



Human Capital Solutions Initiative: So Far, Agency Effort More Than “Moderately Successful”

*By Dick Cole
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“So far, the Human Capital Solutions Initiative has been fairly fruitful,” said Joe Winiarz, deputy executive director of human resources. “Our efforts have been more than ‘moderately successful’ in meeting some of our goals and targets, while other areas are just kicking into high gear.”

You may recall that the agency began the HCSI, in earnest, earlier this year to provide a laser-like focus on several human capital areas such as recruiting, workforce planning, succession planning, position description consolidations and updates and workforce development initiatives.

“I would say that we are still in the building mode,” said Winiarz. “For example, one of our current recruiting initiatives is focused on recruiting pricing specialists,” he explained. “We decided to try some nontraditional recruiting methods in an effort to hire more than 160 pricing specialists by using Monster.com, a job referral and



From left: Brent Stiles, DCMA Human Capital Solutions Initiative program manager, and Joe Winiarz, DCMA deputy executive director of human resources, discuss the Human Capital Solutions Initiative. (Photo by Dianne Ryder, DCMA Public Affairs)

recruiting Web site; to date, more than 5,700 people have applied for those positions!”

Winiarz also explained that the agency has been successful in recruiting interns and participants for the Keystone Program. The agency recently sponsored a “Philly Blitz” hiring event, where interviews were conducted “on the spot” and 28 conditional job offers were made within 24 hours of the event. “We’ve also explored partnering

with the Federal Acquisition Intern Coalition,” said Winiarz.

In 2007, the Federal Acquisition Institute was tasked with raising the visibility of the acquisition career field, specifically that of the contracting professional, on behalf of the entire federal government. This task ultimately led to the creation of the Federal Acquisition Intern Coalition, which combines the recruiting of acquisition interns and other

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career development programs. Additionally, the FAIC provides access to other valuable career tools to assist the job seeker in finding the best place to start their future in the field of acquisition.

The agency has also expanded its recruiting efforts by adding three professional recruiting positions on staff. “Rick Bedford is already in place, and the other two will join our staff shortly,” Winiarz said. “Along with Dave Andersen, who

had been the sole agency recruiter for some period of time, this will allow us to begin putting together an aggressive, active recruiting approach that is centrally managed at agency headquarters level.”

“Recruiting the right people for the right job is paramount to the agency’s success,” Winiarz stated confidently. “We are upgrading our sourcing strategies and techniques, linking realistic job previews to updated position descriptions and

refocusing our outreach, marketing and branding efforts.”

DCMA has been “moderately successful” at hiring agency interns. “We’ve got more than 400 interns on board and more than 150 new applicants in the pipeline. Our end-of-fiscal-year goal was to have 300 new keystone interns on board and we should hit our mark,” Winiarz remarked.

So what else does the ongoing HCSI mean to DCMA employees?

Through the recent survey of the DCMA workforce and other HCSI initiatives, the agency is “more in tune” with employees’ desires, and “they are ready for a concrete agenda to create the workforce of the future,” said Winiarz. The survey also revealed



Joe Winiarz, in his office at DCMA headquarters, said the agency is “still in building mode” of the Human Capital Solutions Initiative. (Photo by Dianne Ryder, DCMA Public Affairs)



From left: DCMA'S Randy Sawlsville and Joe Winiarz stand beside a Human Capital Solutions Initiative banner. Winiarz stated that the agency is "more in tune" with employees' desires through the HCSI. (Photo by Jacob Boyer, Defense Acquisition)

that employees are generally proud of DCMA, characterized by great respect for colleagues and the manner in which our people articulate the agency mission. "However," Winiarz continued, "it was clear that people want to see improvements in training, more consistency in the execution of human capital policies and processes and increased opportunities for relevant training across the board."

To that end, DCMA established HCSI Advisory Panels (championed by DCMA Council members) and will continue to utilize focus groups and "think tanks" to help transform DCMA into the "workforce and workplace

of the future." Already some merit promotions and staffing policies have been put in place, and the HCSI team is presently working to complete new employee orientation programs and "on-boarding" processes, awards recognition programs and several efforts focused on workforce development.

Winiarz stated that DCMA values all its employees' professional development. "The more skilled we become, the better able we all are to ensure customer satisfaction and product quality," Winiarz stated.

"The one thing that people can do to help is to be engaged ... this is your human capital program," said Winiarz. "We need our employees to help us deliver our key messages and to move the agency forward to meet demands." One area that will be a challenge is the sustained recruiting of 300 to 400 new keystones per year and another 150, or so, journeymen keystones. "Our employees ... our colleagues ... are critical to this process. It would be difficult to obtain any level of success without them."

For more information about DCMA' Human Capital Solutions Initiative, go to: https://home.dcma.mil/dcmahq/dcma_k/index.cfm. 

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