



## Organisational Change, Redundancy and Redeployment Policy (Surrey and Sussex) (190/2026)

### Abstract

This policy and procedure detail the principles through which Surrey Police and Sussex Police will, as a result of organisational change, protect an employee's salary, pensions and specific allowances when an individual is redeployed into a different post as an alternative to redundancy or who has been temporarily relocated to meet business needs. The policy and procedure outline the key principles for redundancy payments for both Forces.

Any queries regarding this policy should be directed to the People Resolution Centre (PRC).

### Policy

#### 1. Introduction

1.1 Surrey Police and Sussex Police are committed to providing job security for police staff. The Forces and their workforce are continually evolving, developing and changing in order to modernise, maintain and meet budgetary demands. When these activities make it necessary to reduce or change staffing levels, the process will be handled fairly, transparently and with integrity.

#### 2. Scope

2.1 This policy applies to all police staff in Surrey Police and Sussex Police.

#### 3. Policy Statement

3.1 Surrey Police and Sussex Police will endeavour to provide security of employment for police staff.

3.2 Where change is necessary, the Forces will ensure that:

- The total number of redundancies made is kept to a minimum;
- Individuals and, where appropriate, their representatives are fully consulted on any proposals and their implementation;

- Selection for redundancy is based on clear criteria that will be objectively, transparently and fairly applied;
- All reasonable efforts are made to redeploy or find suitable alternative work for employees selected for redundancy; and
- Basic salary, pensions and specific allowances (refer to section 10 - 17) are protected for those redeployed into lower graded posts.

3.3 Surrey Police and Sussex Police appreciate that organisational change can be a difficult time for police staff and their families. There are support networks in place to assist with the process, these can be found on the Surrey Police and Sussex Police intranet.

3.4 As part of our commitment to delivering meaningful and sustainable change, we expect all individuals involved in the change process to engage in a manner that is respectful, professional, and aligned with our organisational values and the Code of Ethics. We maintain a zero-tolerance approach to disrespectful behaviour to ensure that the change project remains fair, inclusive, and effective for all.

3.5 All business cases for change will be accompanied by an Equality Impact Assessment and a People Impact Assessment.

3.6 Policies and associated guidance should inform decision making which should consider organisational values, professional judgement (on the context and circumstances of each situation) and 'policing principles'. Decisions and subsequent action taken should be proportionate, legitimate and ethical as informed by the National Decision Model (NDM).

3.7 Please note that if you joined Surrey or Sussex Police under the terms of a Transfer Under Protected Entitlement (TUPE) / Cabinet Office Statement of Practice (COSoP) code of practice or if you are leaving Surrey or Sussex Police under the terms of a TUPE / COSOP you will need to seek the advice from your Force specific People Resolution Centre.

TUPE / COSOP is bound by specific legislation, and it may mean that elements of this policy will not apply.

## Procedure

### 1. Case for redundancy

1.1 Redundancy arises if Surrey Police or Sussex Police:

- Intend to stop a service within which the member of staff is employed.
- No longer requires a particular kind of work to be carried out at all or to a lesser degree.
- No longer requires the work to be carried out at the place of work.

## **2. Measures to minimise redundancy**

2.1 By careful forward planning, Surrey Police and Sussex Police will ensure, as far as possible, security of employment for police staff.

2.2 The following measures will be considered to avoid or reduce compulsory redundancies (this list is not exhaustive):

- Natural turnover.
- Redeployment to other parts of the organisation, to offer a suitable alternative post (please refer to Redeployment Flowchart).
- Reduction or elimination of overtime working.
- Restrictions on recruitment to posts which may provide appropriate alternative employment to redundant employees.
- Bumped redundancies, which occurs when an employee who is not originally at risk agrees to leave their role by reason of redundancy dismissal, so that a redundant employee can be redeployed into their position.
- Termination of the employment of staff on temporary / casual contracts and abolition of the use of consultancy, contracting and/or agency services in the area of work affected, or, elsewhere in the Forces, where these post(s) may provide redeployment for displaced staff.

## **3. Consultation periods**

3.1 Surrey Police and Sussex Police will keep Unison informed as fully as possible and carry out consultations over the following time frames, based on the total number of redundancies in each Force:

- A minimum of 45 days consultation where 100 or more jobs are to be made redundant.
- A minimum of 30 days consultation where 20 or more jobs are to be made redundant.
- As much consultation as is reasonably practicable where fewer than 20 jobs are affected.

3.2 Consultation will take place with a view to reaching agreement on ways of avoiding redundancies reducing the number of employees to be made redundant and how to mitigate the effect of the dismissals.

3.3 During consultations full information will be provided to individuals and their representatives. This will include:

- The reasons for the proposed redundancies.

- The numbers and categories of individuals who may be redundant, including any 'bumped redundancies'.
- The total number of individuals of any such categories employed at the establishment.
- The way in which individuals will be selected for redundancy.
- The proposed method of carrying out any redundancy dismissals.
- The time period over which the redundancies may be carried out.
- The proposed method of calculating redundancy payments.

The above information will be disclosed to Unison in writing plus any reasonable information that they may request to enable representation to be made. Police staff representatives will be given adequate time to enable representation to be made.

#### **4. Eligibility for redundancy**

4.1 Police staff who have completed 2 years (104 weeks) continuous service at the effective date of termination, will be eligible to receive a redundancy payment.

4.2 For continuous service and where appropriate, redundancy payments, service under the [Redundancy Payments \(Continuity of Employment in Local Government, etc.\) \(Modification\) Order 1999 \(as amended\)](#) will be applied, where appropriate. Where a member of staff, before leaving Surrey Police or Sussex Police employment, accepts an offer of employment with another local authority or associated employer (contained within the Modification Order) and commences a new job within 4 weeks of their last day of services, this will be considered continuous service and would result in no redundancy payment being issued.

#### **5. Notice period**

5.1 In addition to any redundancy payment entitlement individuals will receive a period of notice, or payment in lieu of notice, as detailed in the contract of employment.

#### **6. Early retirement due to redundancy**

6.1 Where there is no alternative to redundancy, police staff who are members of the Local Government Pension Scheme (LGPS), who are aged 55 or over (57 from 6<sup>th</sup> April 2028), will be entitled to receive immediate payment of pension and any pension lump sum, as accrued at the redundancy date without any actuarial reduction. See the Pensions pages for further information.

(An actuarial adjustment is a factor used to adjust a person's pension payments from a retirement plan if they decide to begin receiving their payments before or after the planned normal retirement date.)

#### **7. Leaving early during the redundancy notice period**

7.1 If an individual wants to bring their termination date forward, they will need to speak to their line manager to discuss whether this is possible. The line manager will need to

consider organisational needs in deciding whether this can be granted or not. The final decision will be made by the Senior Responsible Owner (SRO) / project lead. If it can be agreed, then the termination date will be brought forward, and the redundancy payment will be recalculated accordingly.

## **8. Leaving prior to receiving formal redundancy notice**

8.1 If an individual leaves prior to receiving their formal notice of redundancy in writing, then they are resigning and will forfeit entitlement to redundancy pay.

## **9. Redundancy dismissal during maternity leave**

9.1 If an individual is dismissed during maternity leave (including if they are dismissed by reason of redundancy), the line manager must provide the individual with a written statement of the reasons for their dismissal, whether or not it is requested.

9.2 The individual should be paid their full statutory maternity pay entitlement once they have qualified for it. The individual should also continue to be paid statutory maternity pay even if they have been made redundant.

## **10. Salary protection – General Principles**

10.1 Salary protection covers situations of compulsory redundancy and redeployment into a new lower graded role to minimise the impact of a reduction in pay. The protection takes effect on the date an individual is redeployed.

10.2 This protection does not apply to employees in any other circumstances for example, though not limited to:

- Returning to substantive grade from a temporary promotion.
- The cessation of any temporary duty or posting.
- The end of a secondment.
- Redeployment on grounds of performance or ill health.
- Voluntary redundancy and subsequent re-engagement.
- The end of a fixed term contract (where reason for dismissal is not redundancy or under 2 years' service).

10.3 Salary protection takes effect on the date an individual is redeployed into the new lower graded role.

10.4 If the individual is seconded to another role of a higher, same, or lower grade during the period of salary protection, the secondment and salary protection period will run side by side. For example, the salary protection will not be frozen whilst the individual is on secondment. Please refer to the Managing Salary Protection and Disturbance Allowance Flowchart.

10.5 Where an individual in receipt of salary protection is affected by a further organisational change, the salary protection will end. Any new salary protection will reflect the new terms and conditions agreed.

## **11. Basic pay protection**

11.1 Basic pay protection refers to the amount set out in basic pay in the old and new contract of employment.

### **11.2 Ending salary protection.**

Salary protection will cease immediately where:

- Earnings achieved exceed (as per 10.2) the former or current earnings for whatever reason (including an increase in hours).
- An employee requests a move voluntarily to another job or opts to apply for a lower graded role of their own choice (this excludes an individual moving from full time to part time working).
- Where the new role is re-graded and evaluated to the same grade as the old role.
- An individual obtains by their own choice an advertised higher graded role.

## **12. Surrey Police salary protection**

12.1 On redeployment, in order to minimise the extent of any loss of earnings, staff will be appointed to an appropriate point of salary scale for the redeployment post.

### **12.2 Basic salary.**

If the basic salary (excluding other payments / benefits / allowances) for the redundant post exceeds that of the alternative job offered, Surrey Police will protect the salary for a maximum of 2 years.

NB. Staff who have their salary protected will not be entitled to further salary increases (including September increments, cost of living increase and contribution related pay) until the period of salary protection ends.

### **12.3 Grades.**

Individuals who accept redeployment roles within one grade below their current role will have their salary protected at their current salary for 2 years, after which they drop to the top of the lower grade.

Individuals who accept redeployment to a role that is two grades below their current role will be protected either at their current salary or at the top point of one grade below their original grade (whichever is the lower) for 2 years. After 2 years they will drop to the top of the new grade.

Staff whose pay point overlaps with a lower grade are not entitled to salary protection they will simply move across to that pay point and would therefore receive any pay award and any remaining increments to the top of that grade.

#### **12.4 Levels.**

Individuals who accept redeployment roles within one level / grade below their current role will have their salary protected at their current rate for 2 years, after which they drop to the top of the lower level / grade.

Staff whose pay point overlaps with a lower level / grade are not entitled to salary protection they will simply move across to that pay point and would therefore receive any pay award and any remaining increments to the top of that level / grade.

In exceptional circumstances, and with prior agreement from Unison, it may be appropriate for level roles to be offered redeployment at a role that is two levels / grades below their current role. This is to be determined by the project team in consultation with People Services and Unison during the consultation process.

#### **12.5 Unsocial hours payment protection.**

A 3-month period of payment protection will be applied for fixed unsocial hours' payments should these be reduced due to organisational change.

#### **12.6 Standby payments.**

No protection applies.

#### **12.7 Other allowances.**

Other payments such as car allowances, tool allowances and market supplements are not protected.

### **13. Sussex Police Salary Protection**

13.1 The individual may be redeployed into a role at the same level or one grade below their current substantive level. Redeployed individuals matched to a lower grade role will be placed at the top of the lower scale unless there are justifiable objective business reasons for not doing so.

13.2 Basic salary is protected by calculating the difference between the new salary and the old. This difference is paid on a decreasing scale over a 3-year period following the change ('the protected period'), as follows:

1st year @ 100% of the difference.

2nd year @ 50% of the difference.

3rd year @ 25% of the difference.

At the end of the 3-year period, pay protection will cease and the individual will receive payment at the published grade for the role performed.

Annual pay award increases will continue to be applied to the protected and base salary during the protected period.

### **13.3 Unsocial hours protection.**

Unsocial hours payments will be protected for 1 year in situations of compulsory organisational change in the following circumstances only:

- The shift system is changed removing or reducing the requirement to unsocial hours.
- Redeployment occurs as a result of compulsory redundancy into another role requiring unsocial hours working.
- Redeployment occurs as a result of compulsory redundancy where there is no requirement to work unsocial hours.

The current unsocial hour's payment will be protected for 1 year. Any salary increments or annual pay awards received during that period will not be reflected in the unsocial hour's payment amount. Unsocial hours protection will cease immediately in cases of voluntary moves in line with 11.2 or if the annual pay award / increment increase would result in a higher unsocial hour's payment than the protected unsocial hours payment, or if individuals personally request to change their hours.

### **13.4 Standby allowance.**

- Standby allowance is protected for 1 year at 100%.
- Where standby continues to be performed as an integral part of the new role the difference will be protected at 100% for 1 year following the change.
- Where the new role does not include a requirement to be on standby the allowance will be protected for 1 year at 100%.

For each of the above the standby payment protection will be based on a calculation of an average standby payment for the working pattern over a 12-week period prior to the change.

### **13.5 Other allowances.**

Other payments such as car allowances, tool allowances and market supplements are not protected.

## **14. Redeployment – General Principles**

14.1 Surrey Police and Sussex Police staff affected by redundancy will be offered suitable alternative roles, providing both the individual and the organisation can identify a

role available. Suitable alternative roles will be discussed between the line manager and individuals throughout the consultation process.

#### **14.2 Suitable alternative roles.**

The identification of a suitable alternative role considers criteria such as:

- Pay and benefits – the extent to which there is a significant drop in earnings.
- Location – the extent to which disruption is caused by a change of location and any additional expenses incurred.
- Skills, knowledge and experience.
- Hours of work.
- Working environment.

14.3 Individuals who unreasonably refuse an offer of suitable alternative employment may lose their entitlement to redundancy pay. Unreasonable refusal would arise where the difference between the new and old jobs are negligible or where the employee assumes rather than can demonstrate that there are significant changes in the new job.

### **15. Redundancy Protection for Pregnancy and New Parents**

15.1 Pregnant individuals and some new parents have special protection under the [Employments Rights Act 1996](#) and the [Protection from Redundancy \(Pregnancy and Family Leave\) Act 2023](#). The protection applies to individuals who are pregnant, taking maternity leave, adoption leave or shared parental leave. The protection does not apply to Paternity / Parenting Partner (Support) Leave.

15.2 The protection gives the individual priority over other individuals to be offered a suitable alternative vacancy if one exists. The redundancy protected period during pregnancy and maternity / adoption:

- Starts when an employee tells their employer that they are pregnant / date adoption leave begins.
- Ends 18 months from the exact date the baby is born / adoption placement starts.

15.3 For shared parental leave the redundancy protected period starts on the day a period of shared parental leave begins.

If an individual takes:

- Less than 6 weeks leave – the protected period ends on the last day of the block of leave.
- 6 weeks or more of continuous leave – the protected period ends 18 months from the date of the child's birth.

15.4 If an employee takes discontinuous shared parental leave, the redundancy protection period ends at the conclusion of each individual period of leave.

Example:

An employee takes shared parental leave in three separate blocks: April, July, and October. The redundancy protection period ends after each block—so at the end of the April leave, again at the end of the July leave, and again at the end of the October leave. They regain redundancy protection only when a new period of shared parental leave begins.

## **16. Redeployment assistance – General principles**

### **16.1 Job search.**

Police staff who are under notice of redundancy and who qualify for a statutory or enhanced redundancy payment will be granted 'reasonable' paid time off work during the notice period following discussion with their line manager. This will include time off to look for new employment (internal or external to the organisation), attend job interviews or to go for training for future employment. What is reasonable will take into account relevant factors such as, the need for the organisation to continue to provide a service to the public. Every support will be given to release affected staff for any such interviews or training courses. Skills Profile – Redeployment Information Sheet.

### **16.2 Additional travelling time.**

When a suitable alternative post is being proposed for an individual, consideration will be given to any additional travelling time or mileage that would be incurred together with, where possible, any agile working arrangements which could reduce the amount of days in which any additional travel is required. The circumstances of the individual will be considered on a case-by-case basis, up to a maximum of an additional 30 minutes travelling for Surrey Police individuals, or 70-mile round trip for Sussex Police individuals.

## **17. Redeployment allowance – additional travelling time.**

### **17.1 Surrey Police redeployment assistance**

Where the individual incurs additional travelling expenses as a result of the change in work and the work base, they will be eligible to claim an 'allowance' in respect of the mileage difference between travelling from home to the old place of work and home to the new place of work, or any alternative site for 2 years from the commencement of the role.

This is dependent on the individual's mode of transport and therefore the allowance will be based on either:

- Standard train and/or bus fares; or
- Mileage allowance at the current Force mileage rate.

### **17.2 Sussex Police redeployment assistance**

Disturbance allowance is paid for 1 year where the work location is permanently changed as a result of compulsory organisational change to a location 5 miles further (round trip) than previously. Disturbance allowance is calculated on a difference in mileage between the new and old commute using post codes on AA Route Finder. AA Route Finder will be the decider for clarification of any discrepancies regarding the number of miles travelled. Payment will be allowed only for actual days that the individual is expected to be at a new work location. Any days of agile working will not be claimed.

Where employees change their mode of transport from car to bus or train services, the complete difference in cost between the old place of work (based on disturbance mileage cost) and the journey to new place of work (travel fare) can be claimed (based on the most direct route and also standard rate travel).

### **17.3. Key Principles**

If there are any voluntary changes to the individual's job and location during the term, the disturbance allowance payments may cease to apply (e.g. agile working) for the days they are not at the new location.

If, due to organisational change the individual is moved again during the term, either lesser or greater distance, disturbance allowance will be recalculated.

Where an individual takes maternity, adoption or shared parental leave, the allowance is stopped for the period of the maternity leave and resumes on their return to work.

## **18. Surrey Police and Sussex Police redundancy**

### **18.1 Continuous service.**

Previous continuous employment with an organisation(s) covered by the Redundancy Payments ((Continuity of Employment in Local Government etc.) (Modification)) orders will be included in calculating entitlement to statutory redundancy. Continuous service covered under the modification order but not served with Surrey Police and/or Sussex Police will be paid at the current capped statutory rate. Continuous service with Surrey Police and/or Sussex Police will be paid at the enhanced rate. For example:

- Individual has 3 years continuous service with Surrey Police and 3 years continuous service with Sussex Police = 6 years at enhanced redundancy rate.
- Individual has 3 years continuous service with the Metropolitan Police and 3 years continuous service with Sussex Police = 3 years at statutory redundancy rate and 3 years at enhance redundancy rate.

### **18.2 Redundancy notice.**

In addition to any redundancy payment entitlement, you will receive a period of notice, or payment in lieu of notice as detailed in your contract of employment.

If you are paid in lieu of notice (PILON) then your relevant date for calculating redundancy will be the date your employment would have ended as if you had worked all of the statutory notice period.

### **18.3 Surrey Police redundancy calculation.**

#### **Continuous employment - not served with Surrey Police.**

Continuous service covered under the modification order but not served with Surrey Police nor Sussex Police (as per 18.1) will be paid at the current capped statutory rate. The payment will not be enhanced.

#### **Payment calculation.**

The redundancy payment is calculated by multiplying a 'week's pay' by the number of years of completed continuous local government service according to the following scale:

- Half a weeks' pay for each year of employment up to the age of 21.
- One weeks' pay for each year of employment in which the employee was aged between 22 and 40.
- One and a half weeks' pay for each year of employment in which the employee was aged 41 or over.
- The maximum number of year's continuous service that can be counted for redundancy payments purposes is 20 years counted backwards from the 'relevant date'.

The relevant calculation date used to establish the salary or 'weeks' pay' when calculating a redundancy payment is the date at which notice of redundancy is given. For those that have regular working hours and pay, this will be their normal weekly pay when notice is given. For those who pay changes from week to week (e.g. standby allowance). this will be based on average earnings from the 12-week period preceding the date notice was given.

A weeks' pay includes unsocial hours and standby allowances.

NB. Other payments such as car allowances, market supplements and one-off payments through recognition bonus payments are not included. Payments up to up to £30,000 is tax free, any remaining payment is taxed.

The redundancy payment will not be affected if a cost-of-living increase or pay increment is awarded following the relevant calculation date of the redundancy payment. Redundancy payments are calculated by the pay team using a set calculator.

### **18.4 Continuous service served with Surrey Police.**

Continuous service served with Surrey Police (including Sussex Police as per 19.1) will be paid at the enhanced rate and not capped at the current statutory rate.

#### **Payment Calculation.**

The redundancy payment is calculated by multiplying a 'week's pay' by the number of years of completed continuous local government service according to the following scale:

- Half a weeks' pay for each year of employment up to the age of 21.
- One weeks' pay for each year of employment in which the employee was aged between 22 and 40.
- One and a half weeks' pay for each year of employment in which the employee was aged 41 or over.
- The maximum number of year's continuous service that can be counted for redundancy payments purposes is 20 years counted backwards from the 'relevant date'.

The relevant calculation date used to establish the salary or 'weeks' pay' when calculating a redundancy payment is the date at which notice of redundancy is given. For those that have regular working hours and pay, this will be their normal weekly pay when notice is given. For those who pay changes from week to week (e.g. standby allowance), this will be based on average earnings from the 12-week period preceding the date notice was given. A weeks' pay includes unsocial hours and standby allowances.

Individuals receive a redundancy payment made up of two parts:

- A statutory redundancy payment capped at the current statutory rate per week.
- A service enhancement payment which is based on the statutory scheme but using actual weekly pay rather than statutory pay (which is not capped).

Both parts of the payment are calculated according to the calculation above and paid as one payment up to £30,000 as tax free, any remaining payment is taxed.

NB. Other payments such as car allowances, market supplements and one-off payments through recognition bonus payments are not included.

The redundancy payment will not be affected if a cost-of-living increase or pay increment is awarded following the relevant calculation date of the redundancy payment.

Redundancy payments are calculated by the pay team using a set calculator.

### **18.5 Sussex Police redundancy calculation.**

#### **Continuous employment – not served with Sussex Police.**

Continuous service covered under the modification order but not served with Sussex Police nor Surrey Police (as per 18.1) will be paid at the current capped statutory rate. The payment will not be enhanced.

#### **Payment calculation.**

The redundancy payment is calculated by multiplying a weeks' basic pay (this does not include shift allowances, standby allowance, car allowance, market supplements etc.) by the number of years completed continuous local government service according to the following scale:

- Half a weeks' pay for each year of employment up to the age of 21.
- One weeks' pay for each year of employment in which the individual was aged between 22 and 40.
- One and a half weeks' pay for each year of employment in which the individual was aged 41 or over.
- The maximum number of year's continuous service that can be counted for redundancy payments purposes is 20 years counted backwards from the 'relevant date'.

The relevant calculation date used to establish the salary or weeks' pay when calculating a redundancy payment is the date at which notice of redundancy is given. For those that have regular working hours and pay, this will be their normal weekly pay when notice is given. For those who pay changes from week to week this will be based on average earnings from the 12-week period preceding the date notice was given.

Payments up to up to £30,000 is tax free, any remaining payment is taxed.

The redundancy payment will not be affected if a cost of living increase or pay increment is awarded following the relevant calculation date of the redundancy payment.

Redundancy payments are calculated by the pay team using a set calculator.

#### **18.6 Continuous service served with Sussex Police.**

Continuous service with Sussex Police (or Surrey Police as per 18.1) will be paid at the enhanced rate and not capped at the current statutory rate.

#### **Payment calculation.**

The redundancy payment is calculated by multiplying a weeks' basic pay (this does not include shift allowances, standby allowance, car allowance, market supplements etc.) by the number of years completed continuous local government service according to the following scale:

- Half a weeks' pay for each year of employment up to the age of 21.
- One weeks' pay for each year of employment in which the individual was aged between 22 and 40.
- One and a half weeks' pay for each year of employment in which the individual was aged 41 or over.
- The maximum number of year's continuous service that can be counted for redundancy payments purposes is 20 years counted backwards from the 'relevant date'.
- The redundancy payment is then enhanced by applying a multiplier of 1.5 to the statutory redundancy payment formula above.

The relevant calculation date used to establish the salary or weeks' pay when calculating a redundancy payment is the date at which notice of redundancy commences. For those that have regular working hours and pay, this will be their normal weekly pay when notice is given. For those who pay changes from week to week, this will be based on average earnings from the 12-week period preceding the date notice was given.

Payments up to up to £30,000 is tax free, any remaining payment is taxed.

## **19. Surrey Police and Sussex Police – pensions**

19.1 Pension contributions paid by individuals redeployed by Surrey Police and Sussex Police as an alternative to redundancy will be calculated on the actual salary being paid and will descend in accordance with the descent of the salary over the protected period. The employer's contribution will be adjusted in the same manner.

19.2 Pensions will be calculated and administered in accordance with the current pension rules for which can be obtained from the relevant pension administrator. Contact details for pension administrators and the internal pension teams can be found on Pension pages on How do I?

## **20. Employment data**

20.1 Surrey Police and Sussex Police collect and process personal data relating to police officers and police staff to manage the employment relationship. It is important that individuals understand how that data is collected and used in order to meet the Force's data protection obligations. Further details can be located on intranet by searching for 'Privacy Notice'.

**Team:** People Services Department