Secretary of Defense/Secretary of the Navy Environmental Award Nomination
Environmental Quality – Individual
Award Period: FY04-FY05 (1 Oct 03 – 30 Sep 05)

NOMINEE: Mr. James M. Wozniak, Environmental Engineer, Headquarters, U.S. Marine Corps

POSITION DESCRIPTION:

Mr. James Wozniak is a civilian environmental engineer in the Environmental Management Section at Headquarters, U.S. Marine Corps. He is responsible for managing the environmental support activities for all Marine Corps installations, to include centralized contract, fiscal, and information management, as well as implementation of the Marine Corps Environmental Management System (EMS) world-wide.

Mr. Wozniak is an outstanding technical expert and manager, skillfully managing a $120M budget, several Marine Corps-wide contracts, and complex automated information management systems. Mr. Wozniak is also an innovator and change agent. He is leading the Marine Corps efforts to transform how we perform environmental management through the establishment of EMS's. An EMS systematically integrates environmental considerations and accountability into mission planning, decisions and operations. It focuses on continual improvement and reduced risk to mission through effective planning, review, and corrective action. Implementation of the EMS concept will help to ensure that the Marine Corps will continue to have long-term access to training lands and airspace through improved business practices and attention to environmental requirements.

ACCOMPLISHMENTS

Executive Order 13148 and the Department of Defense's 2002 promulgation of Environmental Management Systems (EMS) policy required a fundamental adjustment in the environmental management focus of the Marine Corps. As with any large chain-of-command organization, breaking down the traditional stovepipes and modifying the way we do business required by an EMS has been a challenge. The Marine Corps is meeting this challenge and accomplishing this mission through hard work and a collaborative effort among the staffs of 20 bases and stations and Headquarters, Marine Corps (HQMC). Leading this effort has been Mr. James Wozniak of HQMC. He is the point man and spokesperson for Marine Corps EMS implementation, its principal action officer, and its tireless champion. Through his diligent attention to detail, unrelenting commitment, great intellect, and superior leadership, he developed and has overseen the implementation of a proactive EMS strategy that has already led to benefits to Marine Corps installations and their missions, while promoting good stewardship of fiscal and manpower resources.

The following describes Mr. Wozniak's strategy for EMS implementation throughout the Marine Corps, the objectives he pursued in support of that strategy, and the tactics and tools he developed to accomplish the mission.

Strategic Vision and Planning

As environmental staffs across the Marine Corps became aware of the upcoming EMS requirements, it was clear that there was a wide range of opinions on how to attack the EMS mandate. Mr. Wozniak's never lost sight of the point of EMS implementation: To provide better environmental management to an organization with the mission of making Marines and winning battles. And he didn't forget that accomplishing that mission rests, in part, on how effectively and efficiently the organization stewards the environment. Early in the endeavor, Mr. Wozniak determined that any viable strategy to allow the Marine Corps to meet the Executive Order and DoD requirements, while ensuring it added value to the Marine Corps, needed to focus on a few core principles:

- Be mission focused;
- Respect the considerable autonomy that Marine Corps installations enjoy while imposing some level of uniformity on the individual outcomes;
- Tap the extensive experience and talent of installation environmental staffs while economizing the resources directed at meeting an unfunded mandate;
- Cultivate the interoperability of tools and tactics among installations while accommodating differences in installation size, location, mission, and regulatory environment;
- Conserve fiscal resources by sharing effort and success among many installations.

Based on these principles, Mr. Wozniak established and promoted a strategy of collaboration that encouraged bottom-up installation initiative under general top-down guidance. Mr. Wozniak used industry standards (e.g., ISO 14001) and, in collaboration with the installations, adapted them to Marine Corps business practices. Installation staffs thus regarded HQMC not as a driver, but as an agent to help them help themselves. The importance of this strategy cannot be overstated. In fact, several of the Marine Corps installation environmental managers, when consulted on this award nomination, held up Mr. Wozniak's strategy as a critical element of their success.

As a participant in the development of the DoD EMS metrics and in working with the installations, it also became apparent to Mr. Wozniak that additional Marine Corps-specific metrics were needed to encourage installations to better track their internal progress and to be more "forward-leaning" in implementing their EMS. These Marine Corps metrics, which were tracked similarly to the DoD metrics included:

- Developing an inventory of practices and aspects;
- Establishing objectives and targets for environmental improvement;
- Developing a plan of action and milestones to mitigate risk of practices;
- Conducting internal EMS self-assessments.

These metrics were incorporated into the EMS conformance guidance that Mr. Wozniak developed and now form the basis for recurring audits of an installation's EMS performance.

Training and Education

Mr. Wozniak recognized the need to establish a common, accurate understanding of EMS theory and practice at all Marine Corps installations. To provide installation environmental managers with this baseline EMS competence, Mr. Wozniak, in cooperation with the HQMC coordinator for environmental training and education, provided EMS overview training for environmental managers and their EMS staffs. He prepared an array of instructional products that were widely distributed and which served to orient the multitude of EMS players to a common EMS understanding. He made these training materials available so that the installations could use them in their internal training. He continued this training effort by preparing and holding eight conferences at which participants achieved a consensus on how aspects of EMS theory and practice would be codified as USMC policy and implemented at the installation level.

He also developed an EMS Auditor training program to appropriately qualify USMC "in-house" personnel. This cadre of EMS auditors that Mr. Wozniak created will provide a long-term EMS capability, internal to the Marine Corps, to track and evaluate EMS implementation at each installation.

EMS Prototype Installations

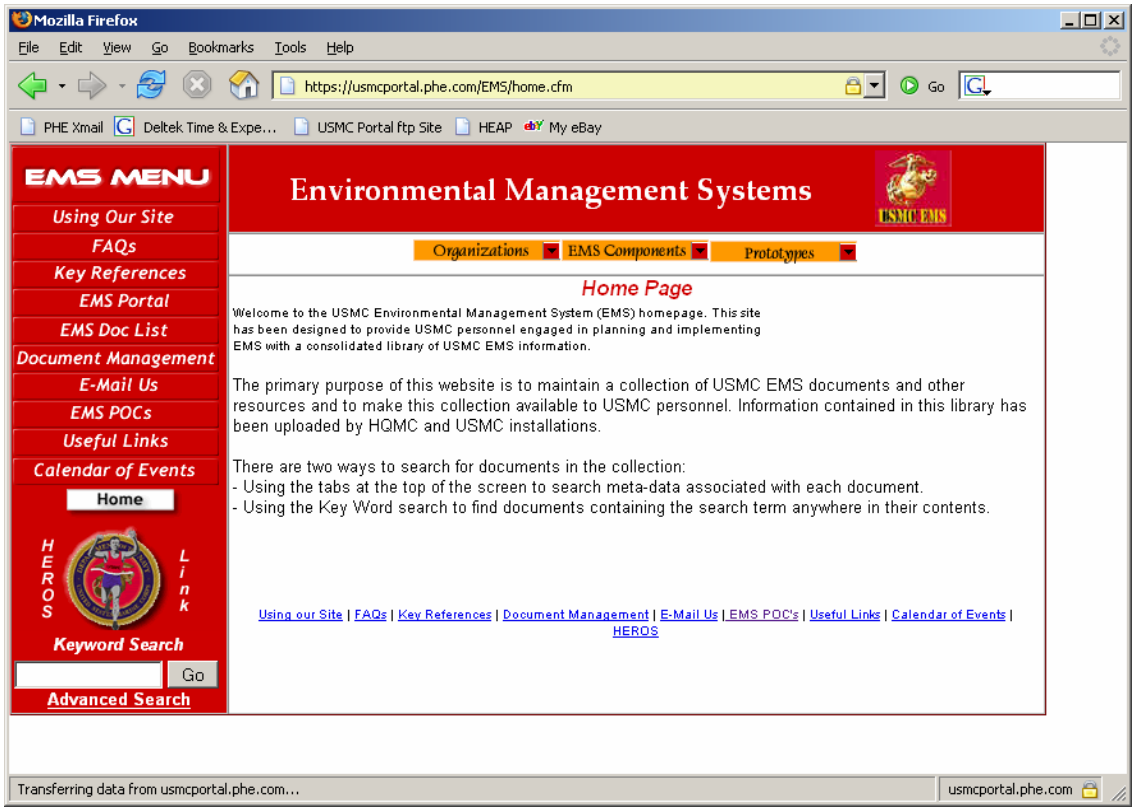
Mr. Wozniak established a program of "EMS prototype installations" that would blaze a trail toward EMS implementation. This program sought to motivate organizations to start early on EMS implementation so as to generate some successes and lessons learned from which other installations could benefit. The prototype installations would "get ideas up on the board" and experiment with and prove concepts. The prototype installations found their incentive in the seed funding that Mr. Wozniak secured for construction of certain aspects of their EMS and in the flexibility they had to experiment and refine. In all, eight installations served as prototypes and models. They were selected to represent the various sizes and missions of Marine Corps installations so that the remainder of the installations could easily find EMS models and EMS development experience appropriate to their particular challenges. Mr. Wozniak used the prototype installations' expertise and experiences to mentor installations that were having challenges in EMS implementation.

EMS Tools and Resources

As a good steward of scarce Marine Corps resources, Mr. Wozniak didn't want 20 installations paying contractors to build 20 different versions of a tool suited to a single purpose. Conversely, it would have been foolish to try to contract the development of a one-size-fits-all EMS for use by all the bases and stations. Therefore, he determined

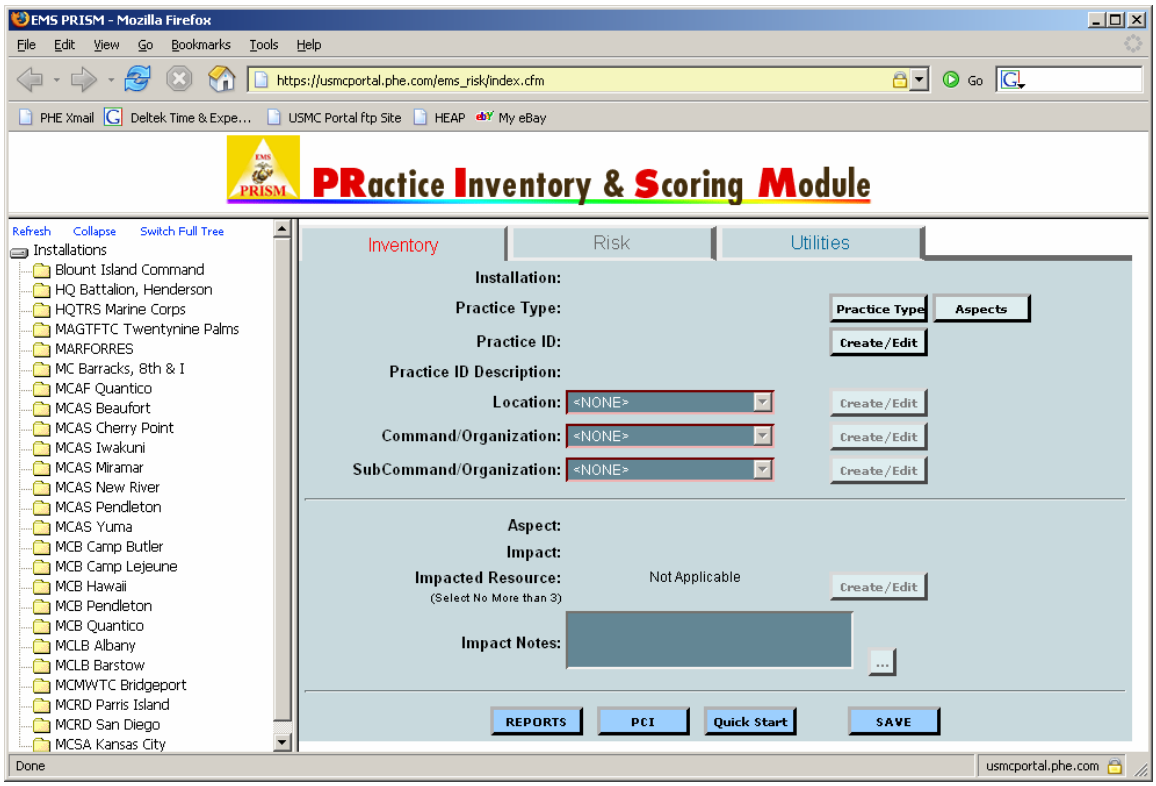
what tools and products would be needed by all installations to implement the Marine Corps EMS and would be suitable for centralized management and developed those resources. This process provided these products more quickly to the installations and saved the Marine Corps hundreds of thousands of dollars in individual development costs. The following are among the most important tools and products that Mr. Wozniak developed:

• HQMC Environmental Applications Portal (HEAP EMS). HEAP EMS is a web-based repository of EMS products. It is the most used tool in Mr. Wozniak's toolkit. Installations post material on HEAP EMS so that others can adapt that work to their own purposes or compare their work with others' work. There are over 500 electronic documents posted to HEAP EMS. Many of the documents have been downloaded multiple times by various installations to assist them in EMS implementation. HEAP EMS is also used by Mr. Wozniak to track and verify completion of the implementation milestones required by DoD and the Marine Corps.



• Templates, models, examples. Mr. Wozniak developed, acquired, or commissioned an example(s) of each type(s) of EMS component that installations would require in the construction of their EMS. These examples were often the point of departure for building to a specific EMS requirement. Consequently, they helped impart consistency to the range of EMS products. These materials included documents, briefings, and training packages that could be tailored to the needs of an individual installation.

• Practice Inventory & Scoring Module (PRISM). PRISM is a web-based database that allows users to automate a critical and time consuming task inherent in EMS development: that of inventorying one's practices/aspects/impacts and assigning risk values to those combinations. This tool allowed installations to rank their practices/aspects/impacts according to risk to mission and contributed greatly to the consistency of inventories and products.



• EMS Information Technology Portal (EMS Portal). Mr. Wozniak is sponsoring the development of an EMS Portal, which will be the central data repository for the Marine Corps EMS and will facilitate communication and support the functionality of EMS at the installation level. This will include tracking targets, actions, and objectives; providing document management; managing practices, aspects, and impacts information; providing access to training resources; and enabling task scheduling. The EMS Portal will facilitate documentation of the EMS and data that supports the EMS, as well as facilitate the availability of all persons within all organizations of the Marine Corps to find and retrieve environmental and/or EMS information relevant to them in their particular jobs/roles.

Through the development and use of these tools, Mr. Wozniak is achieving a balance between being a good steward of fiscal and manpower resources and reaching an appropriate level of uniformity while not stifling installation innovation. The framework of communication and collaboration engendered by Mr. Wozniak's leadership has also allowed Marine Corps installations to produce stunningly innovative tools to supplement these products for their own use in the service of EMS.

Installation Benefits

Under Mr. Wozniak's direction, the Marine Corps EMS is already demonstrating benefits at the installation level:

- Improved internal/external communication;
- Established a structured process for continual improvement, to include– process/procedure streamlining;
- Fostered a better understanding of:
  - Impacts and potential impacts of practices
  - Importance of environmental management to installation mission
  - Training resources

SUMMARY

As the EMS program manager, Mr. James Wozniak led interdisciplinary teams from 20 installations to implement the Marine Corps EMS. Through his strong leadership and superior management skills, he has overseen the implementation of a proactive EMS strategy that focuses on the Marine Corps mission and has already led to benefits to Marine Corps installations and their missions, while promoting good stewardship of fiscal and manpower resources. He developed tools and products that facilitated installation EMS implementation and saved hundreds of thousands of dollars. The Marine Corps is more capable because of his efforts and Marines and the environment are the beneficiaries of his work.