SOLICITATION NUMBER: AID-009-20

ISSUANCE DATE: 8/21/2020
CLOSING DATE/TIME: 9/03/2020 5pm Local Zambia time

SUBJECT: Solicitation for Resident Hire U.S. Personal Service Contractor (USPSC): Research and Knowledge Management Specialist

Dear Prospective Offerors:

The United States Government, represented by the U.S. Agency for International Development (USAID), is seeking offers from qualified persons to provide personal services under contract as described in this solicitation.

Offers must be in accordance with **Attachment 1, Sections I through V** of this solicitation. Incomplete or unsigned offers will not be considered. Offerors should retain copies of all offer materials for their records.

This solicitation in no way obligates USAID to award a USPSC contract, nor does it commit USAID to pay any cost incurred in the preparation and submission of the offer.

Any questions must be directed in writing to the Point of Contact specified in the attached information.

Sincerely,

Summer Tucker
Contracting Officer

Summer Tucker

Digitally signed by Summer Tucker
Date: 2020.08.21 11:32:03 +02'00'

I. GENERAL INFORMATION

1. **SOLICITATION NO: AID-009-20**

2. **ISSUANCE DATE: 08/21/2020**

3. **CLOSING DATE/TIME FOR RECEIPT OF OFFERS: 09/03/2020, before and/or on 5:00 PM (Zambia local time)**

4. **POSITION TITLE: Research and Knowledge Management Specialist**

5. **MARKET VALUE: $78,681-$102,288** equivalent to **GS-13.** The final compensation will be negotiated within the listed market value, based on the successful candidate's salary history, work experience, and educational background. **Salaries over and above the top of the pay range will not be entertained or negotiated**. Please note that this solicitation is for a resident-hire USPSC. This means that apart from contributions for FICA and life and health insurance, no allowances and differentials, including housing and relocation expenses, are provided (see Section V. Benefits/Allowances.)

6. **PERIOD OF PERFORMANCE:** One (1) year, with four one-year option periods. Extension(s) will depend upon the availability of funds, continued need for the services, contractor/employee performance, and any future USG hiring freeze guidance. No USPSC contract may exceed a five-year period of performance.

7. **PLACE OF PERFORMANCE:** USAID/Zambia, Lusaka with possible travel as stated in the Statement of Duties.

8. **WHO MAY APPLY:** Resident Hire USPSCs (United States Citizen and United States Permanent Resident Green Card Holder local residents, including Eligible Family Members (EFMs) of U.S. Mission Lusaka of all agencies).

Resident Hire USPSC means a U.S. citizen or resident alien who, at the time of hire as a PSC, resides in the cooperating country –

(i) for reasons other than employment that provides for repatriation to the U. S., including –

(A) with a U.S. government agency;

(B) under any U.S. government-financed contract or agreement; or

(C) under any other contract or employment arrangement.

(ii) as a spouse or dependent of a U.S. citizen with employment that provides for repatriation to the U.S., including –

(A) with a U.S. government agency;

(B) under any U.S. government-financed contract or agreement; or

(C) under any other contract or employment arrangement.

9. **SECURITY LEVEL REQUIRED:** Facility Access: The final selected candidate must obtain an Employment Authorization and medical clearances within a reasonable period of time (USAID will provide details regarding these clearances to the selected candidate). If such clearances are not obtained within a reasonable time or negative suitability issues are involved, any offer made may be rescinded.

10. **STATEMENT OF DUTIES:**

(a) **General Statement of Purpose of the Contract**

Operating in a challenging yet dynamic environment, and working in close coordination with the State Department (DOS), Centers for Disease Control and Prevention (CDC), Department of Defense (DOD), U.S. Peace Corps, and the Zambian Government (GRZ), USAID/Zambia has one of the largest U.S. Government development programs in Africa.

USAID/Zambia's overall annual budget is approximately $400 million and is implemented through four technical teams, including the Health, Education, Economic Development and Democracy and Governance offices, with the assistance of four support offices. The Mission has over 100 staff, including U.S. direct hires, Personal Service Contractors (PSCs), Locally Employed Staff (LES), and Third Country Nationals (TCNs).

USAID/Zambia hosts several high-profile Presidential initiatives and programs, including the U.S. President's Emergency Plan for AIDS Relief (PEFPAR), the President's Malaria Initiative (PMI), the Global Hunger and Food Security Initiative (Feed the Future), the Mandela Washington Fellows Program, the Global Climate Change Initiative, Power Africa, and Trade Africa.

USAID's Health Office is the largest technical office at the U.S. Mission in Zambia, with an annual budget of approximately $316 million. With an annual USAID budget of $256 million, the PEFPAR program is the 7th largest in Africa, while the PMI budget stands at $30 million with other health areas totaling $30 million. The office is comprised of 47 staff and manages a multifaceted program addressing maternal and child health, reproductive health/family planning, infectious diseases (HIV/AIDS, TB, and malaria), health systems strengthening and human resources issues. The office is divided into five technical Divisions (sub-teams) supervised by a Division Chief, including TB and HIV;

Health Systems Strengthening; Monitoring and Evaluation; Family Health and Social Protection; and Decentralized (regional) Offices.

USAID/Zambia's Health Office aims to save and enhance lives by improving the health of Zambians and reducing the incidence and impact of HIV/AIDS and other illnesses, with a particular focus on women and children. Health Office staff partner directly with Zambian Ministry of Health personnel to improve the quality of health care services and support healthy behavior change to lessen disease burden. Three approaches guide the overall health program, including: (1) Strengthening Health Systems and Accountability; (2) Improving Health Service Delivery; and (3) Improving Community Health Practices.

The Health Office collaborates closely with other allied Zambian Ministries, the National HIV/AIDS Council, and cooperating partners (donors) in support of Zambia's ambitious goals of reducing the prevalence of TB and malaria to levels where the two morbidities cease to be public health concerns, ending preventable maternal, neonatal, and childhood deaths, and achieving an AIDS-free era by 2030. The aforementioned goals are pursued through the implementation of five-year National Health Strategic Plans and five-year National HIV/AIDS Strategic Frameworks (NASFs). The Health Office also coordinates its efforts with the Mission's Education, Economic Growth, and Democracy and Governance teams to implement integrated health programs across multiple sectors and platforms.

(b) Statement of Duties to be Performed

A. Knowledge Management and Program Planning: 40 points

The Research and Knowledge Management Specialist will establish and maintain systems to identify, summarize, organize, and share new and innovative research and findings, national and regional survey data, international policy and practice standards, U.S. Government and USAID guidance, and other materials of relevance to the USAID health team. These activities will ensure that USAID health experts have access to the most cutting, edge health knowledge, data and information to guide the full breadth of health office activities.

Knowledge management activities will specifically contribute to the background and theoretical frameworks of new activity designs, technical management of existing USAID activities, and strategic vision and planning of the USAID health office. The Specialist will lead innovative ways of sharing information with the health team, USAID, U.S. Government, and external audiences. S/he will lead in the synthesis of knowledge by writing literature reviews, briefers, and white papers that will guide the evidence base of new activities in the health office and strengthen the technical knowledge of health team staff. S/he will hold brown bag conversations and present to a range of audiences on the findings of these activities.

- The Research and Knowledge Management Specialist supports improved knowledge and information sharing with government ministries, Implementing Partners, non-government organizations, contractors, and grantees within Zambia to strengthen coordination between a diverse range development activities.
- S/he works with GRZ counterparts in the Ministry of Health (MOH), other donors and development partners, and USG agencies to strengthen knowledge management and evidence-based decision making in health activities.
- As the point of contact for the Development Outreach and Communications (DOC) team at USAID/Zambia, the Research and Knowledge Management Specialist leads the development of external communications materials for the Health Office intended to communicate USAID vision, strategy, and results to broad audiences.
- The incumbent will plan, establish and direct a wide range of organizational interventions for advancing USAID's Collaborating, Learning and Adapting component. This includes coordination with USAID technical offices to advance project/activity learning agendas.
- S/he ensures activity design and program development documents engage a wide range of stakeholders, facilitates strategic collaboration and knowledge exchange, and promotes learning opportunities that improve USAID's understanding of the Zambian development context and purposeful application of experiential, codified learning to strengthen USAID's development interventions.
- The Research and Knowledge Management Specialist works as a team member to manage capacity building, learning and analysis efforts that advance USAID's transformation into a learning organization, improve USAID's development practice, and strengthen the knowledge management and organizational learning capacity of USAID staff and partners.
- S/he promotes knowledge sharing through the Mission's operational business processes and systems, by strengthening collaboration between technical units, external partners, and information systems to facilitate a seamless exchange of information across all systems.

B. Monitoring and Evaluation of Health Activities: 20 points

The Research and Knowledge Management Specialist will support the comprehensive monitoring and evaluation of health activities through the collection, analysis, and dissemination of health data and information. The incumbent's monitoring and evaluation activities will support USAID quarterly and biannual reviews of activity results as well as the complex quarterly, semi-annual, and annual reporting requirements from multiple USAID and USG funding streams. This position also contributes to written narratives required for several annual planning and

reporting processes including the PEPFAR Country Operational Plan (COP), the USAID Operational Plan, the Health Implementation Plan, and the Performance Plan and Report (PPR).

- The Research and Knowledge Management Specialist contributes to improved M&E approaches which tracks results to supplement common and established key indicators with outcome mapping leading to iterative course correction/adaptation.
- S/he assists in improving M&E processes at the Mission (from data collection and analysis to the use of M&E findings to modify or improve implementation) by developing procedures, guidelines, templates, checklists, action trackers and other staff tools.
- S/he will contribute to M&E and analytic agendas by supporting USAID priorities, which could include commissioning new analysis or synthesizing Agency best practices through the articulation of M&E and learning and knowledge management needs and the development of effective strategies for meeting them.
- The incumbent leads the monitoring and evaluation of USAIDs knowledge management and sharing system(s), including the dissemination of information about the Agency to internal and external audiences and organizes knowledge sharing events.

C. Research: 20 points

The Research and Knowledge Management Specialist will conceptualize, design, and manage operations research, activity evaluations, special studies, and other research activities completed by USAID Implementing Partners. S/he will undertake individual research activities for the USAID health office to identify activity implementation barriers, further understanding of discrete aspects of health in Zambia, and examine innovative approaches to addressing entrenched public health challenges.

- The Research and Knowledge Management Specialist will support organizational learning activities for the health program by developing and sharing new methods, approaches, and practices with team members and USAID.
- S/he will document and share research design and knowledge management learning by ensuring requirements, lessons learned, and best practices for deliverables are well defined and standardized.
- This position will work to strengthen technical practices and processes for generating new knowledge, synthesizing existing knowledge, and making research available to USAID/Zambia with regards to planning and implementation decisions as well as the facilitation of information sharing.
- S/he keeps abreast of knowledge management and learning, research development, change management and behavior change best practices

within the development community and participates on relevant donor and interagency committees as appropriate.

D. Site Improvement Management Systems (SIMS) and Site Visit Support: 20 points

The Research and Knowledge Management Specialist works closely with other members of the monitoring and evaluation team to schedule, organize, and lead data collection for more than 30 SIMS and site visits conducted each quarter by the health team. S/he will manage the data and information collected through SIMS and site visits and disseminate critical findings across the USG team on a regular basis. The incumbent tracks communications with Implementing Partners prior to and after visits to ensure all required remediations are completed in a timely manner, and assists in the training of USAID and USG staff in the use of SIMS and site visit tools.

- The Research and Knowledge Management Specialist serves as the USAID lead for the implementation of the PEPFAR Site Improvement Monitoring System (SIMS). S/he works with interagency colleagues to plan, ensure implementation, and report on required site monitoring activities.
- The incumbent provides guidance to all USAID PEPFAR staff engaged in SIMS and provides technical assistance and support as needed.
- S/he develops and maintains a site visit calendar including Data Quality Assessments (DQA), SIMS and additional assessments required to ensure routine project monitoring.

***(C).* Position Elements**

1. Supervision Received: The incumbent reports to the Health Office Monitoring and Evaluation Division Chief who will be responsible for reviewing and approving the individuals' work plan and performance measures and establishing deadlines. The individual will also carry out independent tasks as well as work closely with other team members, and s/he we be responsible for effectively managing time and resources to meet deadlines on multiple concurrent tasks. This individual is responsible for personal compliance with USAID policy and regulations as well as Mission guidance.

2. Available Guidelines: Available administrative guidelines establish a broad pattern of operations that require a frequent need to exercise judgment and interpretation, and provides an opportunity for initiative and innovation. Relevant guidelines include the USAID Automated Directives System (ADS), PEPFAR and PMI guidelines, Country Operational Plans, Health Implementation

Plan, Country Development Cooperation Strategy, National Health Strategic Plan, Mission Orders and other directives.

3. Exercise of Judgment: Given the nature and level of supervision, the individual must exercise substantial independent judgment in performing duties, evaluating the quality of information, and organizing and presenting data in the preparation of documents, presentations and briefings. The individual adjusts the order in which tasks are completed to meet deadlines and plans work over a period of days, months, quarters and years. The individual will amend existing practices as needed, resolves problems without assistance, and resolves more challenging problems in collaboration with others.

4. Nature, Level, and Purpose of Contacts: The Research and Knowledge Specialist must maintain frequent internal contact with members of the interagency SI team, and other agency counterparts on procedural and technical matters involving reporting, surveys, scheduling surveys, monitoring and evaluation requirements. Ongoing contact with external partners will include communication with senior-level representatives of the MOH, NAC, GRZ and other partner organizations to assist in providing technical assistance, explanations and advice to support and train staff in the development of effective strategic information programs. Contact with staff of IPs will be for the purpose of providing guidance and direction related to protocols and procedures for health surveys, data collection, and monitoring and evaluation activities.

5. Authority to Make Commitments: The Research and Knowledge Management Specialist may make administrative arrangements, establish priorities, and take action consistent with ADS guidance and Mission policy. When working with USAID partners and Mission personnel, the individual is authorized to propose solutions to non-technical problems within their abilities and experience and make recommendations that are consistent with operating procedures. The individual is not authorized to make financial commitments on behalf of the U.S. Government.

6. Supervision Exercised: The Research and Knowledge Management Specialist reports directly to the M&E Division Chief and has no supervisory responsibilities.

7. Time required to Perform Full Range of Duties after Entry into the Position: A qualified individual without previous experience in USAID will take approximately one year to develop the knowledge, abilities, and skills required to perform the full range of duties required for this position. A person with USAID experience will take approximately six months.

11. **AREA OF CONSIDERATION:** Open to U.S. citizens. (A U.S. citizen for purposes of this definition also include persons who at the time of contracting are lawfully admitted permanent residents of the United States.) Resident Hire U.S. Personal Services Contractor means a U.S. citizen or resident alien who, at the time of hire as a PSC, resides in the cooperating country (see Section 8. "Who May Apply.")

For USPSCs:

- Be a U.S. citizen or U.S. Permanent Resident ("green card holder");
- Submit a complete application as outlined in the solicitation Section III titled APPLYING;
- Be able to obtain Public Trust Clearance;
- Be able to obtain a Department of State medical clearance;
- Be willing to travel to work sites and other offices as/when requested; and
- Employment is subject to funds availability and all the required approvals obtained.

12. **PHYSICAL DEMANDS:** The primary location of work will be on the U.S. Embassy/USAID compound in Lusaka, Zambia. No special demands are required to perform the work. Travel to the interior of Zambia for site visits and meetings will be required (up to 30 percent).

POINT OF CONTACT: Summer Tucker, Contracting Officer, email at stucker@usaid.gov.

SUBMIT ALL APPLICATION MATERIALS TO:
EXOZambiaHR@usaid.gov **(**E-mailed applications required.)

13. **MINIMUM QUALIFICATIONS REQUIRED FOR THIS POSITION:** To be considered for the position, applicants must meet the following minimum qualifications:

EDUCATION: The applicant must have a Master's degree or local equivalent in public health, international development, social sciences, or a related field.

WORK EXPERIENCE: A minimum of five years of progressively responsible professional-level experience in the field of public health, communications, research, or related field required.

JOB KNOWLEDGE: The incumbent should have knowledge, familarity, and the ability to use online research data bases and multiple information search tools, bibiographic software, and Microsoft Office (Word, Excel, and Power Point). S/he should have an understanding of USAID programming, processes, documentation and business practices, including knowledge of the agency's role and function in support of the President's Emergency Plan for AIDS Relief (PEPFAR). Job holder should have some knowledge of the host government health care system and structures including familiarity with Ministry of Health policies, program priorities and regulations. A solid working knowledge of management techniques to plan, organize and direct multi-disciplinary project teams and activities is critical to the success of this position.

Knowledge of and experience with PEPFAR HIV monitoring and evaluation data and familiarity working with key, vulnerable and under-represented populations, is preferred.

SKILLS & ABILITIES: Strong written and oral communication skills are required. Ability to succinctly summarize, aggregate, and analyze trends across white papers, research studies and literature reviews is required. A creative problem-solving approach and proactive style towards perusing innovative ideas is expected. A client-centered approach towards providing support to a range of USAID health experts, as well as strong active listening skills to ensure a clear vision of the desired knowledge management output is expected. The ability to obtain, evaluate and analyze data and to prepare precise, accurate, and complete written and quantitative summary reports is required. Demonstrated skills in data analysis and visualization, program design, strategic planning, monitoring systems, program coordination and implementation, and evaluation; preferably relating to HIV or other public health programs.

Ability to monitor progress toward achieving targets, translating strategic information into improved programming and delivery of services, providing accountability for use of resources and contributing towards internal and external capacity for using SI toward U.S. Foreign Assistance objectives. Ability to build and maintain strong information-sharing relationships with the GRZ, other donors, USAID/Washington, other USAID Missions, and other USG Agencies is needed. Impeccable organizational skills and ability to identify creative solutions to knowledge management issues are requirements.

LANGUAGE: Level IV (fluent) written and oral English proficiency is required. Ability to write and edit technical documents in English and concisely summarize complex ideas is essential. Speaking and writing in Chichewa helpful.

II. EVALUATION CRITERIA AND SELECTION PROCESS

1. **EVALUATION CRITERIA:** Candidates will be evaluated and ranked based on the following selection criteria:

A. Professional Experience – 20 Points
Experience monitoring and evaluating public health activities and synthesizing best practices in the areas of malaria, nutrition, maternal and child health, HIV, and/or family planning. (10 points)

Experience working with USAID or other international development donor organizations. (10 points)

B. Research, Knowledge Management, and Monitoring and Evaluation Skills – 40 Points
Demonstrated ability to provide quality, substantive feedback on and guidance to monitoring and evaluation practices, small study designs, assessment protocols and other research-oriented activities. (10 points)

Demonstrated ability to quickly organize and synthesize information from numerous documents to write concise, clear briefs that summarize programmatic findings, research, or public health best practices. (10

points)

Demonstrated ability to obtain, analyze, synthesize, and disseminate data (preferably relating to HIV or other public health programs) and present program progress in both oral and written form. (10 points)

Demonstrated ability to schedule, organize, and lead data collection for routine program monitoring visits, as well as manage and disseminate critical findings to appropriate stakeholders. (10 points)

C. Interpersonal, Team, and Communication Skills – 40 points
Excellent interpersonal, communication, and conflict/problem-solving skills, with an ability to work effectively in a multicultural team environment. (20 points)
Ability to provide responsive support to a range of subject-matter experts and work towards positive overall performance both individually and as a team member. (10 points)

Demonstrated coordination skills with strong attention to detail and follow-through, including timely management of competing priorities in a fast-paced working environment and working calmly, tactfully, and effectively under pressure to meet deadlines. (10 points)

2. **SELECTION PROCESS:** After the closing date for receipt of applications, a committee will convene to first review and select those applications that meet the minimum requirements as outlined in Section I.13. Applications that meet the minimum requirements will be further evaluated, scored, and competitively ranked based on the Evaluation Criteria outlined in Section II.1. Applications from candidates who do not meet the minimum requirements required for this position will not be scored.

   Those applicants who have been competitively ranked will be called for an interview and undergo professional reference checks. The applicant's references must be able to provide substantive information about his/her past performance and abilities. If an applicant does not wish USAID to contact a current employer for a reference check, this should be stated in the applicant's cover letter; USAID will delay such reference checks pending the applicant's concurrence. Those selected for an interview will be rated and ranked to their performance during the interview.

III. APPLYING

For your application to be considered, the following documents must be submitted:

1. Letter of application/cover letter. This letter should not exceed two pages and address the Evaluation Criteria as outlined in Section II.1, describing specifically, accurately, and succinctly what experience, training, education, and/or awards or recognition received is relevant to each criteria.

2. Applicants are required to complete and submit the offer form **AID 309-2**, "Offeror Information for Personal Services Contracts," available at http://www.usaid.gov/forms.

3. Current resume/CV – Not to exceed three pages.

4. Applicants are required to provide three (3) to five (5) references with complete contact information, including e-mail address and telephone numbers. It is the responsibility of the applicant to ensure submitted references are available to provide a written or verbal reference in a timely manner.

5. Offers must be received by the closing date and time specified in **Section I, item 3,** and submitted via e-mail as explained below in Section III.7.

6. Application must be submitted **ONLY** via EXOZambiaHR@usaid.gov and the email subject must say –: ***SOLICTATION # AID-009-20 USAID/Research and Knowledge Management Specialist***

7. To ensure consideration of offers for the intended position, applicants must prominently reference the solicitation number in their submission.

8. Please submit the application only once; and

9. Late and incomplete applications will not be considered. The application must be submitted before or on the closing date of September 3, 2020 at 5:00 p.m. (Local Zambia Time)

IV. LIST OF REQUIRED FORMS FOR USPSC HIRES

Once the USAID/Zambia Contracting Officer (CO) informs the successful Offeror about being selected for a contract award, the CO will provide the successful Offeror instructions about how to complete and submit the following forms:

1. *Contractor Employee Biographical Data Sheet (AID 1420-17)*
2. *Medical History and Examination Form (Department of State Form, DS 6561)*
3. *Questionnaire for Sensitive Positions for National Security (SF-86), or*
4. *Questionnaire for Non-Sensitive Positions (SF-85)*
5. *Finger Print Card (FD-258)*

V. BENEFITS/ALLOWANCES

As a matter of policy, and as appropriate, a USPSC is normally authorized the following benefits and allowances (NOTE: An individual defined as a Resident Hire employee may not be eligible for those benefits listed under item 1 below):

1. **BENEFITS:**

(a) Employer's FICA Contribution

(b) Contribution toward Health & Life Insurance
(c) Pay Comparability Adjustment
(d) Annual Increase (pending a satisfactory performance evaluation)
(e) Eligibility for Worker's Compensation
(f) Annual and Sick Leave

2. ALLOWANCES (if applicable):
Section numbers refer to rules from the Department of State Standardized Regulations (Government Civilians Foreign Areas)

(a) Temporary Quarter Subsistence Allowance (Section 120)
(b) Living Quarters Allowance (Section 130)
(c) Cost-of-Living Allowance (Chapter 210)
(d) Post Allowance (Section 220)
(e) Separate Maintenance Allowance (Section 260)
(f) Education Allowance (Section 270)
(g) Education Travel (Section 280)
(h) Post Differential (Chapter 500)
(i) Payments during Evacuation/Authorized Departure (Section 600), and
(j) Danger Pay Allowance (Section 650)

VI. TAXES

USPSCs are required to pay Federal income taxes, FICA, Medicare and applicable State Income taxes.

VII. USAID REGULATIONS, POLICIES AND CONTRACT CLAUSES PERTAINING TO PSCs

USAID regulations and policies governing USPSC awards are available at these sources:

1. **USAID Acquisition Regulation (AIDAR), Appendix D,** "Direct USAID Contracts with a U.S. Citizen or a U.S. Resident Alien for Personal Services Abroad," including **contract clause "General Provisions,"** available at https://www.usaid.gov/sites/default/files/documents/1868/aidar_0.pdf .

2. **Contract Cover Page** form **AID 309-1** available at https://www.usaid.gov/forms .

3. Acquisition and Assistance Policy Directives/Contract Information Bulletins (**AAPDs/CIBs**) for Personal Services Contracts with Individuals available at http://www.usaid.gov/work-usaid/aapds-cibs .

4. Ethical Conduct**.** By the acceptance of a USAID personal services contract as an individual, the contractor will be acknowledging receipt of the "**Standards of Ethical Conduct for Employees of the Executive Branch,**" available from the U.S. Office of Government Ethics, in accordance with **General Provision 2** and **5 CFR 2635**. See https://www.oge.gov/web/oge.nsf/OGE%20Regulations .

END OF SOLICITATION

<u>EQUAL EMPLOYMENT OPPORTUNITY</u>: The U.S. Mission in Zambia provides equal opportunity and fair and equitable treatment in employment to all people without regard to race, color, religion, sex, national origin, age, disability, political affiliation, marital status, or sexual orientation. USAID/Zambia also strives to achieve equal employment opportunity in all personnel operations through continuing diversity enhancement programs.

The EEO complaint procedure is not available to individuals who believe they have been denied equal opportunity based upon marital status or political affiliation. Individuals with such complaints should avail themselves of the appropriate grievance procedures, remedies for prohibited personnel practices, and/or courts for relief.