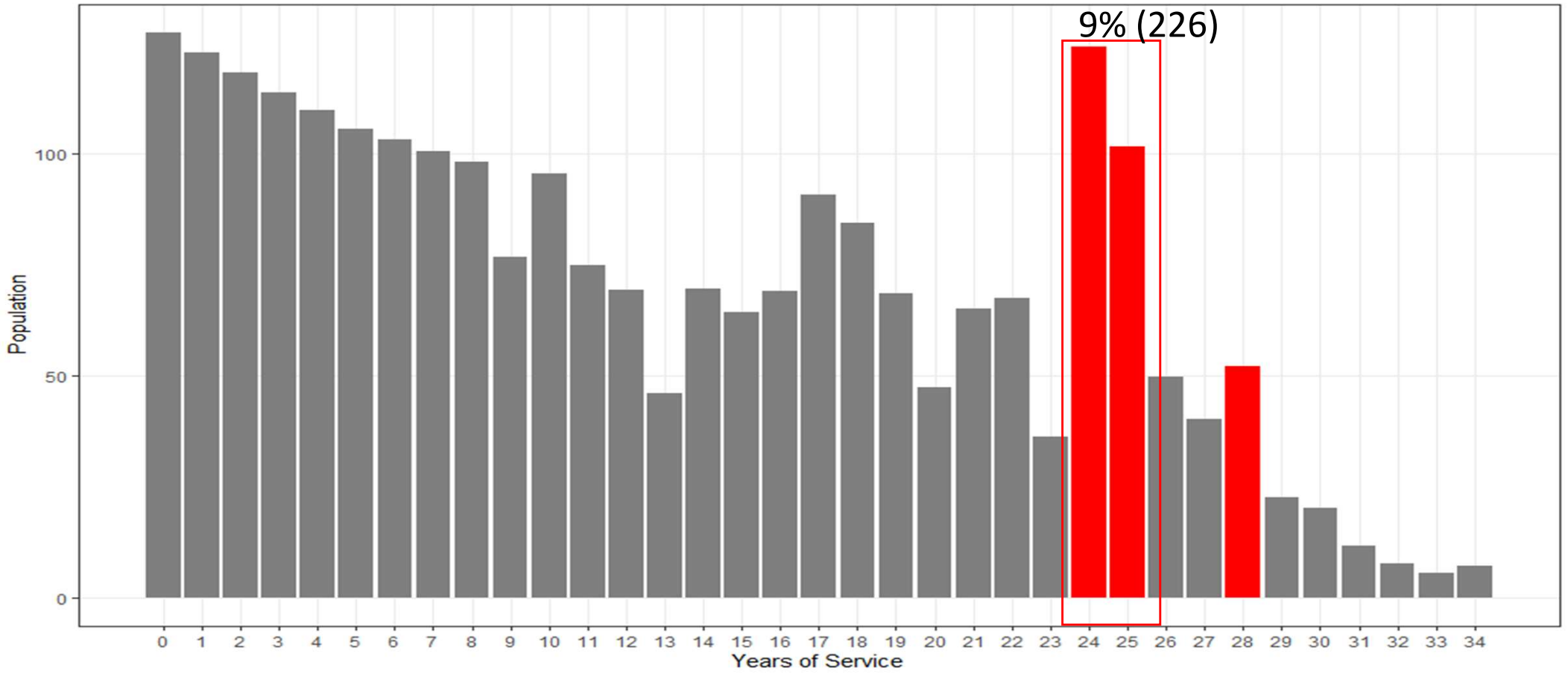
MS1 Recruit Training Class (RTC)

Mohamed Salama, 2025-09-10T14:00:29.160

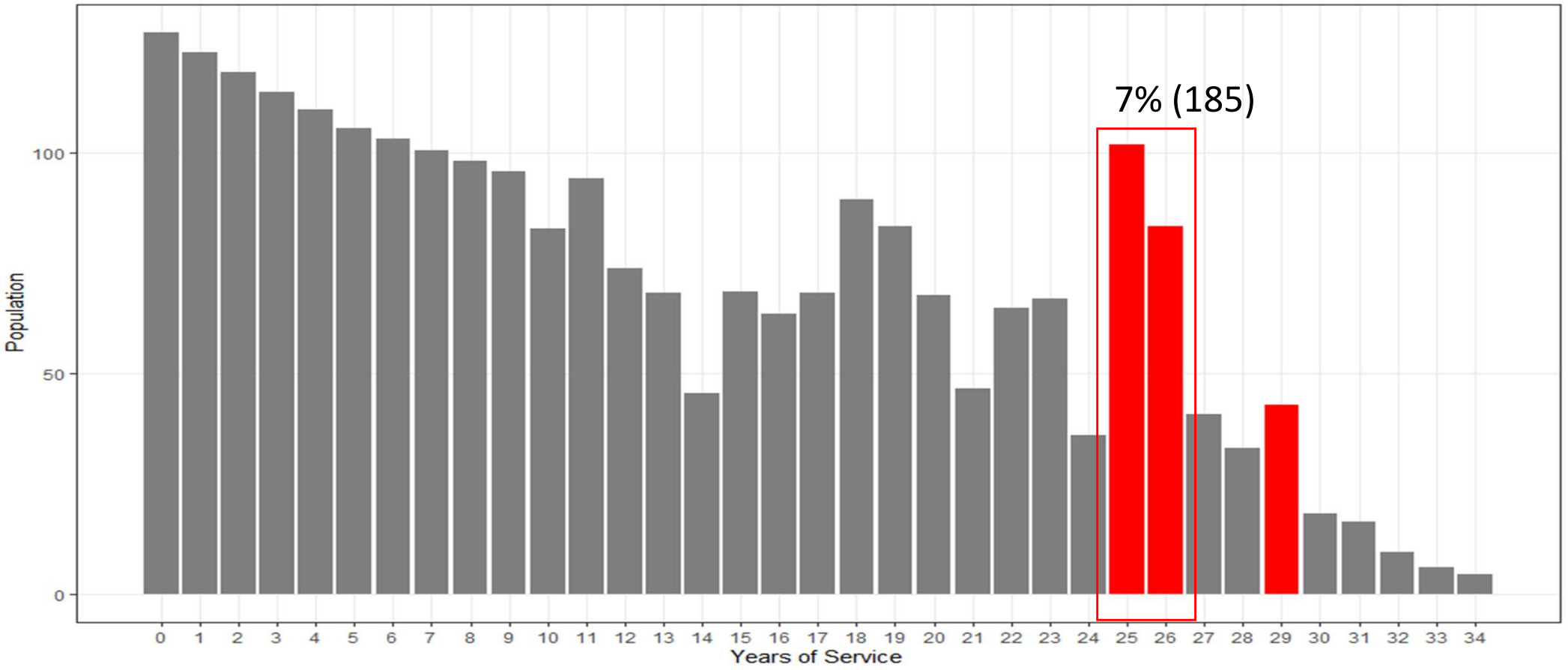
2024 Distribution



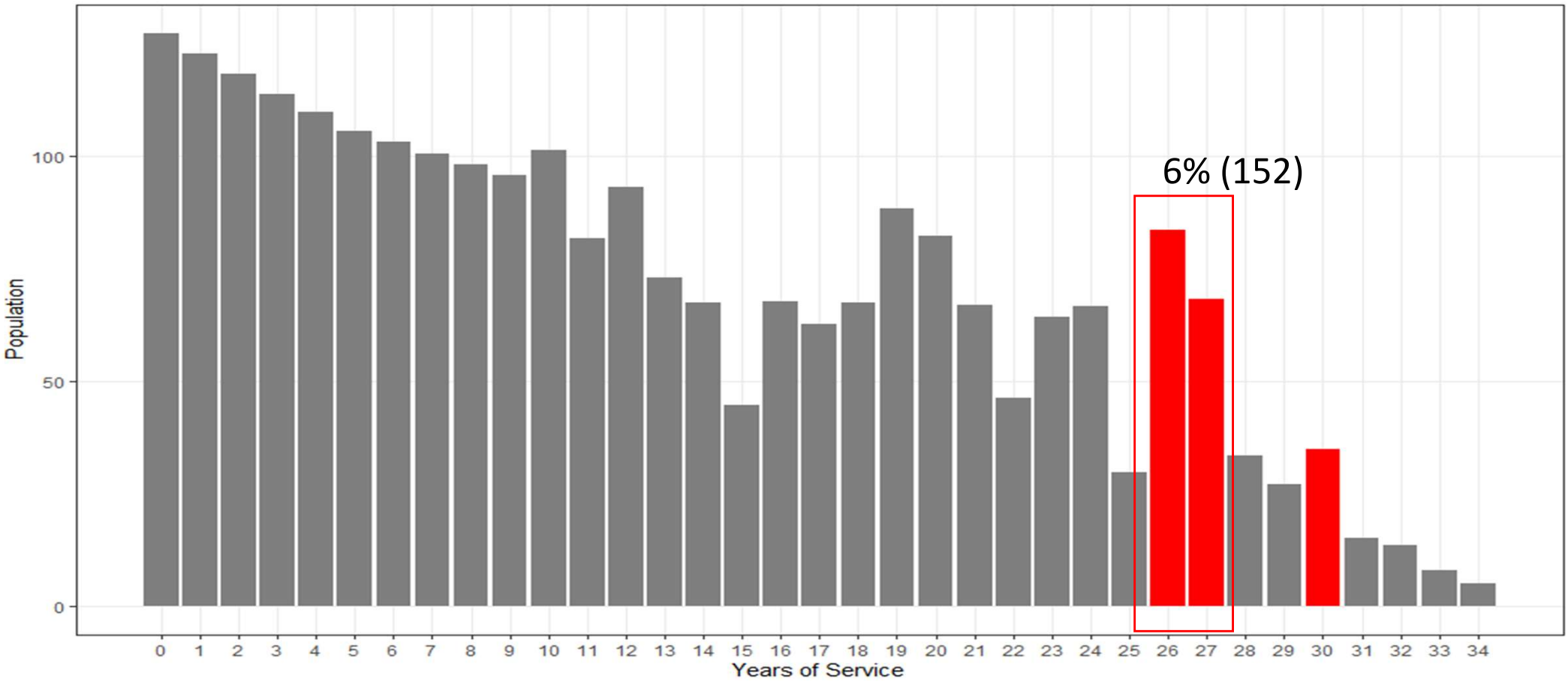
2033 Distribution



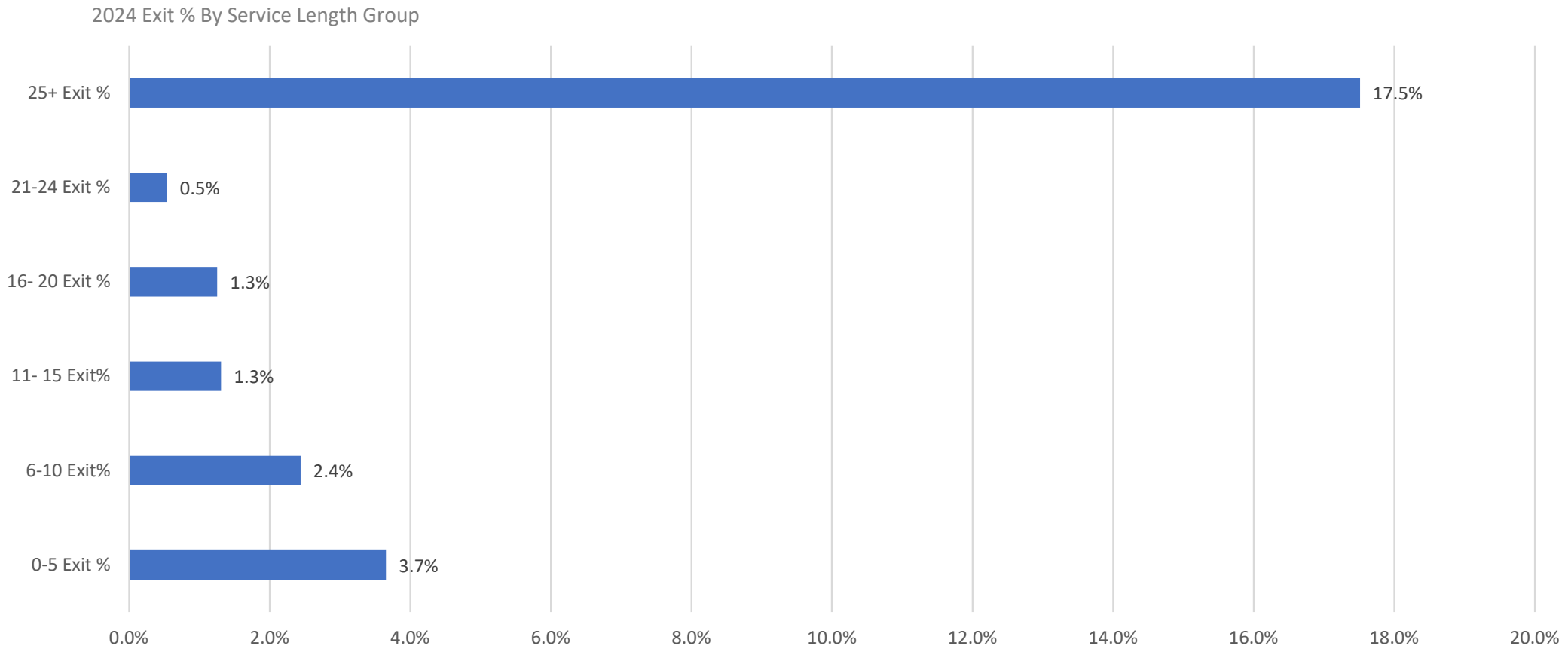
2034 Distribution



2035 Distribution



2024 Exit % by Service Length Group



Projected Attrition Risk

- Before factoring in additional losses to other agencies EPS is projected to not keep up with the population growth in relation to the 180 Officers per 100,000 Population SB1
- The losses to other agency's are expected to exacerbate the problem. SB2
- Additionally, assuming 3 x 50 person classes (132 RTC Graduates and 8 Experienced) we will exceed our forecasted budgeted members by **2026.**

Slide 13

SB1 Maybe move the word not.

"EPS is projected to not keep up with the population growth."

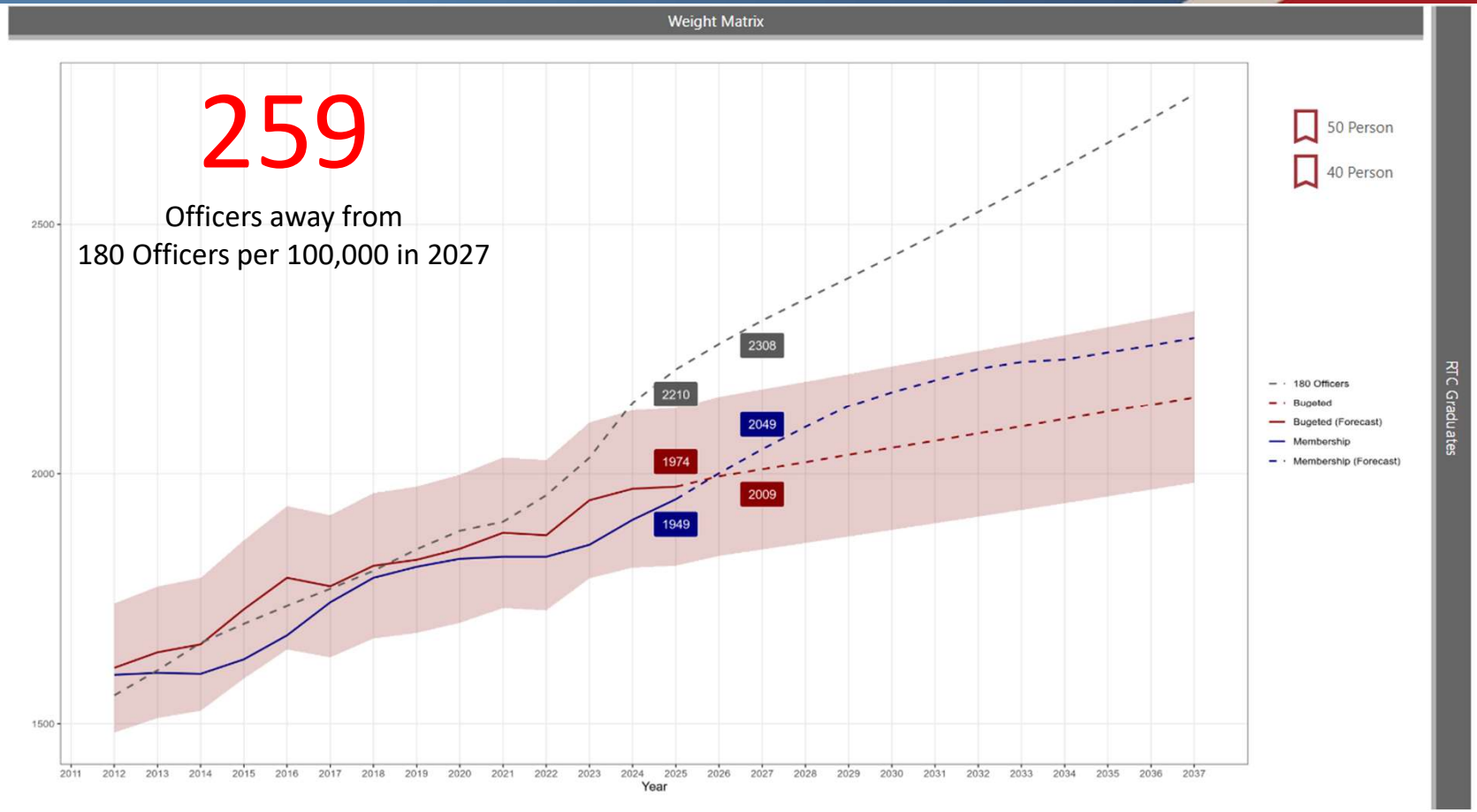
This is all based on the ratio of population to officer right?
Do you need to mention that? Or just be sure to say it when talking

Scott Bennet, 2025-09-10T13:46:36.588

SB2 Remove "such"

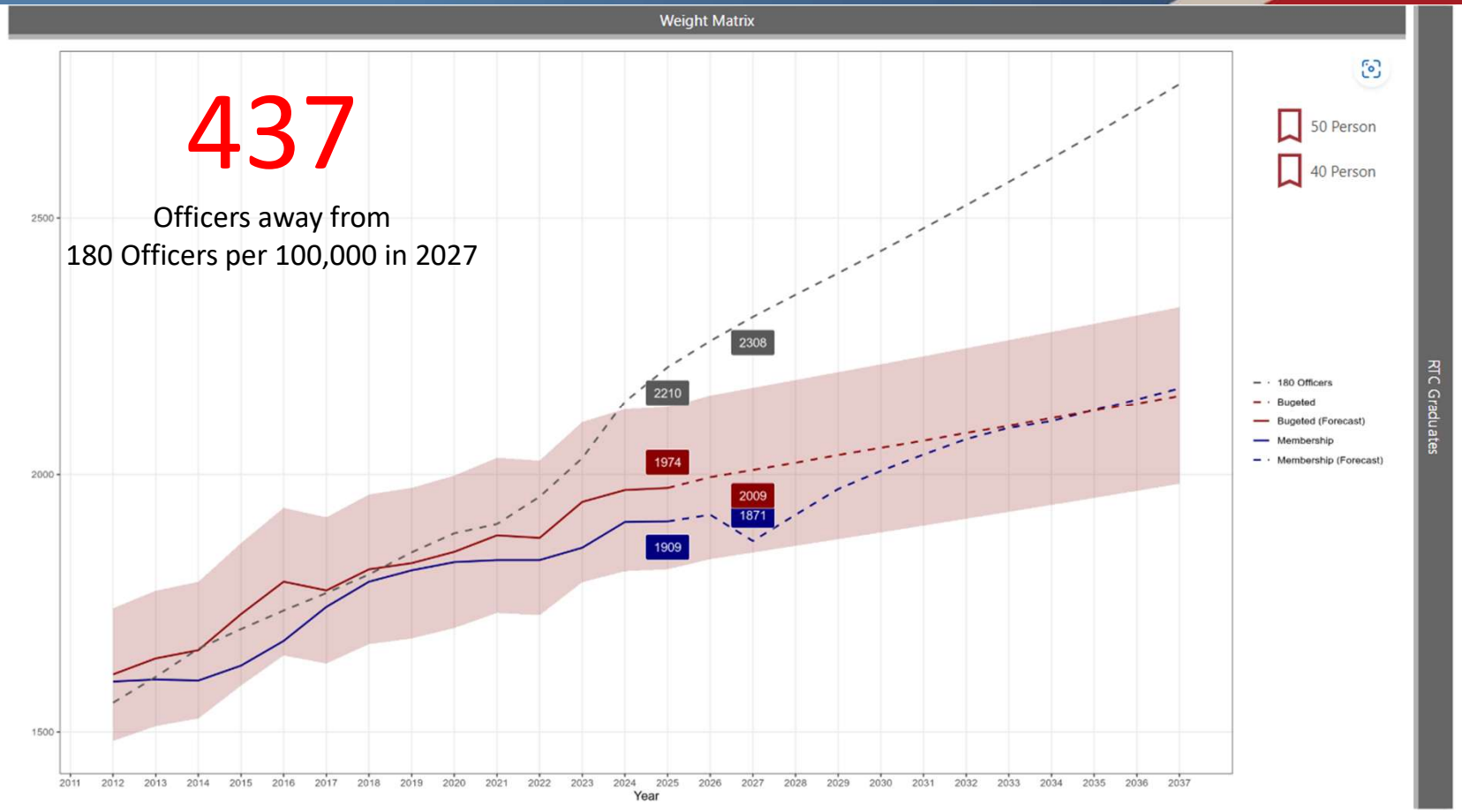
Scott Bennet, 2025-09-10T13:47:03.319

Scenario 1: No Impact From Other Agencies



SB1

Scenario 2: RCMP 2% (~42) PRC: 2% (~41) ASPS : 5% (~100)



Slide 15

SB1 You should put an asterisk or something on the slide so people can see what APP and PCR mean.
Scott Bennet, 2025-09-10T13:47:54.165

MS2 Is APP now ASPS?
Mohamed Salama, 2025-09-10T14:06:45.189

Key Highlights

SB2

- **Upcoming Retirement Challenge**: About 13% of members have 15-16 years of service and will soon be eligible for retirement, posing a challenge in the next 9-10 years.
- **Budget Constraints for New Graduates:** The budget can't support 3 x 50-person recruit classes unless attrition rates increase.
- **High Exit Rate in Early Years**: A disproportionate amount members leave within their first 5 years of service in comparison to other pre-retirement ranges.
- **Risk from New Agencies:** New police agencies starting up may attract current EPS members, increasing the risk of them leaving and prompting existing agencies to recruit experienced officers.

SB1

Slide 16

SB1 Maybe chose a different word than many? Maybe I am being too picky?

Numerous members leave within their first 5 years of service.
Several members depart within their first 5 years of service.
Scott Bennet, 2025-09-10T13:51:46.744

SB2 Should these be ordered in level of importance?
Scott Bennet, 2025-09-10T13:52:07.358

Next Steps

MS1

- **Establish a Repeatable Process**
  - Formalize this analysis as a **recurring review**, conducted annually.
- **Improve Over Time with Better Data Quality and Availability**
  - As data definitions mature and availability improves, the analysis will become more precise and actionable.
  - Enhanced data quality will also unlock **new opportunities** to explore workforce planning in greater depth
- **Broaden the Scope to Include Non-Sworn Members**

Slide 17

MS1 Reduce to the amount of text, you can speak to it and elaborate on what is on the slide.
Mohamed Salama, 2025-09-10T14:07:34.781

THANK YOU

Questions?

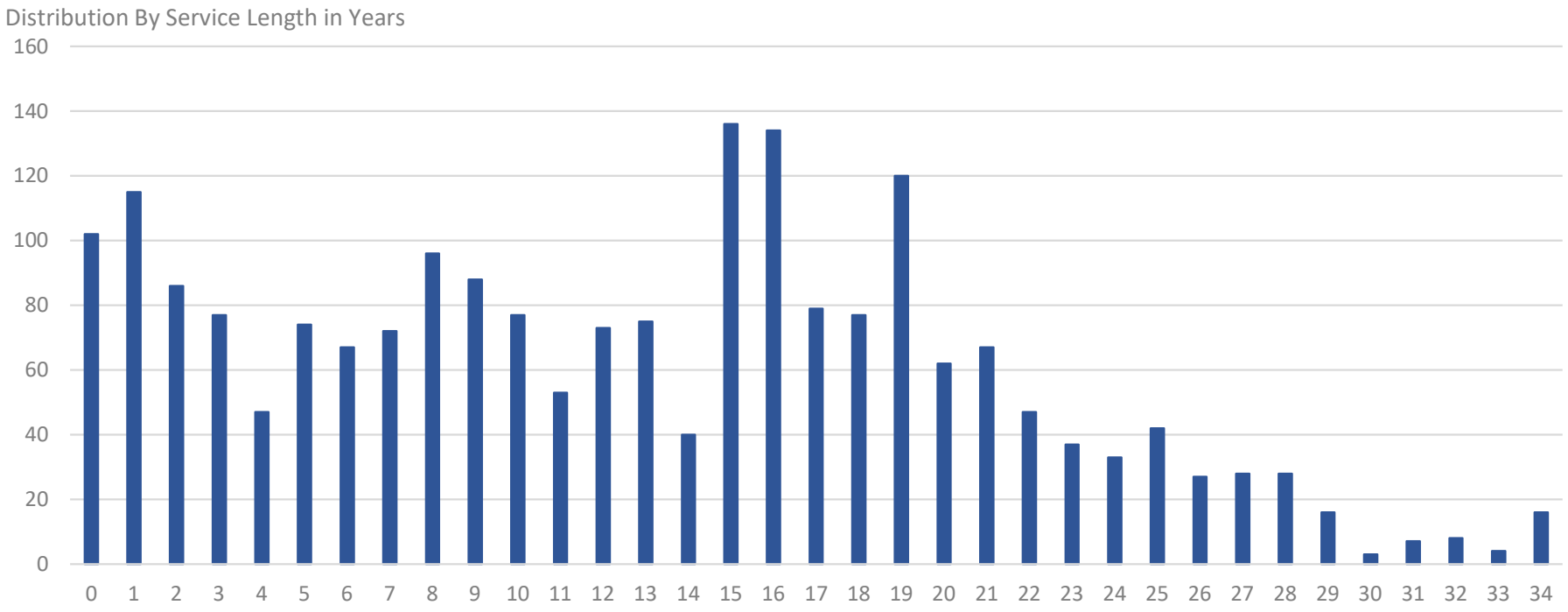
EDMONTON POLICE SERVICE

Appendix

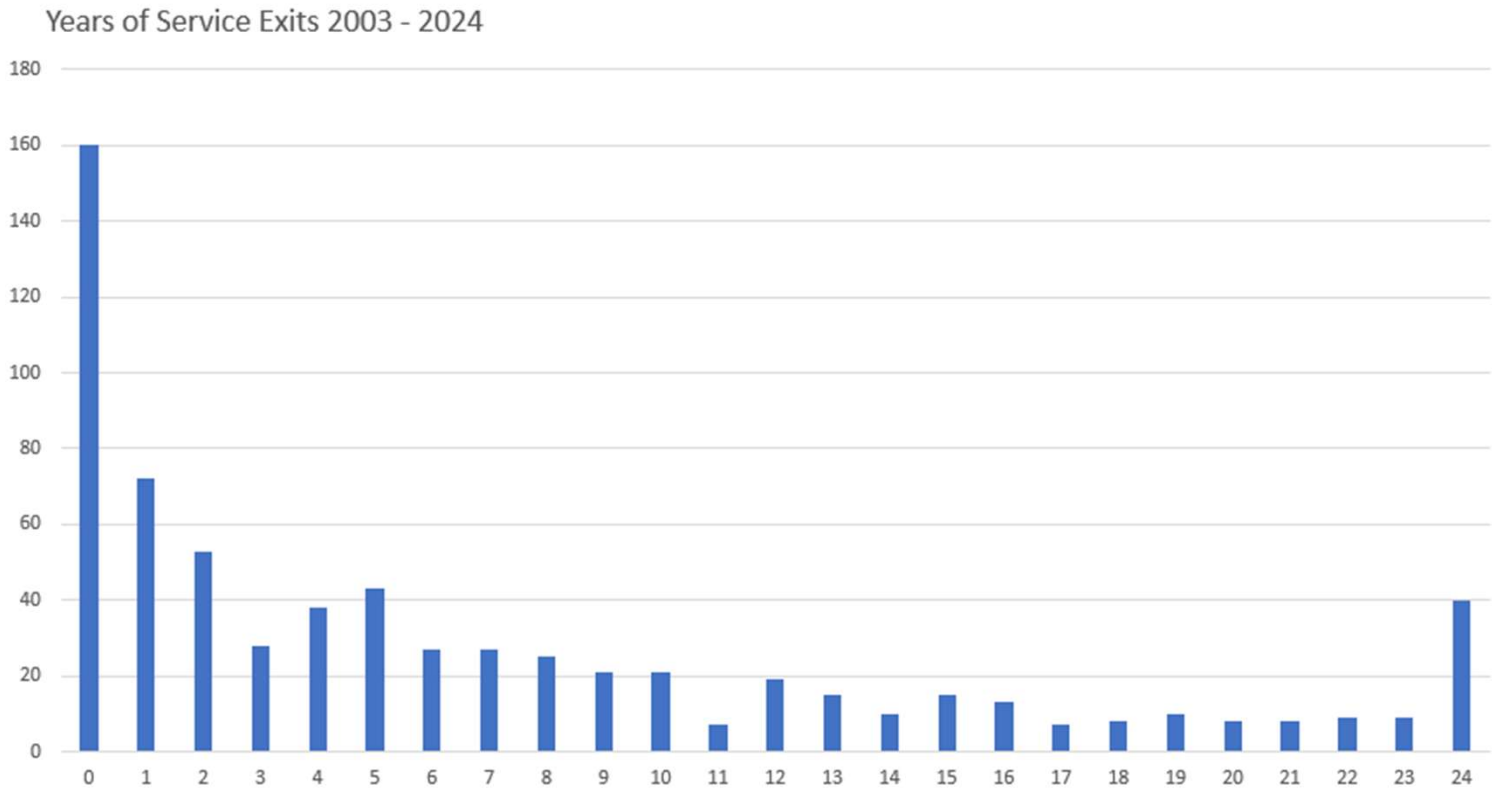
Methodology

- Forecasted the years forward basing the amount of exits on the 2024 rates and the entrances as a flat 132 new recruits, plus 8 experienced officers at year ten each year.
- We compared this metric back to 180 officers per 100,000 population to provide a frame of reference
- The population forecasts are coming from City of Edmonton Spring 2024 Regional and City Forecast Summary

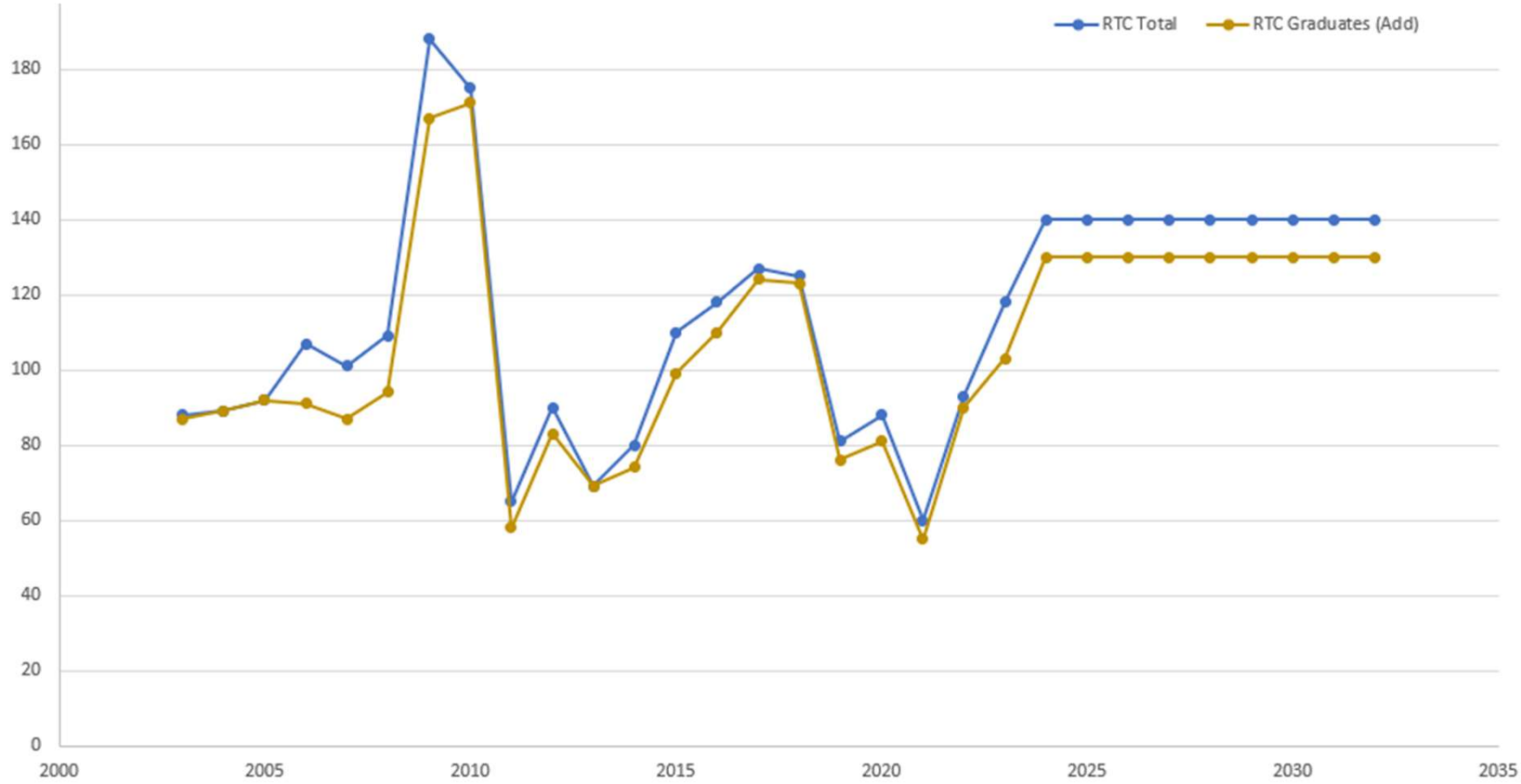
2024 Current Membership Service Length Distribution



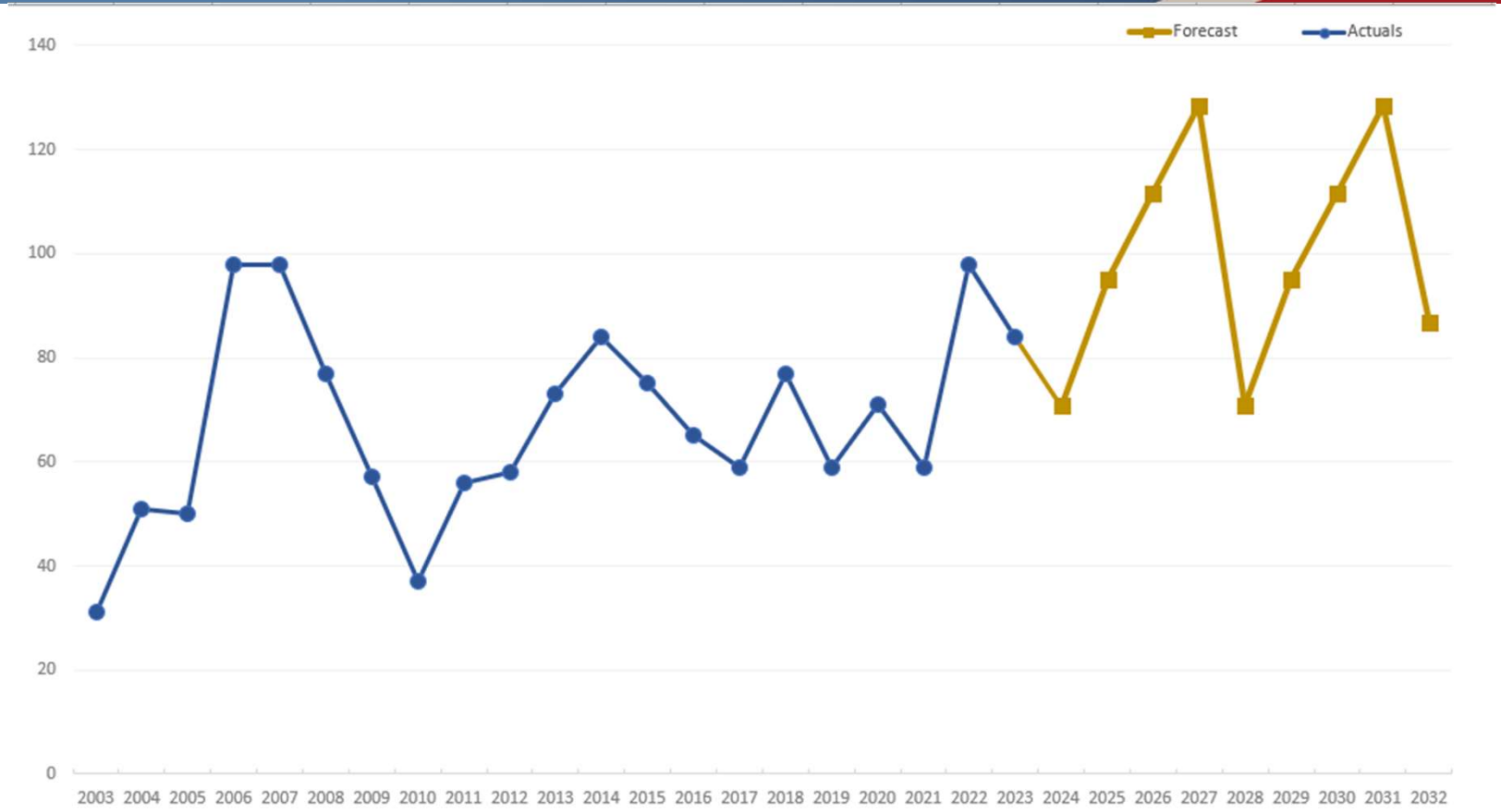
Exits by YOS


Years of Service Exits 2003 - 2024
180
160
140
120
100
80
60
40
20
0
0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24

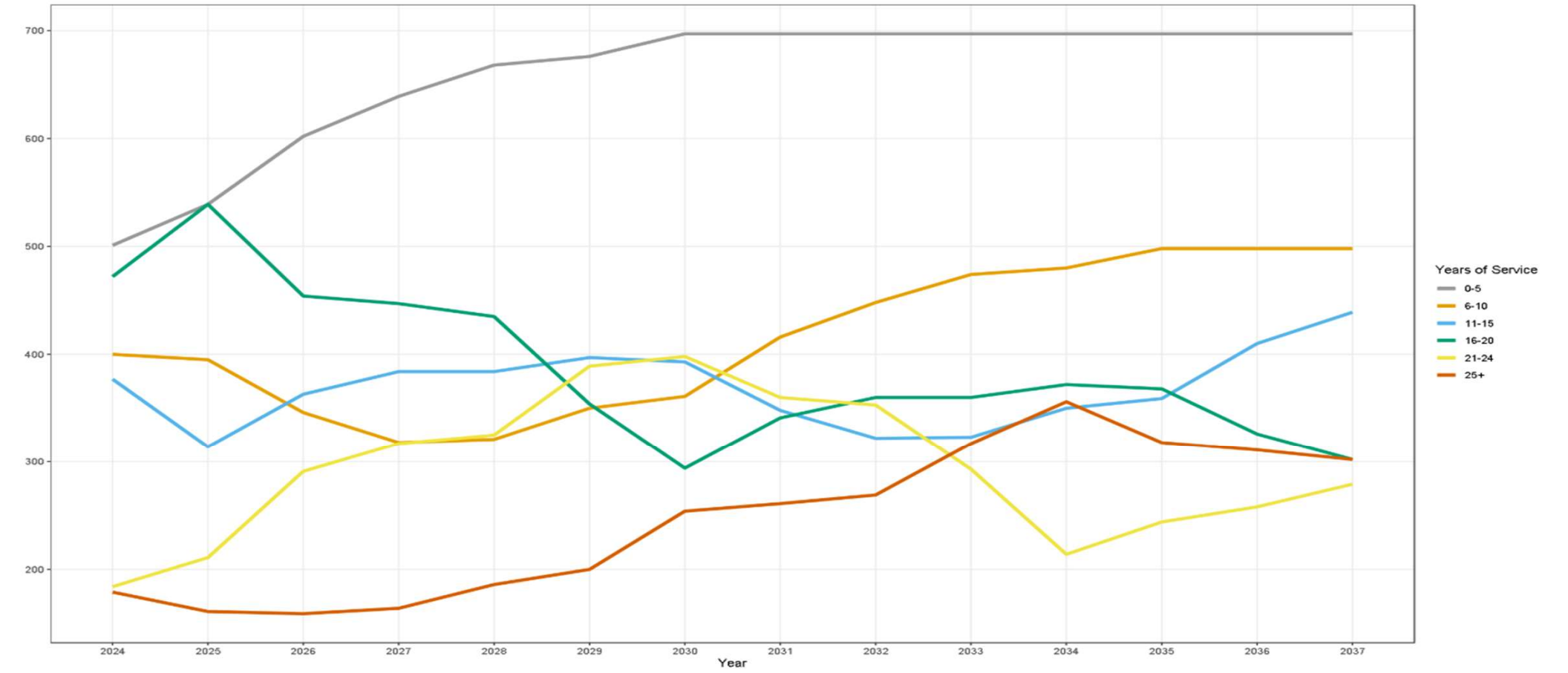
RTC Graduates and Totals



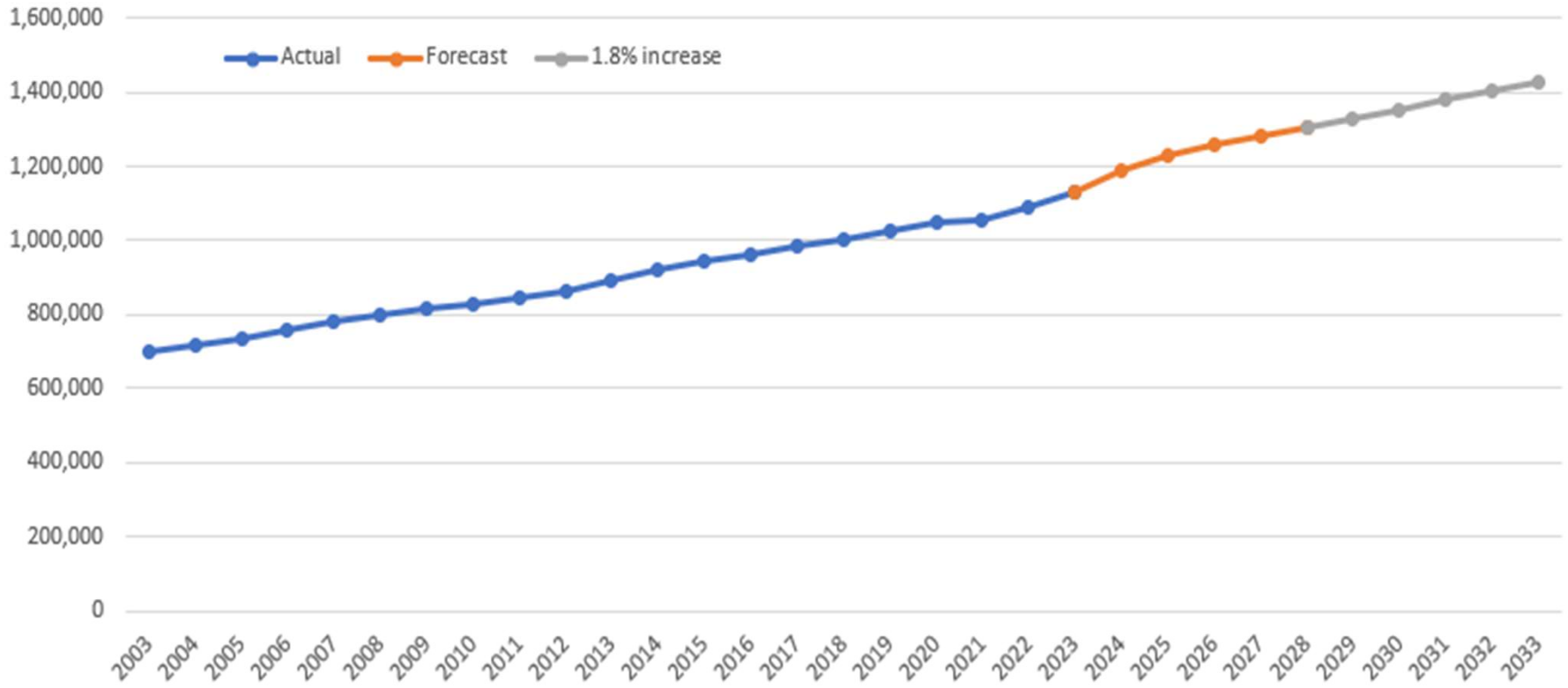
Member Exits



Projected Service Length Breakdown



Population


1,600,000
1,400,000
1,200,000
1,000,000
800,000
600,000
400,000
200,000
0
Actual
Forecast
1.8% increase
2003
2004
2005
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
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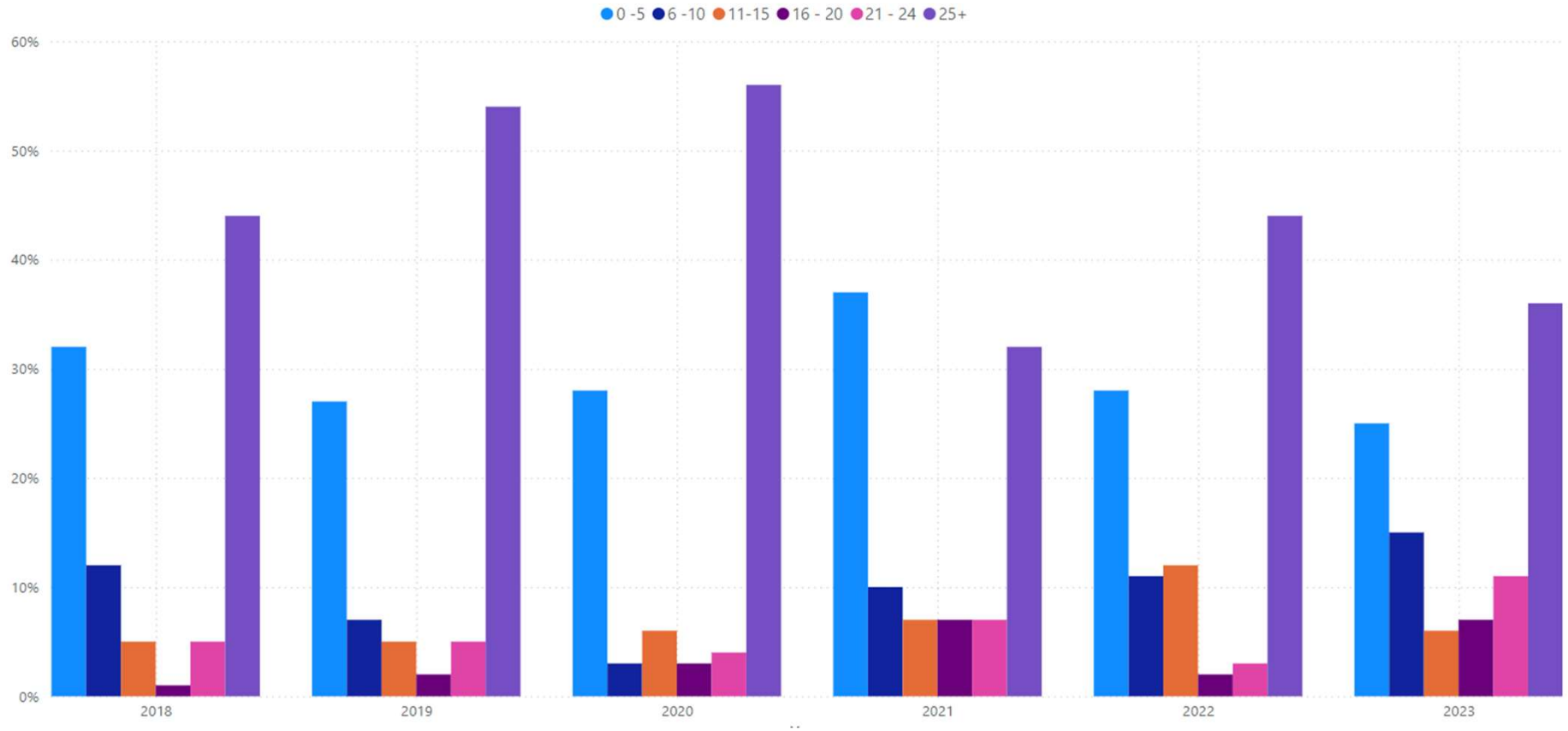
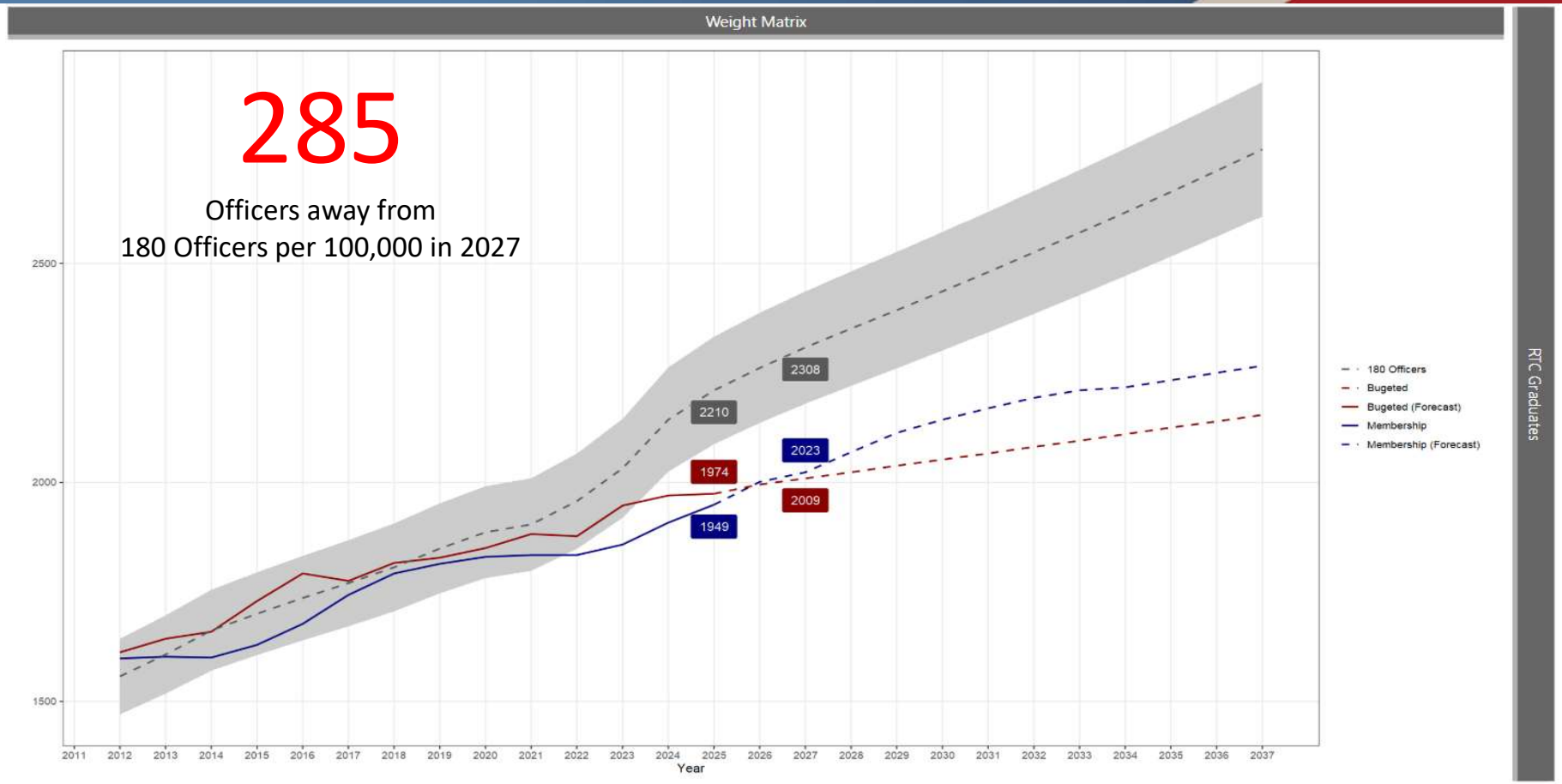
2030
2031
2032
2033

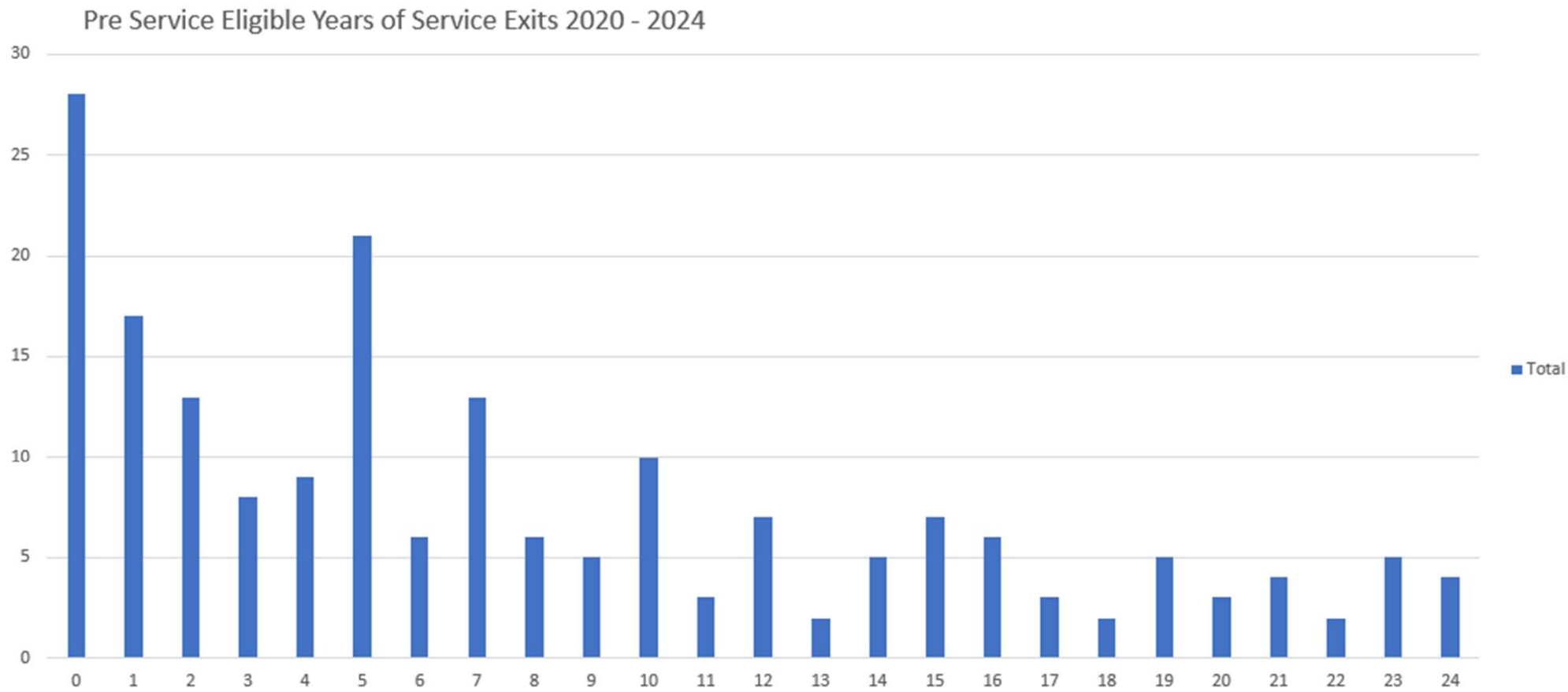
Proportion of Exits by Service Length



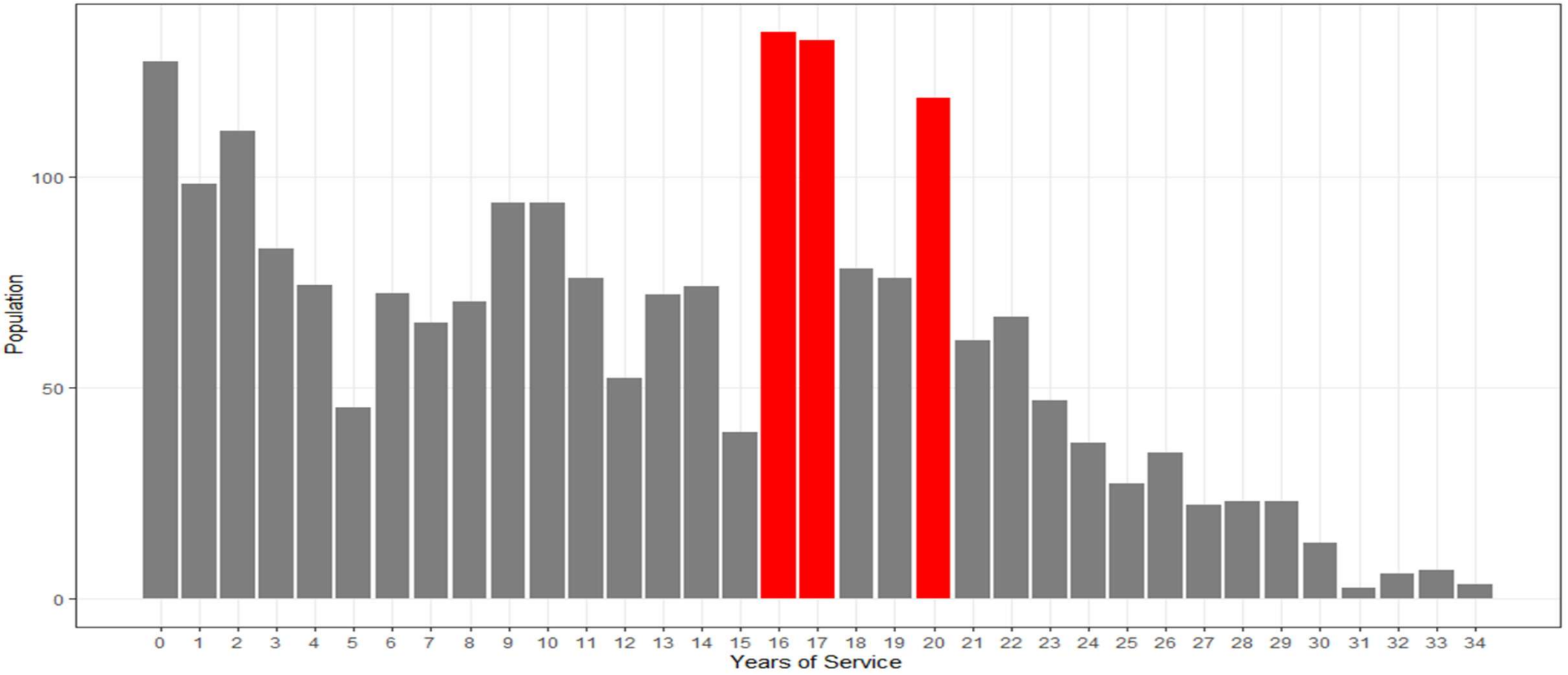
Scenario X: Expected Loss to PRC



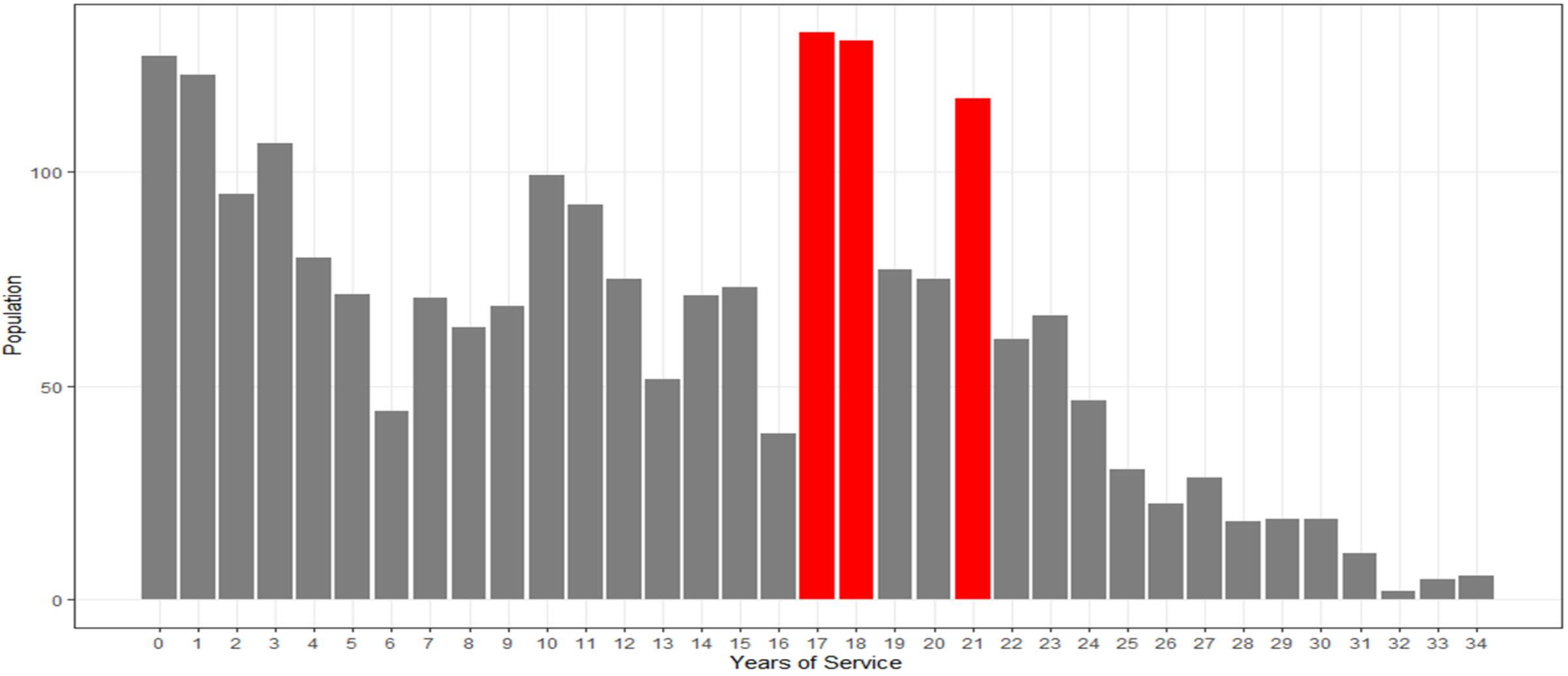
Exits 2020 - 2024



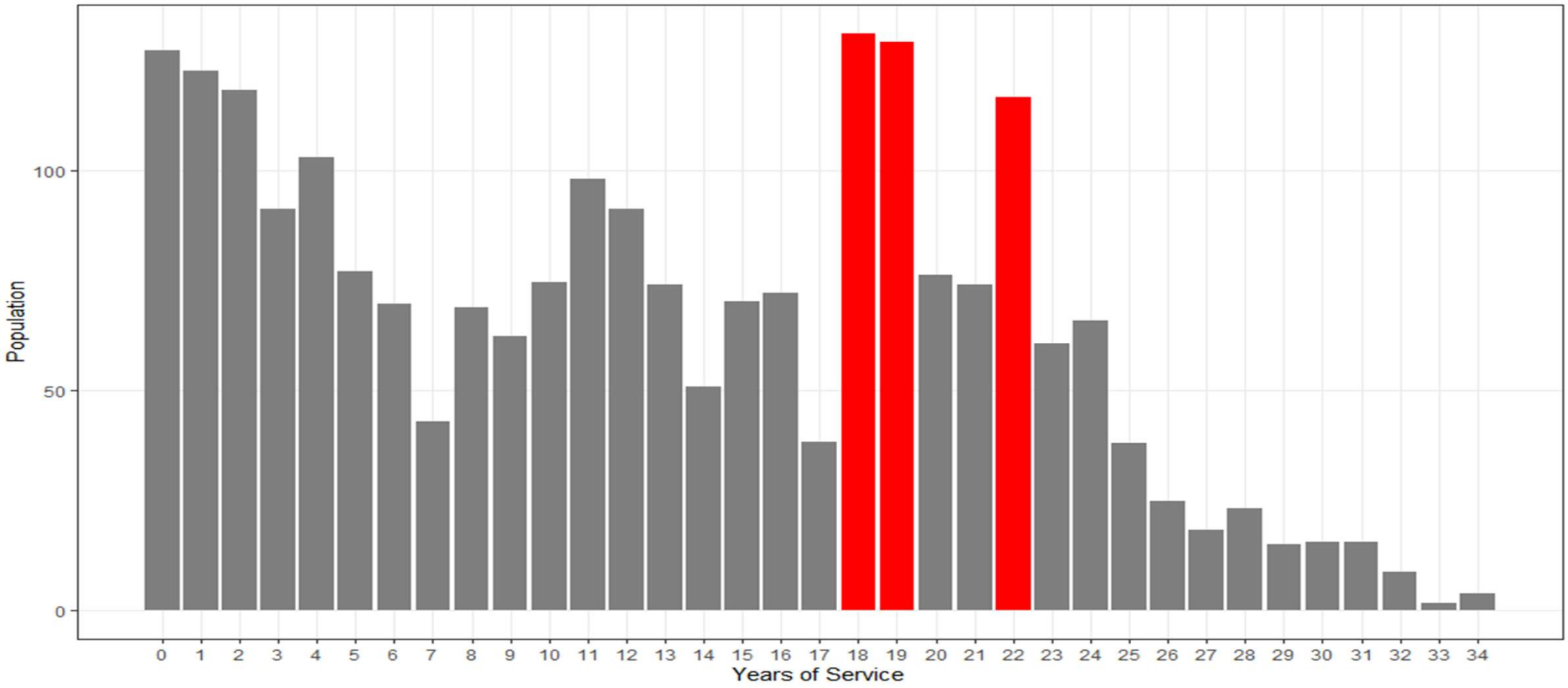
2025 Distribution



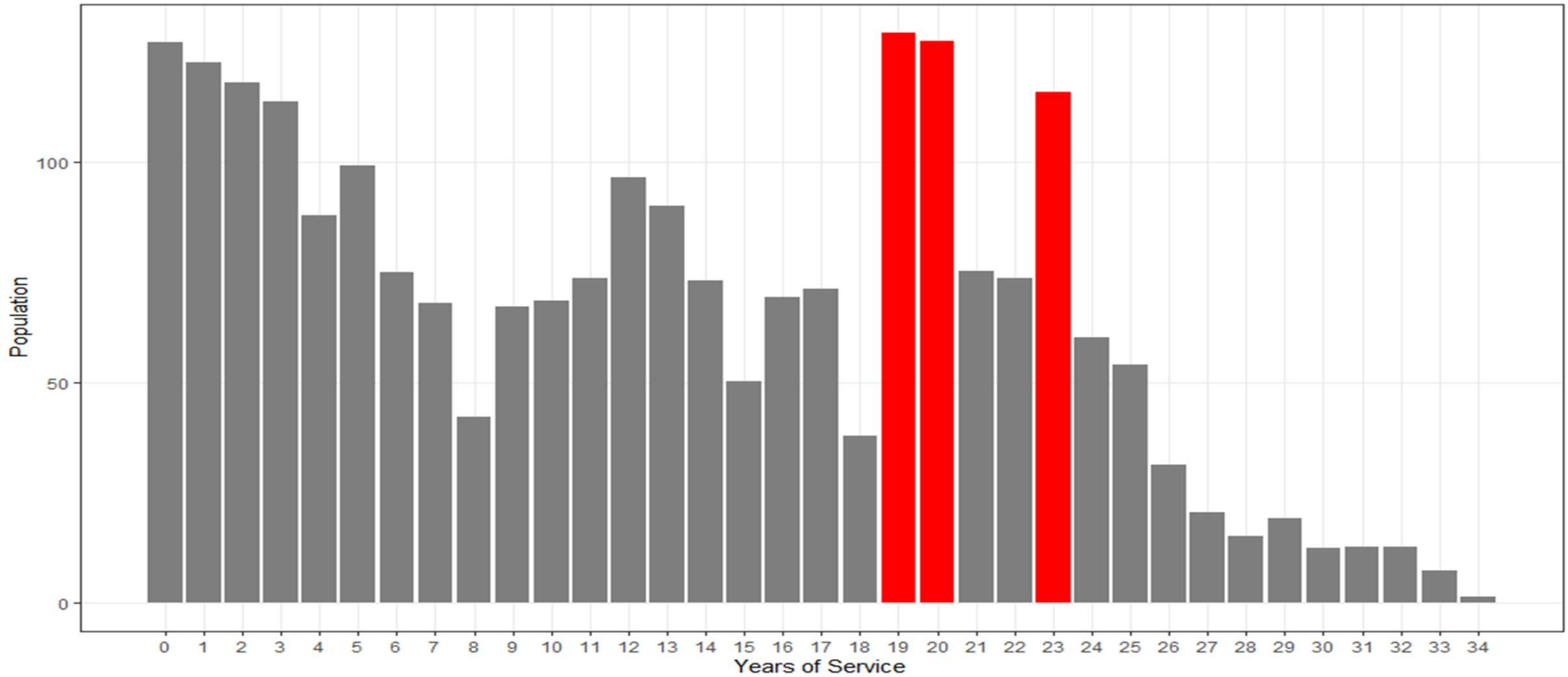
2026 Distribution



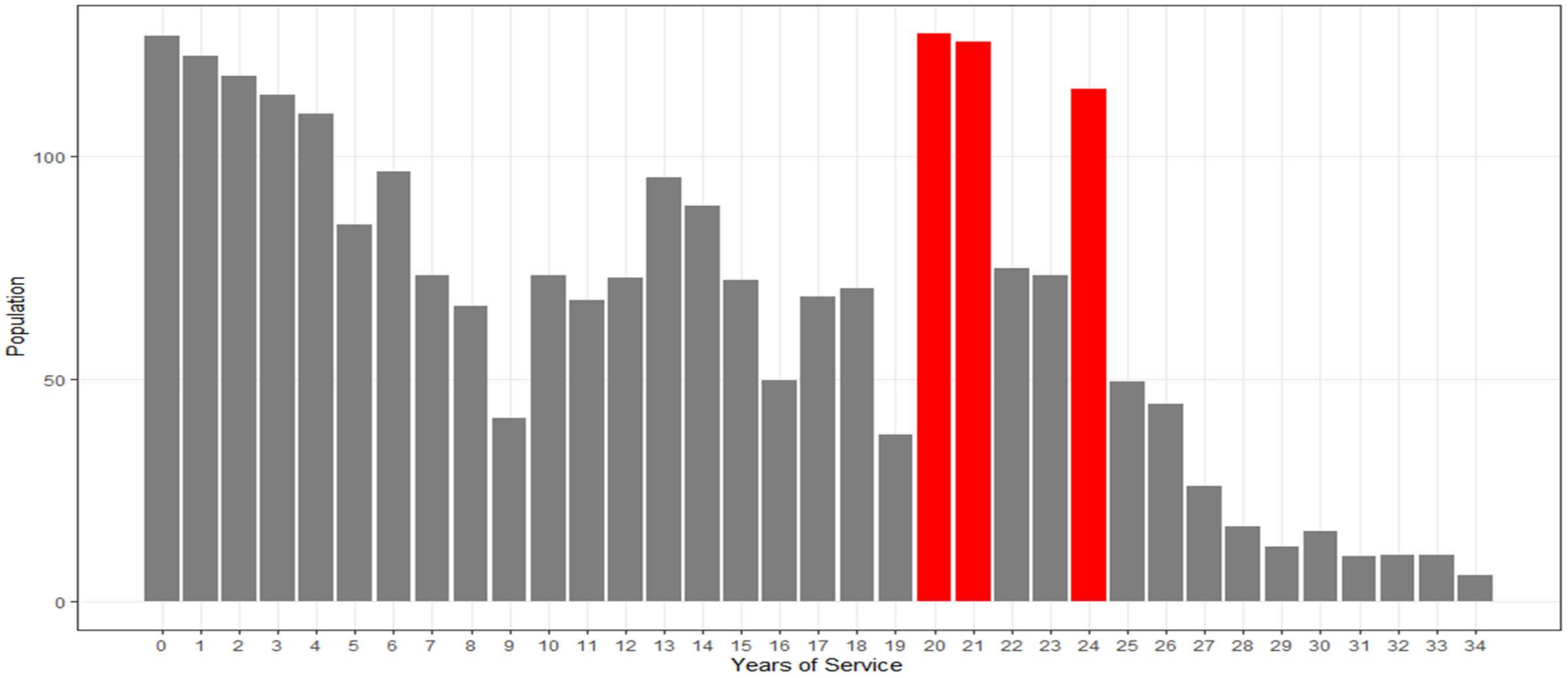
2027 Distribution



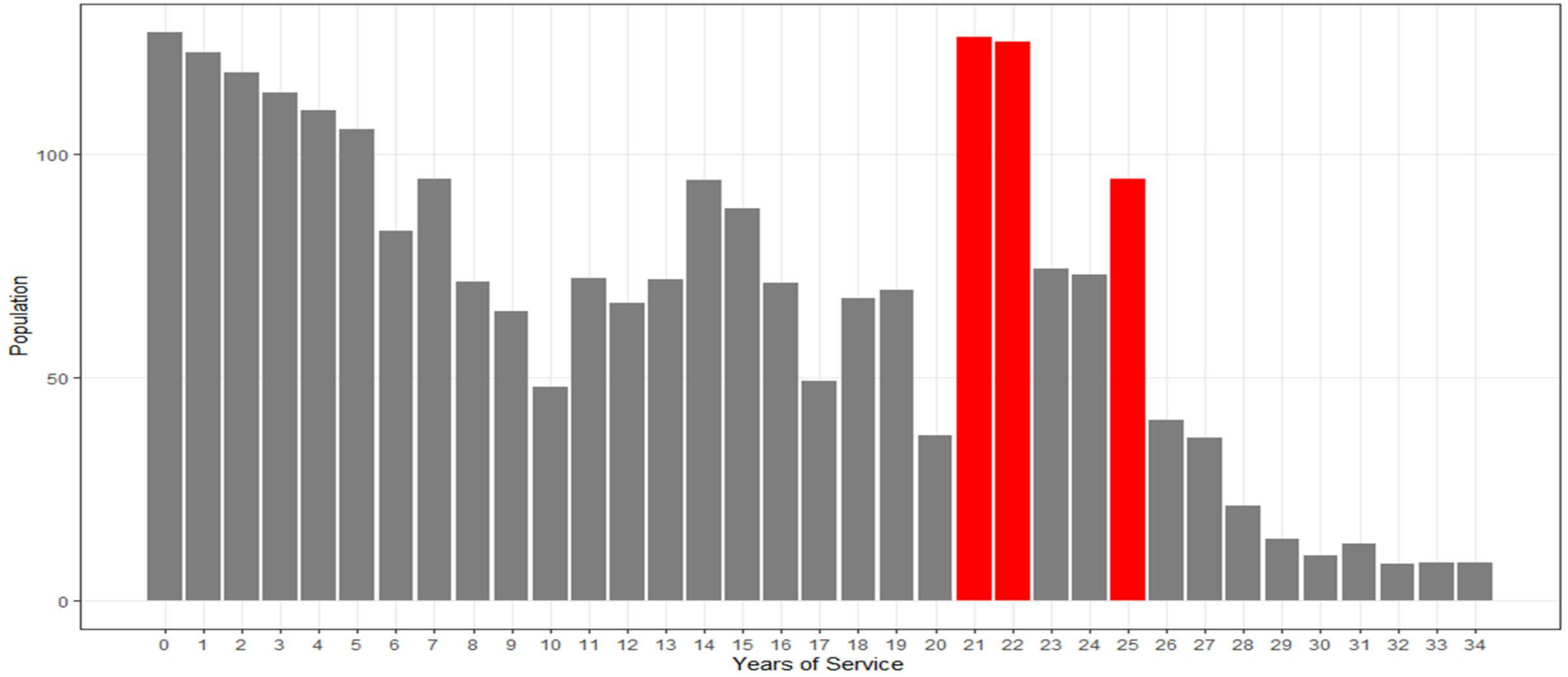
2028 Distribution



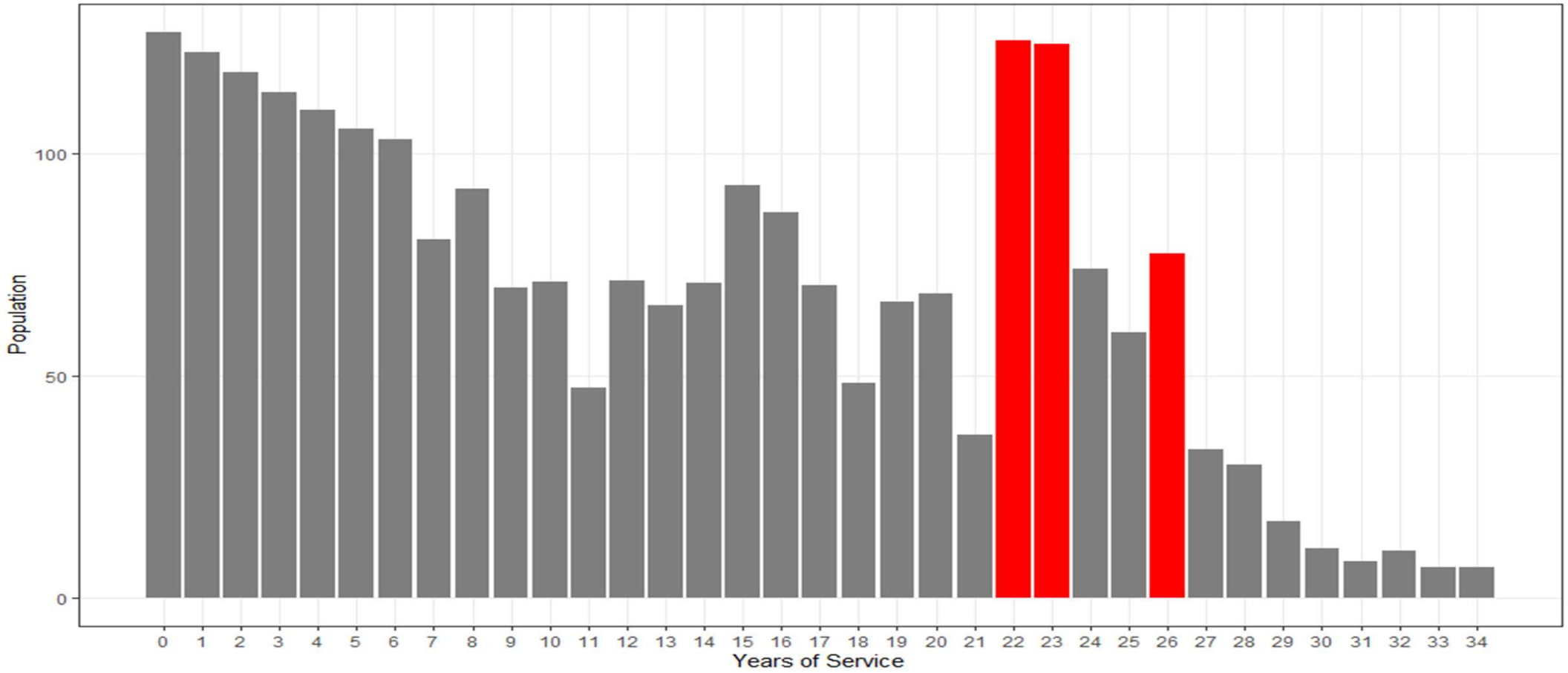
2029 Distribution



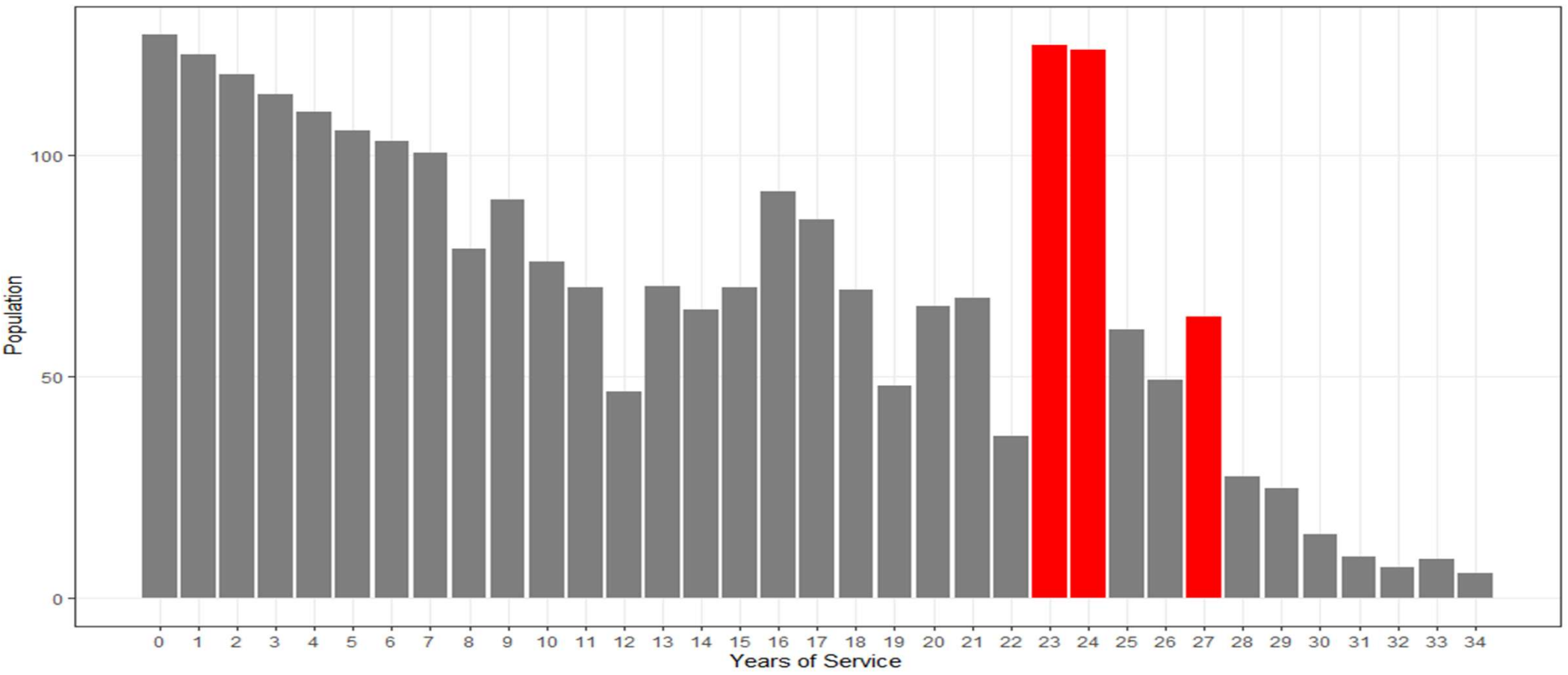
2030 Distribution



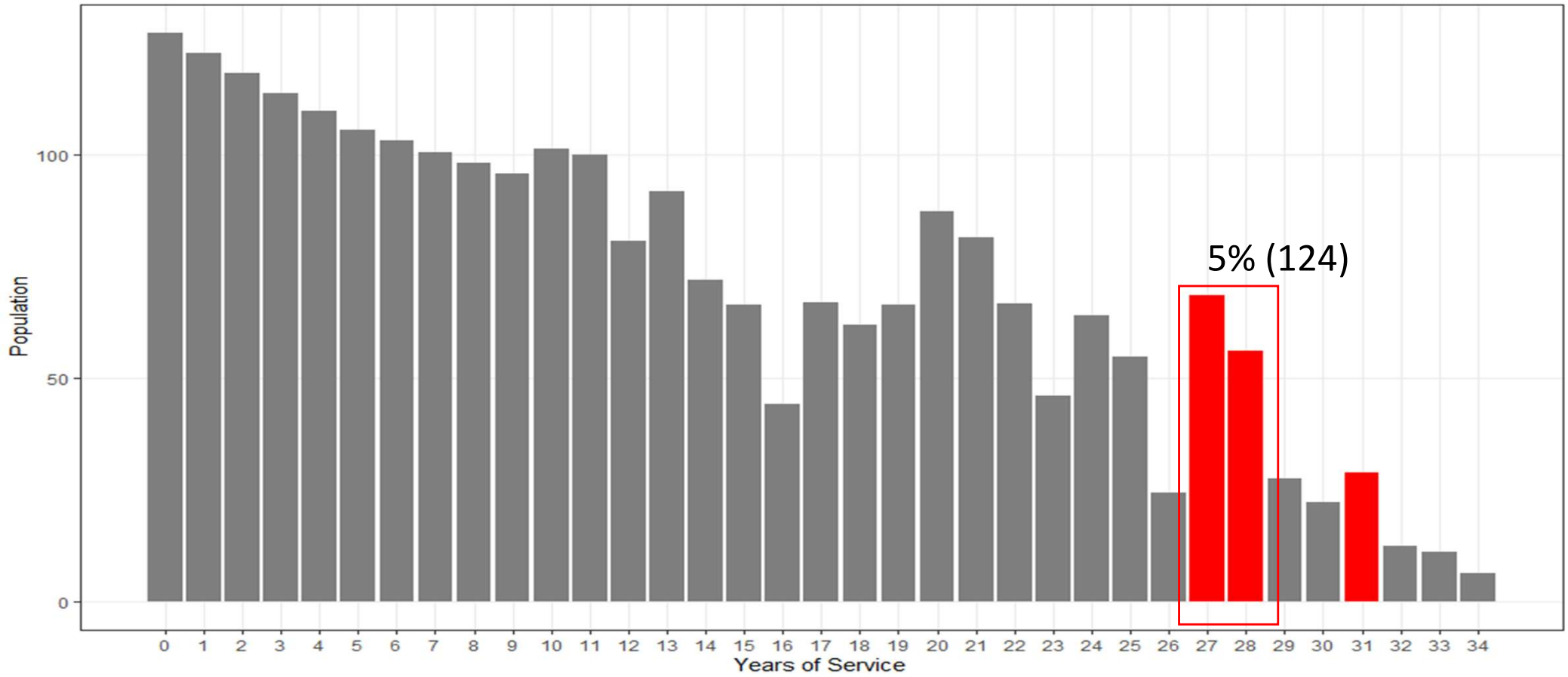
2031 Distribution



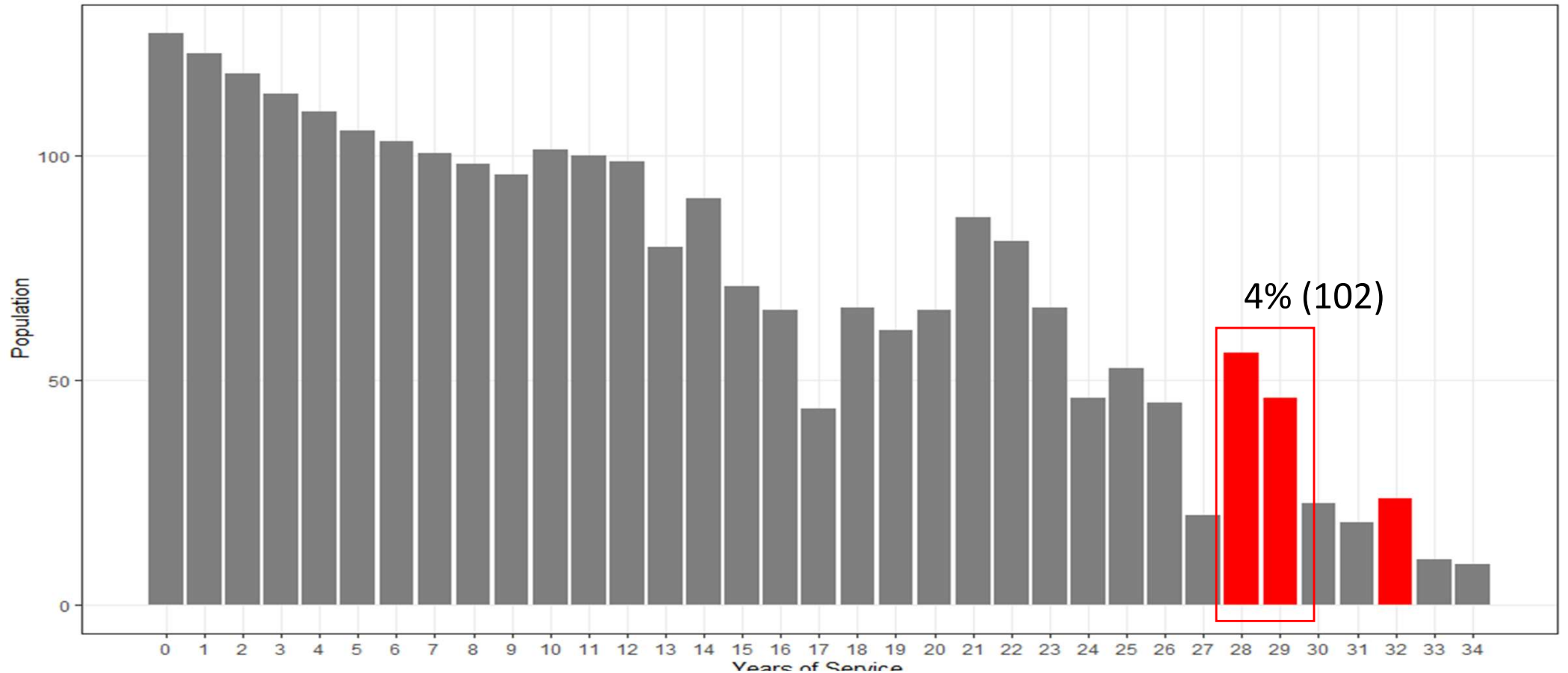
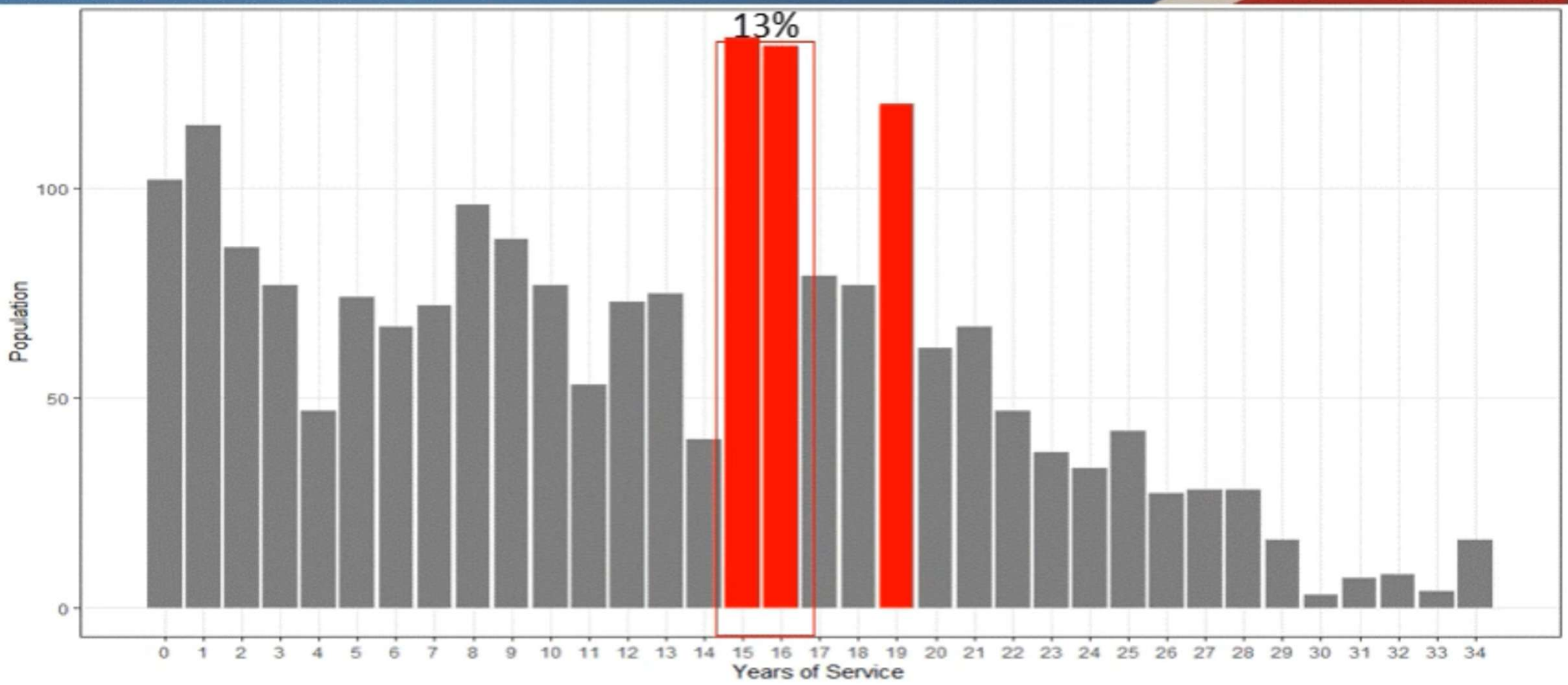
2032 Distribution



2036 Distribution



2037 Distribution



2024 Distribution