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FROM THE AMERICAN PEOPLE

ISSUANCE DATE: April 16, 2015

CLOSING DATE: April 30, 2015 at 5:00 p.m. Ghana Time

REISSUED: SOLICITATION # 624-15-002 FOR RESIDENT HIRE PERSONAL SERVICE CONTRACTOR SENIOR HEALTH SYSTEMS STRENGTHENING AND POLICY ADVISOR

Ladies/Gentlemen:

The United States Government, represented by the United States Agency for International Development/West Africa (USAID/West Africa), **is seeking applications from qualified U.S. Citizens or Third Country Nationals, currently residing in Ghana interested in providing Personal Services Contractor (PSC) services as described in the attached solicitation.** This is considered a Resident Hire position and as such no offshore benefits and allowances will be provided (i.e. housing, post differential, education allowance, etc.).

Submissions must be in accordance with the requirements of the solicitation, at the place and time specified. The Senior Health Systems Strengthening and Policy Advisor position will be located in Accra, Ghana.

All application packages are to be submitted to:

Via email: accrapsc@usaid.gov. Please cite the solicitation number and position title within the subject line of your email application. Any attachments provided via email must be in a format compatible with Microsoft Word 2003 or PDF and not zipped. Note that attachments to email must not exceed 3 MB.

OR

Via courier **Regional Executive Office**
USAID/West Africa
No. 24 Fourth Circular Rd. CT
P.O. Box 1630
Accra, Ghana

USAID/West Africa anticipates awarding one (1) Personal Service Contract as a result of this solicitation. Please note that this does not constitute any guarantee that a PSC will be awarded as result of this solicitation nor does it constitute any authorization by USAID to reimburse costs incurred in the preparation of an application. Any questions on this solicitation may be directed to Dinah McKeown at dmckeown@usaid.gov or the undersigned at dbrady@usaid.gov.

Sincerely,

/s/

Don Brady
Supervisory Executive Officer

SOLICITATION NUMBER: 624-15-002

ISSUANCE DATE: April 16, 2015

CLOSING DATE/TIME: April 30, 2015 at 5:00 p.m. Ghana Time

POSITION TITLE: Senior Health Systems Strengthening and Policy Advisor

MARKET VALUE: (86,399 - \$112,319) the market value for this position is equivalent to GS-14 level. Final compensation will be negotiated within the listed market value based upon the candidate's past salary, work history and educational background. **Salaries over and above the top of the pay range will not be entertained or negotiated.**

AREA OF CONSIDERATION: Open to U.S. citizens and Third Country Nationals (TCNs) currently residing in Ghana.

TCNs: Citizens of countries other than the United States of America and Ghana.

Proof of residency must be provided with application.

PERIOD OF PERFORMANCE: Two (2) years with an option to extend. Extensions will be contingent on satisfactory performance, continued need for the services and availability of funds.

PLACE OF PERFORMANCE: Accra, Ghana

SECURITY/MEDICAL CLEARANCE: Must obtain Facility Access/Employment Authorization and medical clearance 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.

1.0 BACKGROUND

USAID/West Africa is an independent Operating Unit of the United States Agency for International Development (USAID), responsible for managing development programs that cover 21 countries¹,

¹ USAID/WA's regional health program served the following 21 nations: Benin, Burkina Faso, Cameroon, Cape Verde, Chad, Côte d'Ivoire, Equatorial Guinea, Gabon, The Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, São Tomé and Príncipe, Senegal, Sierra Leone, and Togo. Eighteen of the 21 USAID/WA countries have a US

seven of which have bilateral USAID missions. The Strategic Plan of USAID/West Africa envisions “Social and economic wellbeing advanced by West Africans.” The Mission is committed to achieve this goal through programs in the following areas: peace and governance, health, agriculture and food security, environment and natural resources management and trade and investment. USAID/West Africa coordinates and enhances other USAID programs in the region and builds and sustains partnerships with West African governments and regional institutions to focus on four foreign policy objectives:

- Peace & Security
- Governing Justly & Democratically
- Investing in People (health and education)
- Economic Growth (Agriculture, Trade and Investment and Natural Resource Management)

With more than 350 million inhabitants, the West Africa region ranks as the poorest with the lowest level of human capital development, and the highest in population growth, and maternal and child mortality. Almost half of the 510,000 women dying worldwide as a result of complications related to pregnancy and childbirth occurs in sub-Saharan Africa. Regional health systems are severely limited, with inadequate service provision in most national programs. Most institutions have limited absorptive capacity. Inter-governmental and national partners are limited by weak regional and national systems and inadequate financial support. The USAID/West Africa Health office, under the Investing in People objective, works to increase utilization of quality health services through West Africa partners. The Mission of the Office is to be “*a center of learning and leveraging that partners to improve the health status of vulnerable populations in West Africa through sustainable, evidence-based solutions.*”

2.0 BASIC FUNCTION OF POSITION

The Senior Health Systems Strengthening and Policy Advisor is an integral member of the West Africa Regional Health Office. He/She is a senior professional and expert in his/her field who provides evidence-based technical advice to the Mission, develops strategic approaches to health systems across the portfolio, designs and manages projects and programs related to health systems strengthening. Currently these include commodity security and logistics standards and harmonizations across West Africa with associated policy development in this area. S/he will help design and integrate information technology into the health program - forging new ideas and partnerships to bring to scale regional commodity security and health access programs. This includes development of harmonized Health Management Information Systems (HMIS) and engagement of private sector in health systems platforms. Future areas may include harmonization and scaling of health financing and Universal Health Coverage (UHC). An expert in his/her field, the incumbent will provide strategic and technical input to regional government officials from ECOWAS, national Ministries of Health, implementing partners, and USAID AORs and CORs within the office. Representing these issues, often political, requires diplomatic and negotiating skills. The incumbent will represent the USAID/WA Mission on these issues to government officials throughout the region - both Anglophone and Francophone - partners and potential partners. S/he will represent these issues to USAID senior management and with offices throughout the Mission for cross-sectoral impact. S/he will seek to leverage USAID’s influence in these areas. The incumbent will be designated as a

Embassy presence (Equatorial Guinea is supported by Cameroon, Guinea Bissau by Senegal, and São Tomé and Príncipe by Gabon). The USAID/WA health program also includes activities in all 15 member countries of ECOWAS.

Contracting/Agreement Officer's Representative (COR/AOR) or Activity Manager for two or more activities.

3.0 MAJOR DUTIES AND RESPONSIBILITIES

The Senior HSS and Policy Advisor will be the senior technical advisor for health sector reform and health system strengthening activities, particularly related to regional commodity security, Health Information Systems, and Health Financing/Universal Health Coverage. Specific responsibilities for this USAID/WA-funded position shall include but not be limited to:

Technical Advice and Representation (40%)

The Senior HSS and Policy Advisor will represent Health Systems Reform and related policy issues to USAID/West Africa's primary partner, ECOWAS and the West Africa Health Organization (WAHO) in order to diplomatically influence their mandate on harmonization and scalability within these sectors. S/he will develop and foster strategic private sector partnerships which will lead to scalability and improved quality in health systems reform. Within the USG, the incumbent will advise the Mission Director and Office Director on health systems work, liaise, and communicate with USAID headquarters and USG representatives in health across West Africa including CDC, create close advisory linkages with implementing partners and regional bodies such as the Ouagadougou Partnership, and represent health systems issues to VIPs on travel to the region.

The incumbent is the key technical advisor to the health office AORs and CORs on health systems strengthening broadly, and logistics and commodities and HMIS in particular. S/he provides substantive, evidence-based counsel to the Mission. S/he will liaise and participate as appropriate in USAID/Washington Health Systems task forces/working groups and bring additional learning to the Mission in these areas. S/he will provide technical assistance as needed to implementing partners on these same issues – in particular to the West Africa Health Organization (WAHO). The incumbent represents USAID/WA at regional and international meetings as appropriate.

The Senior HSS/Policy Advisor will:

- Be an expert on health systems and stay abreast of international knowledge and evidence related to health systems, including West African comparative systems, and will learn USAID policies and opportunities in this sector.
- Use Diplomatic skills and technical acumen to influence WAHO in their strategic direction and technical capacity to establish them as the leader of regional commodity security of quality pharmaceuticals/medical supplies; and Health Information; and support national government representatives on policy harmonization related to health systems as appropriate - for example on pharmaceutical regulation harmonization, or ARV Supply.
- Facilitate integration of health systems component into the Health Office and other cross-sectoral activities within the Mission which can amplify or leverage outcomes as well as liaise

with other projects/partners outside of USAID and throughout the region to learn from and apply best practices, or to generate new evidence.

- Influence regional bodies, other donors, and private sector to leverage resources for health systems strengthening to achieve mutual goals/targets such as those related to FP2020, the Ouagadougou Partnership, AIDS Free Generation, or Ebola/Epidemiological Surveillance work.
- Integrate as appropriate technological solutions into health systems to build scalability, sustainability, and cost-effectiveness in systems throughout West Africa.

Project Design and Management (45%)

- The incumbent will provide expert assistance in the design and planning of new HSS-related activities consistent with the RDCS and to achieve progress against goals under Global Initiatives (e.g., FP2020 and AIDS Free Generation). Plans will consider and leverage WAHO influence and national capacity and resources across West Africa as well as other donors, implementing partners and interested stakeholders.
- The incumbent will be designated the COR/AOR or Activity Manager for two or more implementing mechanisms, and will provide technical and management oversight to those activities according to USAID standards. In this regard the incumbent will carry out all duties associated with this role – including selection, implementation, monitoring, headquarters reporting, and close-out as required to ensure successful results in line with Mission Goals and Objectives.
- This position cuts across all areas of the health portfolio. As such, the incumbent will work closely with other CORs and AORs to review and comment as appropriate on workplans, reports, and other deliverables as it pertains to health systems; and will support monitoring and evaluation of these areas as well.
- Provide expert assistance in Regional Health Office’s emerging agenda on infectious diseases/Ebola as it relates to rebuilding health systems - including specific areas on health management information systems.
- Lead the Regional Health Office’s emerging agenda in health care financing by identifying opportunities to work with other partners and donors to advance the region’s priority of universal health coverage. Design assessments, projects and activities as appropriate in this area.

Monitoring and Evaluation (15%):

The HSS and Policy Advisor will be responsible for overall monitoring and reporting on specified HSS activities. S/he will conduct monitoring and evaluation visits to implementation sites to ascertain all quantitative and qualitative data is collected properly and ensure programmatic quality and value for money are maintained. It is also expected that the HSS Advisor will provide expert advice and practical experience in helping the WAHO and other partners to monitor inputs, outcomes, and

overall progress towards specified HSS goals, and to advise on best practices for collaboration including South-to-South opportunities.

Duties include:

- Lead assessments or operations research related to HSS activities within the health office portfolio.
- Oversee collection of HSS indicators throughout the health portfolio, working with implementing partners on feasible collection methods that relate or rely on national government and/or regional data collection systems or current partner systems. Design Data Quality Assessment tools to facilitate DQAs for AORs/CORs in their respective activities.
- Monitor and Evaluate activities for which the incumbent is AOR/COR or Activity Manager and conduct appropriate data quality assessments.
- Take the lead on Mission and Washington reporting as it relates to Health Systems Strengthening. This includes sections of the OP, PPR and PIR.

Other:

The incumbent may be delegated by the Health Office Director to fulfill other assignments or duties related to achieving the Mission’s health objectives and goals. For example, this may include:

- Providing supportive assistance (TDY) to Offices within the RHO focus countries as needed and related to the health office goals.
- Serving as point person for selected countries in the health portfolio.
- “Acting” as Director or representing the Director when other senior office staff are absent.
- Supporting and participating in team processes and success (e.g. partner meetings, retreats, etc.)

Travel: Requires an estimated 30-40% travel within the region;

4.0 EVALUATION CRITERIA

A. EDUCATION (20 points):

Master’s Degree or higher from an accredited institution in public health, health systems, public financing, public policy, public administration or similar field is required. Additional courses/certificates/training in health systems-specific subject areas is highly desired (commodity/logistics management, HMIS/database management/ health financing are of particular relevance). Thesis/paper subject in this area is an advantage.

B. TECHNICAL KNOWLEDGE (15 points):

The incumbent should be considered a subject matter expert in Health Systems reform and

development. As such s/he must have broad knowledge of health systems and how they contribute to improve health outcomes as well as a more in depth area of expertise - specifically commodity security and logistics systems; and a strong basis in HMIS/database management is required. Knowledge of health financing is preferred.

The incumbent must have good analytical skills, including an ability to comprehend quantitative and analytical reports from development and peer-reviewed literature and to objectively evaluate programs.

S/he must have some knowledge of health systems challenges in West Africa and common development programs.

The incumbent must know the roles of most international NGO and regional donors in the region, and be familiar with key implementing partners working in health systems.

C. PRIOR WORK EXPERIENCE (40 points)

A minimum of twelve years of progressively responsible experience in public health programming (at least five of which, is in a developing or middle-income country) is required. Three years of experience working with or for bilateral or multilateral donors such as USAID, the UN agencies, World Bank, public sector is required. Demonstrated experience in strategic planning, policy participation, and diplomatic negotiation required.

Experience managing a commodity/logistics program in a regional and/or bilateral project is highly desired – whether public/government or private sector/NGO. Management and organizational skills should be demonstrated – including experience in project design and monitoring and evaluation. Some budget design and review experience preferred.

Experience in speaking or representing at technical/policy forums – such as developing papers, posters, models, strategies, policies, or guidelines in health systems (particularly commodity and logistics management) must be demonstrated (technical and representational ability should be demonstrated).

Relevant experience with private sector may be an advantage but is not required.

D. COMMUNICATION SKILLS (10 points):

The incumbent must have excellent interpersonal skills and ability to establish and maintain professional and effective contacts with the regional government officials, other donors, implementing partners, private sector CEOs, Washington headquarters staff, and Mission staff.

S/he must be able to negotiate diplomatically and influence people from a variety of cultures and backgrounds.

S/he must be confident in presenting technical material to lay people or VIPs in a manner they understand. These same skills are required in both English and French.

E. LANGUAGE (15 points)

Excellent oral and written communication skills in both English and French required. The incumbent

should be able to draft and read complex technical documents in English as well as conduct technical discussions in both languages (S3/R3 or higher).

The highest ranked applicants may be selected for interview. Please note that only short listed candidates will be notified.

5.0 OTHER SIGNIFICANT FACTS:

A. SUPERVISORY CONTROL: The Senior Health Systems Strengthening and Policy Advisor will be supervised by the Office Director or designee. Once general guidance is provided and assignments are set, the incumbent is required to exercise extensive judgment in planning and carrying out tasks, including the specific approach to be taken, the resolution of problems and conflicts, and meeting of deadlines. Completed work is reviewed for quality, appropriateness, and conformance. The incumbent is required to work in a collaborative fashion with other professional staff inside and outside USAID/WA. The incumbent is expected to keep his/her supervisor apprised of progress in assigned activities.

A high degree of independent professional judgment is required, such as when consulting with bilateral missions, other donors active in reproductive health commodity security and family planning and HIV/AIDS policy and advocacy work, and in identifying opportunities for collaboration and coordination of interventions; the incumbent will provide leadership in family planning and HIV/AIDS policy and advocacy dialogue. The incumbent will work with the bilateral USAID and regional authorities to strengthen reproductive health commodity security and the policy and advocacy arena including identifying innovative approaches that can be utilized to respond to recurrent bottlenecks in health systems in West Africa. The incumbent will initiate consultations with senior level government bilateral and international officials, as well as with West African national and regional organization officials. The incumbent will represent the USAID/WA health portfolio to senior officials in policy, technical and private sector roles across many types of organizations. These include regional interstate bodies (ECOWAS), Private sector corporations, government representatives, NGOs/PVOs and USG agencies (US Embassies, DOS, CDC, DOD, etc) in order to implement USAID/West Africa's Strategy.

B. GUIDELINES: The incumbent must have the ability to understand and operate within USAID's policies and regulations regarding foreign assistance programs, and in particular global health programs. The HSS Advisor is expected to quickly become familiar with USAID processes, procedures and regulations as presented in USAID's Automated Directives System (ADS) and other relevant USG and policies, directives and programmatic guidelines. The incumbent is required to be proactive in keeping abreast of relevant USG, regional and national policies and movements related to health systems. Guidance will be available from senior USAID staff in Accra, USAID/Washington Global Health and Africa Bureau. The incumbent will have one year within which to fully acquire these skills and take required training.

C. EXERCISE OF JUDGEMENT: The incumbent will exercise a high degree of independent judgment in representing USAID/WA and in providing guidance and assistance to a wide range of government and regional officials and implementing partners. As a recognized expert and highly qualified professional, substantial reliance will be placed on the incumbent to independently plan, prioritize and carry out the duties and responsibilities of the position. The incumbent will be expected

to analyze and address problems by applying relevant guidance (for management/administrative issues) and evidence-based strategies (for technical issues). The use of initiative, discretion, cultural sensitivity, collaboration and teamwork is expected of the incumbent to resolve challenges for which there are no clear or immediate solutions. In the event that no formal guidance exists, the incumbent will propose solutions in consultation with his/her supervisor and/or other senior USAID colleagues.

D. COMPLEXITY: This is a position of substantial complexity. The incumbent must demonstrate leadership and exceptional initiative to address the region's health system needs in the areas of commodity security, health information and health financing. The position requires the ability to assume a wide range of various strategic, programmatic and project management tasks and be able to independently identify the appropriate action needed within a sensitive, multi-cultural developing country environment. Clear guidance is not always available. S/he must be able to devise solutions for situations that may involve conflict between stakeholders, political sensitivities, unclear or contradictory policies, weak institutions, and extreme poverty.

E. SCOPE AND EFFECT: The incumbent is the lead USG advisor for USAID/WA on all matters related to commodity security, health information and health financing. S/he serves to guide the Regional Health Office in this subject area as well as high level USAID and U.S. Embassy officials. S/he is the point of contact for Ministers of Health across the region, and ECOWAS/WAHO partners as well as implementing partners, private sector partners regarding USG-supported health system strategies interventions and activities. Scope of the incumbent's work will be very wide s/he is likely to work on a wide range of activities.

F. PERSONAL CONTACTS: Incumbent will interact extensively both within and outside of the USG with officials at the highest levels of their organization. This includes contacts with the heads of ECOWAS and WAHO, Global leaders of FP2020 and the Global Fund, Ministers of Health, Corporate CEOs, implementing partners (all levels) and other key stakeholders across the region. S/he must have the ability to represent USAID programs diplomatically and with a high level of technical knowledge, in both French and English. S/he must also be a good listener – to learn about regional initiatives and political directions. S/he must be able to manage and/or reconcile difference of opinion or conflicts regarding program priorities and strategies.

G. NATURE, LEVEL AND PURPOSE OF CONTACTS: The incumbent occupies a high profile and important position in USG foreign assistance to the region of West Africa. S/he represents USG assistance to the highest levels of a variety of government, private and non-governmental organizations, and provides policy recommendations as well as strategic and programmatic advice to senior USAID and US Government officials, other donors, and implementing partners. S/he is required to establish and maintain professional contacts/relationships with senior officials and leaders of private and nongovernmental sector institutions that partner on HSS activities and to seek to leverage funding. This may include work with the Global Fund and National CCMs in several West African countries. Meetings range from factual exchanges of information on HSS issues, strategies and programmatic guidance, etc. to subjects that could involve significant or controversial issues and differing viewpoints, goals or objectives.

H. PHYSICAL DEMANDS AND WORK ENVIRONMENT: This is a low-to-moderate physically demanding position as it involves considerable international travel throughout West Africa. The incumbent will be expected to travel throughout West Africa approximately 30-40% of

his/her time. S/he will have some discretion in prioritizing travel. While in Accra, s/he will be assigned an office at the US Embassy building in a regular office environment.

6.0 POSITION ELEMENTS

A. **SUPERVISION RECEIVED:** The Senior Health Systems Strengthening and Policy Advisor will work in consultation with the Supervisory Health Officer/Office Director or USDH designee. The incumbent will receive annual performance evaluations written by the Supervisory Health Officer/Office Director or designee. The supervisor will also provide guidance on USAID strategic, and management and administrative requirements. The incumbent will receive minimal oversight in carrying out his/her daily tasks and achieving longer-term work objectives.

A high degree of independent professional judgment and diplomacy is required, such as when consulting with bilateral missions, U.S Embassies, other donors, regional and international bodies and corporate representatives, and in identifying opportunities for collaboration and coordination of interventions. The incumbent should be able to work with a great deal of autonomy and very little supervision and guidance.

B. **SUPERVISION EXERCISED:** The Health Systems Strengthening and Policy Advisor leads the team on HSS issues, coordinating staff members' expected deliverables with their respective agency supervisors. S/he will supervise short and medium- term technical contractors and TDYers but will not write annual performance evaluations for any RHO staff. This is a non-supervisory position.

C. **EXERCISE OF JUDGMENT:** A high degree of judgment will be required to provide guidance and assistance to a wide variety of high level professionals and government officials throughout West Africa. Substantial reliance will be placed on the incumbent, a recognized expert and well-qualified professional, to independently plan, prioritize, and carry out the specific activities entailed in fulfilling major duties and responsibilities. The incumbent will be expected to resolve problems that arise by determining the approaches to be taken and methodologies to be used; making independent judgments that can be defended as necessary.

The use of good judgment on sensitive topics related is essential. The incumbent must be able to exercise independent judgment in prioritizing assigned tasks and in dealing with stakeholders at all levels and in the appropriate cultural and political context.

D. **AUTHORITY TO MAKE COMMITMENTS/OBLIGATIONS:** The incumbent cannot make financial commitments on behalf of the U.S. Government. However, because of the incumbent's expertise and standing as a well-qualified professional in his/her field, weight will be given to his/her recommendations when commitments are made by those with the authority to do so.

E. **PERIOD OF PERFORMANCE:** Two (2) years with an option to extend. Extensions will be contingent on satisfactory performance, continued need for the services and availability of funds.

F. **TIME REQUIRED TO PERFORM FULL RANGE OF DUTIES:** The incumbent must be able to perform the full range of technical and leadership duties upon arrival at post.

G. POST ENTRY TRAINING: Within the first year, the incumbent will receive post entry training on USG rules and regulations that govern grants, contracts and field support activities; USG activity management and procurement systems; and USG technical guidance concerning HSS and HIV/AIDS and Family Planning/Reproductive Health as needed. Other formal training, attendance at workshops, seminars and conferences (both internal and external) may be provided from time to time depending on the availability of funds and if determined to be in direct support of USAID/WA Mission objectives.

7.0 INSTRUCTIONS TO APPLICANTS:

Interested individuals are required to submit the following:

- Fully completed and hand-signed copy of Application for Federal Employment Form (OF-612). Include OF-612 continuation sheets as needed. Form OF-612 can found at: <http://www.usaid.gov/forms/>

(Note: All applicants must submit complete dates (months/years) and hours per week for all positions listed on the OF-612 to allow for adequate evaluation of your related and direct experiences.)

- Cover letter and a current resume/curriculum vita (CV). The CV/resume must contain sufficient relevant information to evaluate the application in accordance with the stated evaluation criteria. Broad general statements that are vague or lacking specificity will not be considered as effectively addressing particular selection criteria.
- Applicants must provide a minimum of three and a maximum of five references within the last five years of the applicant's professional life from individuals who are not family members or relatives. Three references must be from direct supervisors who can provide information regarding the applicant's knowledge of contracting work. Applicants must provide e-mail addresses and/or working telephone numbers for all references.
- Applicants also must address the above Section 4.0: Selection Criteria in a summary statement to be included in the application. This summary statement, limited to two pages, must describe specifically and accurately what experience, training, education, and/or awards the applicant has received that are relevant to each selection factor above. The summary statement must include the name of the applicant and the announcement number at the top of each page. Failure to provide this summary statement may result in the applicant not receiving credit for all pertinent experience, education, training, and/or awards.
- Applicant must provide copy of required work and/or residency permit.

8.0 ACQUISITION AND ASSISTANCE POLICY DIRECTIVES (AAPDs) contain information or changes pertaining to USAID policy, regulation and procedures concerning acquisition and assistance including Personal Service Contracts. AIDAR Appendix D and Appendix J applies to USPSCs and TCN respectively and can be found at: <http://www.usaid.gov/work-usaid/aapds-cibs>

9.0 BENEFITS/ALLOWANCES:

As a matter of policy, and as appropriate, resident-hire PSCs are not eligible for any fringe benefits (except contributions for FICA, health insurance, and life insurance), including differentials and allowances.

BENEFITS:

- Employee's FICA Contribution (for U.S. citizens only)
- Contribution toward Health & Life Insurance
- Pay Comparability Adjustment
- Annual Increase
- Eligibility for Worker's Compensation
- Annual and Sick Leave

FEDERAL TAXES: USPSCs are not exempt from payment of Federal and State Income Taxes.

(END OF SOLICITATION)