

ROBERT W. \_\_\_\_\_  
**CAMPBELL**  
\_\_\_\_\_  
AWARD®

**2018**

# **Robert W. Campbell Award Information Packet**

**CATEGORY I**

**Organizations with more  
than 1000 workers**



**Recognizing excellence in environment, health, and safety**

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Safety work is today recognized as an economic necessity, and one of the more constructive movements that has ever come into our national life. It is the study of the right way to do things.

**ROBERT W. CAMPBELL 1914**

# Find Your Value in the Process



The Robert W. Campbell Award offers value just by applying:

- Self-evaluation of your organization's EHS management system
- Opportunity to have your practices reviewed by internationally-known experts
- Written feedback on each section of the criteria; nearly 128 hours of review per application
- In-person assessments of at least two organization sites (finalists only)
- Opportunity to join the Campbell Institute – a group of world-class EHS organizations

14 **Years**

34 **Applying  
Industries**

15 **Winners**

# About the Award



## The Robert W. Campbell Award

Established in 2004 and supported by a network of 15 Global Partners across five continents, the international Robert W. Campbell Award® recognizes organizations that achieve excellence through the integration of environmental, health and safety (EHS) management in business operations. The Campbell Award is named after the first President of the National Safety Council (NSC), a noted safety pioneer who believed that the success of the safety movement would depend on educating engineers, top executives and the general public on the business benefits of EHS.

To uphold his legacy, the Award honors measureable excellence in the triple bottom line of people, planet and profit. Utilizing a rigorous, evidence-based review process, the Campbell Award identifies and shares critical knowledge that enables current and future business leaders to enhance and sustain organizational vitality by embracing the intrinsic value of EHS. The Award showcases successful business models from organizations that uphold EHS as a key business value, and excel in both EHS and business performance.



## Award partnerships and the Campbell Institute

NSC and the Exxon Mobil Corporation collectively present the Campbell Award. Established in 1913, NSC is a nonprofit public service organization dedicated to the safety and health of all people. The mission of NSC is to eliminate preventable deaths at work, in homes and communities, and on the road through leadership, research, education and advocacy. The Award is underwritten by ExxonMobil. For over thirteen years ExxonMobil has supported the mission of the Campbell Award through dedication of time and resources to help make this Award possible.

The administrator of the Campbell Award, the Campbell Institute at NSC, is the center of EHS excellence. Built from the Award winners' collaborative efforts, the Institute fosters healthy and high-performing workplaces through identification and sharing of best practices in order to continuously improve EHS performance. Impact driven, rigorous and leading-edge, the Institute believes that EHS management is at the core of business vitality and sustainability and is intrinsic to operational excellence and financial performance.

As a platform for Campbell Award winners and other leading organizations, the Institute will gather and amplify their collective experience and knowledge to enable the creation of safer workplaces and communities worldwide. We encourage you to learn more about the Campbell Institute by visiting **[thecampbellinstitute.org](http://thecampbellinstitute.org)**



## Global Partners

Organizations with known and respected leadership in national and regional EHS activities join in this endeavor.

As global partners, these organizations:

- Demonstrate commitment to the objectives of the Award, to the integrity of its process and to its promotion
- Actively contribute to the knowledge and practice of EHS
- Demonstrate success in mobilizing national and/or regional businesses, universities and the media in promoting EHS

Through the collaboration of the Global Partners, the message of EHS management as an intrinsic and necessary part of business will become more widely recognized and accepted. Moving forward, Campbell Award winners become partners in the continuous efforts to spread the message of EHS integration in business operations.

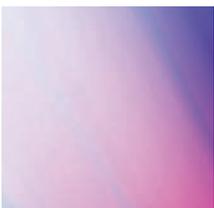


## Goals

The Award recognizes commendable leadership and excellence in integrating EHS management with business operations systems.

The Award aims to:

- Recognize organizations that have EHS well integrated as a key business value and in which measurable achievements in EHS performance are productive and profitable
- Establish a validated process by which organizations can measure the performance of their EHS operations system against well tested and internationally accepted key performance indicators
- Capture and evaluate the successes and lessons learned through a rigorous systematic review process
- Foster the sharing of leading-edge EHS management systems and best practices for educational purposes worldwide



## Award recognition

Award winners are acknowledged not only as international business leaders, but as humanitarians who recognize the value of protecting employees and the environment. Exemplary submissions are published by NSC and made available for public use; continuing to foster the sharing of best practices.

Award winners are invited to present their results to EHS professionals at the annual NSC Congress & Expo – the world's premier annual safety event (**congress.nsc.org**). Award winners are recognized at an invitation only Award Gala, also held at NSC Congress & Expo. In addition, winning submittals are recognized at the Congress Opening Session.



## Award eligibility requirements

The Campbell Award honors a business, enterprise, or entity that employs a management system in which EHS is well integrated and recognized as a key business value. Publicly or privately held organizations and governmental agencies are encouraged to apply.

“Stand-alone” subunits or divisions of large organizations (greater than 1000 workers) may apply. These subunits must have business operations that are self-contained, report financial performance at least annually, and have independently auditable EHS and business performance measurements. The subunits must be answerable to a Board of Directors or other singular top level entity which could range from an independent board to a proprietorship. Stand-alone subunits of larger organizations are highly encouraged to confirm applicability by contacting the Campbell Award directly at [cambellaward@nsc.org](mailto:cambellaward@nsc.org)

### **The submitting organization or subunit must:**

- Demonstrate that a well-integrated EHS management system leads to proven success in EHS practices and enhances the business’ productivity
- Show consistent improvement or sustained leading performance in EHS for a minimum of five years (Performance measurements must be established through recognized industry, national and/or international metrics)
- Show sustained sound financial management, including at least five consecutive years of profitability or outstanding financial performance within relevant industries at the time of Award application (if a company has rated public debt, it must carry an investment grade rating)

Submitting organizations fall into two categories based on the number of workers. Organizations compete for the Award within their size category. Subunits are classified dependent on the number of workers in their parent organization, regardless of the size of the subunit.

**Category I** – Organizations with more than 1,000 workers and subunits of such organizations

**Category II** – Organizations with 1,000 or fewer workers and subunits of such organizations

If there are questions about the applicability of your organization, please contact the Campbell Award directly at [cambellaward@nsc.org](mailto:cambellaward@nsc.org).

### **Narrative submissions will include:**

- Executive Summary
- Business Profile
- Leadership
- Integrated EHS Management System
- Performance Measurements and Information Management
- Linkage Between EHS and Business Performance
- Lessons Learned
- EHS Challenge
- Data Snapshot
- Appendices as appropriate to the application and which contain relevant and meaningful information (Please note: These documents may or may not be referred to by reviewers during the evaluation.)



## Other criteria

In order to effectively plan the judging process and keep prospective applicants updated, we ask that applicant organizations provide an optional Letter of Intent. The Letter of Intent is not required for participation; however it does allow the Campbell Award manager to contact you directly with additional information and will ensure the proper categorization and applicability of your organization.

Please fill out the Letter of Intent submittal form on [campbellaward.org](http://campbellaward.org). Only online Letters of Intent will be accepted. An optional Letter of Intent may be submitted at any time but is requested by February 1, 2018.

As part of the evaluation process, Award finalists must be prepared to make available adequate resources and documentation for an onsite assessment. Award finalists must provide local lodging and transportation for Award Assessors while the Award will provide the onsite assessors' time. The onsite assessments will take place in the month of July; finalists should be prepared to make the accommodations for this time.

In keeping with the spirit of sharing experiences to promote EHS management as integral to business management, Award winners agree to create and share their successful case studies with the public. The creation and funding of a case study is a condition of Award acceptance and will be governed through the Campbell Institute.

**Businesses that recognize the triple bottom line of people, planet and profits hold the keys to success. For more than a decade, Campbell Award winners have known that doing the right thing for the environment, health and safety goes hand-in-hand with getting the right results.**

**DEBORAH A.P. HERSMAN  
President & CEO  
National Safety Council**

# Category I Submission Process



## Submission guidelines

### **Submission deadlines:**

- Letter of Intent: February 1, 2018
- Submittal Packet: May 1, 2018

### **Submittal packets must contain:**

- One hard copy of the submittal
- Electronic copy of the submittal
- Submission fee payment based on size category
- Signed Submittal Application Form

### **Submit to:**

Robert W. Campbell Award  
National Safety Council  
1121 Spring Lake Drive,  
Itasca, IL 60143-3201 USA

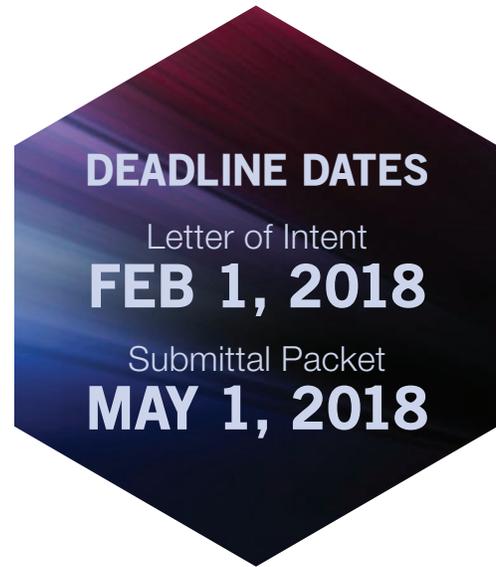
### **Submission notes:**

A submission fee based on the organization's size category designation shall accompany each Submittal Packet:

**Category I** – Organizations with more than 1,000 workers and subunits of such organizations – US \$2000

This nonrefundable fee will partially cover the costs of reviewing submissions and administering the Award on a global scale. The submission fee shall be submitted in US dollars. Payment shall be by corporate check, bank check, cashier's check or money order payable to "NSC – Campbell Award", or credit card. If payment is not received before June 1, 2018 the application will not be considered for the Award.

- Separate applications may be submitted for independent subunits of a parent company, provided each operates regularly as an identifiable, cohesive and financially self-contained business. Subunits are classified according to the number of employees of their parent company.
- If a subunit is named winner of the Award, no additional subunits of the parent company are eligible to apply. The parent company will remain eligible for future applications.
- Submittals must be written in English.
- Narrative submittals must be typed, using 11- or 12-point type (Times Roman or similar font) formatted to 8.5 in. x 11 in. paper.
- Submittals must include, in order, all sections outlined in the Submission Criteria section beginning on page 12.



- Narrative text portion of submittal (excludes executive summary and data snapshot) is limited to 35 pages of written content. Please include page numbers.
- The principal discussions of the submittal are to be made in the narrative text with supporting documentation clearly referenced. Example: “These efforts resulted in a 79% reduction in waste” not “Waste was significantly reduced.”
- Supporting evidence, including appendices, shall include only data and documentation which most meaningfully and directly provide supporting evidence for statements made in the narrative text. The appendices are limited to 50 pages.
- Clarity of language and presentation are essential, and care should be taken to avoid unnecessary technical terminology.
- Define all abbreviations.
- In addition to the Submittal Application Form, submit a separate cover sheet including: title, main author/contact name, affiliation, complete mailing address, phone, fax and email address. If at any time during the review or publication process this contact information changes, please contact the Campbell Award manager with the updated information.
- An email acknowledgment will be sent to confirm the Submittal Packet has been received.
- The Robert W. Campbell Award does not bear the responsibility for non-receipt or late receipt of any material sent.
- Keep a copy of the submittal for reference. Submittal Packets will not be returned.
- The identity of each applicant is kept confidential. Only Award winners will be recognized and publicized.



## Electronic file requirements

- Content of electronic copy must be identical to hard copy.
- Unsecured .PDF files are preferred.
- Electronic files must be named to clearly indicate their content. Appendix file names shall begin with the appendix number. Example for xyz company: “xyz cover sheet.pdf”, “xyz exec summary.pdf”, “xyz narrative.pdf” or “xyz appendix 1-4.pdf”
- Video appendices must be in standard video format, such as .mov, .wmv, .avi and .mpeg; the files must NOT be formatted as a playable DVD. Each application is limited to two (2) video files and must not exceed 2GB per file.
- An electronic copy of the full submittal must be submitted no later than May 1, 2018 and may be sent via:

**Mail:** a memory stick together with the posted Submittal Packet.

**Online:** at [campbellaward.org](http://campbellaward.org)

Please create a login and upload your submission in the “File Share” area. Each file is limited to 2GB. Applicants are still required to mail a hard copy of the submittal and a signed Submittal Application Form.

- Please send submittals with adequate time for delivery. The Campbell Award is not responsible for any delays in delivery, either postal or electronic, which may disqualify a submittal.



## Other conditions

- NSC retains the right to format and design.
- All material submitted for publication is assumed to be submitted exclusively to the Robert W. Campbell Award program, Campbell Award EHS Business Case Series and associated publications.
- By submitting an application to the Award, applicant agrees to a Transfer of Copyright Agreement for publication. This agreement enables NSC to protect copyrighted material for you, and does not relinquish your proprietary rights or your rights to use your work as you please in the future.
- Permission to reproduce previously published material must be obtained in writing from the copyright holder and acknowledged submittal.
- Applicants may be asked at any time during the review process to substantiate the claims made in the submission.
- If submission requirements are not met or the information is found to be incomplete, untrue or misleading, the submittal will be removed from the review process. Please see the Submitter's Checklist at [campbellaward.org](http://campbellaward.org) to help assure submittal completeness.
- The Award program staff has the right and discretion to reject entries that do not meet the submission requirements.
- In the event that two Finalists in the same category present Award winning attributes, it is possible for the organizations to be declared co-recipients.
- The decision of the Executive Review Committee shall be final and binding.



### **CATEGORY I**

>1,000 workers

### **APPLICATION FEE**

US \$2000



<b>USG Corporation</b>	2016
<b>Honeywell Aerospace</b>	2015
<b>Cummins Inc.</b>	2014
<b>DuPont</b>	2013
<b>Firmenich</b>	2012
<b>UTC Fire &amp; Security</b>	2011
<b>The Dow Chemical Company</b>	2010
<b>Schneider Electric North America</b>	2009
<b>Fluor Hanford</b>	2008
<b>Gulf Petrochemical Industries Company</b>	2008
<b>Bahrain Petroleum Company</b>	2007
<b>Alcan, Inc.</b>	2006
<b>DM Petroleum Operations Company</b>	2006
<b>Johnson &amp; Johnson</b>	2005
<b>Noble Corporation</b>	2004

# Submission Criteria



The submittal criteria reflect the core values that are recognized by the Award. Each element provides the foundation on which excellence in EHS is evaluated. Each organization must demonstrate that EHS is part of a comprehensive management system but need not show excellence in every element. These narratives are evidence-based success stories in which an organization conveys how its well-integrated EHS management system led to success in EHS and enhanced business performance. Therefore the submittal should address an encompassing systemic corporate function, rather than intervention-based efforts. The following evaluation criterion provides guidance in completing Award submittals and should serve as an outline for writing your submittal. The applicants should use the questions and direction in each element to inform the narrative while providing as much detail as possible.

For each section, reviewers will judge each element of the submission criteria listed below. The highest rating will be given to organizations that demonstrate clear evidence and are able to meet each expectation. Lower ratings will be given to those organizations in which participation is limited to offering suggestions only, and no credit will be given to those offering no evidence of participation. Please list specific environmental, health and safety examples or evidence to validate statements whenever possible.

## EXECUTIVE SUMMARY

In 1,000 words or less, summarize the business profile, the integrated EHS operations with management systems, and key points of each of the evaluation categories. The Executive Summary should be included as separate pages preceding the narrative text.

## SECTION I: BUSINESS PROFILE

In this section, provide a complete description of the business. This is the organizations introduction to the reviewers and should provide context for the scope of work and your management system.

### Business Description

- Describe the organization's type of business, principle products/ services, number of employees, number of contractors and other relevant business and fiscal information.
- Explain the scope of the submittal; does it cover global operations, a business unit, or is the Award submittal for a governmental agency?
- Include an organization chart that details the chain of responsibility for environment, health and safety respectively as well as the relationship with operations of the organization.
- Provide appropriate International Standard Industrial Classification (ISIC) or North American Industry Classification System (NAICS) codes and the approximate percentage of business activity that falls under each.

### EHS, Business & Sustainability Challenges

- Explain what sets the organization apart from others. What are the unique opportunities and challenges the business faces?
- Describe how the environment, health and safety systems support and are integrated in a way that aids in the overall sustainability of the organization.
- Provide a brief overview of the organization's corporate social responsibility efforts and how or if these are complementary to EHS system management.

## SECTION II: LEADERSHIP

Leadership involves many factors, including the ability to gain consensus and commitment to common objectives. The leadership of the organization should inspire, build, and sustain a collaborative culture which nurtures positive EHS behaviors and practices. In this section, describe leadership characteristics in the organization that are effective in building and sustaining the quality of the organization.

### Organizational Leadership

- Describe how the organization defines effective organizational leadership and explain practical measures leaders have taken to achieve success. Provide examples.
- How does management put their philosophy and beliefs into practice for themselves and how is this reflected in the EHS management system?

### Commitment to EHS Goals

- To what degree is senior leadership, up to and including the Board of Directors or similar entity, engaged in EHS?
- Identify how leadership in the organization visibly demonstrates commitment to EHS goals. How is the approach different for other leaders, supervisors, managers, employees, stakeholders and the public?
- Are EHS standards and requirements for leadership comparable to those for other employee levels? Do leaders have individual EHS-oriented goals?

### Organizational Culture/Climate

- Explain how management styles contribute to corporate culture/ climate, inter-company relations, cooperation and mutual respect.
- Describe how the organization approaches relationships between the workforce, management, and contractors. How is it ensured that contractors and/or suppliers adapt shared cultures and standards?
- For organizations with international employees or sites, or other unique challenges, how are multinational and cross-cultural EHS standards and procedures implemented and integrated?
- How does leadership take responsibility during and after critical events?

## SECTION III: INTEGRATED EHS MANAGEMENT SYSTEM

The best EHS management systems include several aspects that work together to identify hazards and control risks while maintaining assurance that these risk controls are effective. In this section, describe the formal and informal processes and procedures of the EHS management system that align with and support the goals and strategies of the organization.

### Policies, Goals, and Objectives

- Explain how the EHS management system is grounded in the setting and implementation of strategic EHS policies, goals, and programs. Provide mission/vision statements, approaches/philosophies or life-saving rules.
- What are the current short-term and long-term EHS goals?
- How are the EHS goals determined and tracked over time? Provide examples of related action plans.
- How do the EHS goals and objectives integrate with strategic operational elements?

### Communications

- Provide examples of and describe the communication strategies that ensure integration of EHS with business operations.
- Describe the organization culture of communication and how communication flows from management to employees and from employees up to management as well as from one business function to another.
- Describe the tactics used to foster communication between employees. How are lessons learned and best practices communicated within the organization?
- Explain how the organization practices reciprocal communication outside of the organization with communities, stakeholders, and the general public. What is the public perception of the organization?

### Audits and Assessments

- Identify the methods used to evaluate compliance with policies and procedures. How do these methods ensure quality and effectiveness while also identifying gaps?
- Describe the relationship between the assessment strategy and the organization's root-cause analysis methodology.
- Explain the assessment strategy including frequency of audits and individual participants. What types of audits, both internal and external, does the organization perform?
- How does the organization ensure the completion of corrective actions identified as a result of the audits?

### Hazard Recognition & Risk Management

- Identify ways in which the organization recognizes, evaluates, and controls physical, mental, and environmental risks and hazards.
- Describe the fatigue management program, from development to implementation, and how the organization measures the success of these efforts.
- Demonstrate how the organization established a hazard analysis procedure to identify existing and potential impact. Include the implementation of the procedure, and the design of the risk control measures.
- Describe the organization's enterprise risk management principles, and how these are integrated with the EHS management system.
- How does the organization pay special attention to high-hazard risks with serious injury and fatality potential? Include both safety and environmental risks.

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## Prevention through Design

- Explain how the organization effectively and economically addresses EHS hazards in the planning and design stage of facilities, processes, materials and equipment.
- Describe how workplace design reflects optimum physical and psychological compatibility between the employee and the process, methods of operation, equipment, materials, machinery and the environment.
- Discuss how the organization addresses life-cycle management. How does this concept extend beyond the workplace through the design and delivery of the organization's products/services?

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## Operational EHS Programs

- What industry or other regulations apply to the business and how does the organization strive to perform beyond compliance? Provide examples of how this is reflected in the EHS management system.
- Describe the processes and programs in place that work together to maintain the EHS management system while upholding the operations of the organization. How does the organization operationalize the management system?

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## Contractor & Supply Chain Management

- Explain the organization's contractor management strategy, including contractor vetting, education/training, and on-job monitoring.
- How does the EHS management system identify and control for external exposures faced by onsite contractors, vendors, temporary workers, etc.?
- Identify how the supply chain is managed from an EHS perspective. Provide examples of what information is taken into consideration while decision making.

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## Management of Change

- Demonstrate how the development and implementation of programs used to revise EHS information, procedures and practices is critical to the success of the EHS management system.
- Describe the authorization and documentation system used by management to approve and track changes, including those made to materials, chemicals, technology, equipment, procedures, personnel or facilities.
- How are stakeholders involved with the change process and how is everyone informed, updated, and trained?
- Explain how the organization defines a successful change and how is this evaluated.

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## Workforce Empowerment

- Explain how the organization uses employee empowerment in all elements of the EHS management system to benefit and support the policies.

- Provide examples of the increased workforce motivation and support of the organizational objectives as a result of empowerment.
- How does the organization measure employee engagement/empowerment and what organizational goals have been set?
- Describe specific ways in which management facilitates a cooperative effort to improve the EHS system through employee involvement in proactive EHS activities and delegation of the decision-making process.
- What are some practical examples of employee engagement in EHS? What programs or initiatives do employees own?

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## Professional Development

- Describe the organization's individual development plan. Include knowledge building activities, such as training, competency building, and other skill development programs, that are planned and implemented to assure a systematic and prescribed process for development is applied in a consistent manner. Provide examples of those integrating adult learning principles.
- Explain how the organization modifies the knowledge building activities based on regional and generational differences.
- Define the evaluation methods used to verify if the knowledge building activities have achieved the desired objectives.
- Identify ways in which the organization develops succession plans and how these support the continuous improvement of the EHS management system.
- How are training methods, competency building, and succession planning linked in the organization?

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## Impact Off the Job

- Discuss the impact of EHS on the workforce off the job. Provide examples including occupational health and safety, health and wellness, and environmental protection and preservation.
- How does leadership within the organization foster employee advocacy of EHS off the job?

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## Social Responsibility

- Describe how the organization is an important contributor to the communities in which it operates and how it contributes to local, regional, national and global communities, especially as related to EHS issues. Identify and provide examples of resulting corporate social partnerships.
- Explain operational strategies, tools and methods used to foster corporate responsibility within the local and extended corporate community.
- How is social responsibility demonstrated by management and encouraged throughout the organization? How is this sustained and strategically driven alongside EHS?
- What role do employees play in social responsibility efforts and how are they supported by the organization? Provide current examples.

## SECTION IV: PERFORMANCE MEASUREMENTS AND INFORMATION MANAGEMENT

Measurement is essential to prevent incidents and determine the effectiveness of a policy, program or management system. Further, the accessibility of this data is critical to the culture of an organization. In this section, describe the performance measurement and information management system in detail and demonstrate the consistent use of appropriate performance measures in both EHS and business operations.

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### Leading & Lagging Indicators

- Describe key leading and lagging indicators used by the organization and discuss the number, quality, rate, frequency, and utility of the activities and analyses.
- Provide specific examples of environmental, health and safety focused metrics and how each account for incident potential. How does the organization measure what didn't happen?
- Identify which indicators are used across the organization and those that are site, business unit, or region specific.
- Define how indicators are aligned with organizational and individual goals. Are these indicators leading or lagging in nature?

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### Measurement Quality & Data Evaluation

- Explain the reporting and record keeping system in place to properly collect information and where the data is housed. Provide examples of data that is real time, past, and future oriented.
- Demonstrate how the organization evaluates, trends, analyzes and reports on the effectiveness of the measures. Who is responsible for the calculations and to whom is it reported?
- Describe the methods, internal or external, used to continually assess the quality of the data. How are data validated and verified with regard to their purpose and when are adjustments identified and executed?
- How is this information communicated and used to drive continuous improvement both internally and externally?

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### Benchmarking & Transparency

- Describe how the organization uses comparability methods or benchmarking activities to measure, track and influence outcomes.
- How often and against whom does the organization compare its data? What has the organization learned from past experiences?
- Explain how information on performance data is shared with personnel at all levels of the organization.
- Provide examples of how the organization has used communication of performance metrics to drive continuous improvement in the industry.

## SECTION V: LINKAGE BETWEEN EHS & BUSINESS PERFORMANCE

All facets of the EHS initiative must be integrated fully and completely into the business processes of the organization. The approach to EHS problems should be identical in nature to the organizational approach to business problems. In this section, demonstrate the alignment of environment, health and safety management within the business operations system of the organization.

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### Integration of EHS & Business

- Demonstrate how the organization's business practices are aligned with EHS, and how the EHS goals are aligned with business drivers.
- Describe the tools use to drive EHS and other aspects of the business.

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### Operational Performance through EHS

- Identify how EHS performance contributes to operational improvements and to solid financial returns.
- Describe how the close examination of EHS has led to a deeper understanding and improvements in efficiency, productivity, quality, profitability and other business metrics.
- Explain how the organization measures business, improvements, and gains while addressing public image.
- How are outstanding EHS performance and business excellence complementary and sustained, not competitive?

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### Organizational Effectiveness

- Describe EHS performance in terms of measurement and management of staff, contractors, resources and waste.
- Provide examples including the benefit and wellness programs, staff resource availability, energy use, application of materials science and environmental technology, and emissions control and recycling.
- What international, national, industry, or other corporate standards are used to measure this?

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### Continuous Performance Improvement & Sustainability

- Describe the process of continuous improvement and the organizational use of performance standards created to track EHS performance in the continuous improvement cycle.
- Explain how the organization ensures its continuous improvement efforts. Describe the data collected to support these efforts.
- Demonstrate how continuous improvements efforts help achieve a vision of "zero."
- How does EHS performance contribute to competitive advantage and sustainability?

## SECTION VI: LESSONS LEARNED

In the spirit of continuous improvement, organizations have learned and will learn from challenging situations in their own organization and in others. In this section, describe the lessons learned related to the strategic development and improvement of the EHS management system.

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### Lessons Learned

- Discuss factors that facilitate and or challenge the success of the management system such as inherent organizational culture and dynamic change of business, industry and/or EHS climates.
- Describe the lessons learned and the key factors that led to the sustained success of the business. Give quantitative measures and qualitative descriptions as reference points when describing these factors.
- What internal or external factors have had an impact on the organization's EHS system and how has the organization utilized the effect?

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### Forward Planning

- Discuss the fundamental elements of the organization's success and how this success has impacted the outlook of the organization's path forward.
- How might the organization's experiences impact how EHS and other business challenges are approached in the future?
- Provide examples of outcomes used to guide discussion and decision making to both internal and external stakeholders.
- Describe why the organization should be considered for the Campbell Award. This explanation should detail a clear direction or mission for the organization's EHS activities.

## SECTION VII: EHS CHALLENGE

As all organizations move forward in their journeys of continuous EHS improvement, they experience both difficulties and triumphs. Exemplary organizations learn from these failures and successes alike. In this section, describe a challenge faced by your organization that demonstrates the maturity level of your organization.

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### Statement of Challenge

- Describe the challenge addressed in the example.
- Discuss whether the challenge was reactive to an incident or situation, or whether it was proactive in order to prevent an incident or situation from occurring.

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### Description of Process

- Describe the actions taken by the organization.
- Discuss the root causes and contributing factors associated with the challenge, as well as changes made to address the immediate issue.
- Provide detail on long-term corrective actions made to address the challenge and to prevent recurrence.
- Include information on metrics used to monitor the effectiveness and sustainability of the solution.
- How were human performance elements considered, including task demands, individual capabilities, work environment and human nature?

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### Analysis of Successes & Failures

- Analyze and discuss the results observed following the actions taken. Link results to these actions, and demonstrate the effectiveness of the actions through metrics.
- Include thoughtful insight on what the organization learned in addressing the challenge, and how solutions were transferred across and/or outside of the organization.

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### Reflection on Continuous Improvement

- Discuss the ways in which the actions taken and results observed lead to continuous improvement, not only within the solution, but in terms of the solution concept integrated to other processes.
- Reflect on the problem and solution as they relate to the organization's broader journey of continuous improvement and what impact they had on the organization's path forward.
- Given the complexity of the challenge, differentiate between the linear evolution and the cultural evolution of the improvement.

## SECTION VIII: DATA SNAPSHOT

This summary presentation is comprised of key EHS, operational, and business data that best portrays the organization. Applicants will include items in the following elements as well as relevant and leading edge metrics in the organization. Provide explanation of calculations, reporting criteria, and definition of terms for leading and lagging indicators. Please limit the following information to one double-sided page. A sample Data Snapshot is available for download online at [campbellaward.org/apply](http://campbellaward.org/apply).

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### Financial

- Five-year trending organization revenue
- Comparison to industry average revenue trend
- Percentage increases over five-years

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### Performance Metrics

- Five to ten-year trending recordable incident rate per U.S. OSHA standard rate per 200,000 hours worked, or equivalent
- Five to ten-year trending days away, restrictions and transfers rate per U.S. OSHA standard rate per 200,000 hours worked, or equivalent
- Five to ten-year trending energy use
- Five to ten-year trending water use
- Five-year trending environmental leading indicators
- Five-year trending occupational health and/or wellbeing leading indicators
- Five-year trending safety leading indicators

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### Noncompliance Transparency\*

- Previous five years of cited violations and previous ten years of willful cited violations
- Previous five years and current litigations directly related to EHS
- Previous five years of fatalities and/or life-threatening/altering incidents

\* Please note, EHS violations, litigation and fatalities do not exclude an organization from competing for the Campbell Award. In fact, the impact these events have on the organizational culture and how the issues are addressed can provide especially valuable lessons learned. Please include a brief description of those disclosed in this section.

2018

**January**

**Assemble materials and begin writing application**

**February**

**Submit Letter of Intent**

**March**

**Write first draft of application**

**April**

**Review and revise application**

**May**

**Submit final application**

**September**

**Announce winner at the NSC Congress & Expo**



# Do you need help writing your application?

Visit [campbellaward.org](http://campbellaward.org)  
to download all winning applications

Contact us to request a mentor  
[campbellaward@nsc.org](mailto:campbellaward@nsc.org)  
[+1.630.775.2113](tel:+16307752113)

# Review Process



## Initial review

Once past the initial screening process, each submittal is evaluated during the Independent Review stage by at least three members of the International Review Panel. A Reviewer Guide is provided to each member of the International Review Panel mirroring the guidelines set forth in this document. Each Reviewer attends a training seminar in which the Reviewer Guide is used to teach the proper judging techniques in relation to the submission criteria. Reviewers are instructed to consider organization of material, clarity of language and supporting data while judging the submittal.

Reviewers provide qualitative feedback for each section and element. Additionally, numeric scores are assigned to Sections I-VII; a minimum score must be achieved to be considered for the Award. A limited number of submittals advance to the Executive Review stage where finalists are selected by the Executive Review Committee for an onsite assessment. Onsite assessments will be conducted using an audit format at the finalists' headquarters and at least one operations site. Specific information for the onsite assessments will be provided to the finalist organizations.

A combined score is determined through an analysis and consensus process based on the submittal and the onsite assessment results. This score along with relevant qualitative analyses will define the Robert W. Campbell Award winner. In the event that two Finalists in the same category present Award winning attributes, it is possible for the organizations to be declared co-recipients.



## International Review Panel

Much of the success of the Award relies upon high-quality review panelists and their diligence in carrying out their roles and responsibilities as reviewers. The reviewers are drawn from Award Global Partners, previous Award winners, members of the Campbell Institute and other experts who are known and respected for their professional expertise and integrity. The review panel consists of approximately 40 internationally known experts and leaders in the business, education, safety, health and environmental fields. The review panel includes members from various regions of the world and appropriately represents management, labor, academic, and government perspectives. For more information please visit [campbellaward.org](http://campbellaward.org).



## Executive Review Committee

Similar to the International Review Panel, the Executive Review Committee helps to assess the Award applicants. The committee is composed of experts, past Award winners, and a representative from the underwriting organization. This committee determines the finalists that qualify for an onsite assessment visit and is also responsible for identifying a winner. The winner is selected through the combined examination of the information provided in the submittals, the independent review stage, and the results of the onsite visits. This group understands the mission of the Award and upholds the integrity through the Review Process and the selection of the winning organization.

# Expectations of Applicants



## Applicants

The Campbell Award recognizes excellence through the integration of EHS management with business operations and demonstration of long-term sustainable performance and continuous improvement. A foundation of excellence is built upon transparency and lessons learned. In the interest of transparency and the expectation of continued excellence, we ask applicants to disclose all significant EHS incidents that occur during the application and review processes.

### **Incidents requiring disclosure are defined by the following:**

- A work-related incident resulting in a full/part-time/temporary employee or contractor fatality
- A life-threatening or life-altering work-related event
- Life-threatening is understood to be a case that required immediate life-preserving rescue action, and that if not applied in an immediate fashion, would likely have resulted in the death of that person
- Life-altering is generally understood to be a case that resulted in a permanent and significant loss of a major body part or organ function that permanently changes or disables that person's normal life activity
- A significant hazardous substance release that creates a potential threat to workers, the public or the environment
- Any work-related act in violation of basic human rights – such as those noted in the Universal Declaration of Human Rights
- Any additional significant work-related EHS incident that is similar in nature to those above

### **Incidents involving one or more of following circumstances will generally lead to ineligibility:**

- Any EHS incident resulting from clear deliberate actions of organizational leadership and based on existing information
- An incident in which 4 or more fatalities occur
- A hazardous substance release causing harm, bodily or otherwise, to 100 or more individuals; resulting in wildlife exposure to 20% or more of a local population

If an incident requiring disclosure occurs during the Campbell Award process please notify the Award staff via email at [campbellaward@nsc.org](mailto:campbellaward@nsc.org). All information concerning incidents will be kept confidential.



## Award Finalists

Onsite assessments of Award Finalists will take place in July. When applying, please be prepared to make EHS and business leaders available for visits and interviews during this time frame. As part of the evaluation process, Award finalists must be prepared to make available adequate resources and documentation for an onsite assessment including:

- A 30-minute PowerPoint presentation focusing on your company’s EHS policies and integration
- Meetings and interviews with management and employees from all levels of the organization
- An evidence package with materials such as organizational charts, business operational maps, certificates, performance measures and documentation of EHS integration

Award finalists must provide local lodging and transportation for Award Assessors while the Award will provide the onsite assessors’ time.



## Award Winners

In keeping with the spirit of sharing experiences to promote EHS management as integral to business management, Award winners agree to share their winning submittal with the public, including making staff available to work with editors to develop and promote their success story.

Award winners are announced and showcased at the annual NSC Congress & Expo ([congress.nsc.org](http://congress.nsc.org)), the world’s largest annual EHS convention. The CEO and key personnel will participate in various events:

- Announcement of Award winners at Opening Session
- Press opportunity and other public relations efforts
- Presentation to EHS and business thought leaders at an invitation-only recognition gala

Future collaborations with Award winners include:

- Development and funding of educational materials including and organizational case study to be added to the EHS Business Case Series for business and engineering schools
- Appearances and presentations at various EHS and business seminars
- Offer to participate in and ongoing efforts to disseminate winner EHS and business best practices through the Campbell Institute at the NSC

Please see the Finalist Preparation and Collaboration information at [campbellaward.org](http://campbellaward.org) for more complete discussion.

2018

**Applications received**

**Evaluated by members of the international review panel**

**Finalists selected by executive review committee**

**Onsite assessments conducted by assesment team**

**Winners selected by executive review committee**

# Application Form

## Applicant Organization/Company

TITLE OF SUBMITTAL

ORGANIZATION/COMPANY

INDUSTRY SECTOR

ISIC CODE

POSTAL ADDRESS

CITY

STATE/PROVINCE

POSTAL/ZIP CODE

COUNTRY

### World Region

Africa/Middle East

Asia/Pacific  Europe

North America

South or Central America

### Size Category

**CATEGORY I** - Organizations with more than 1000 workers and subunits of such organizations

**CATEGORY II** - Organizations with 1000 or fewer workers and subunits of such organizations

Please provide the contact information for the person who should receive all correspondence:

NAME

JOB TITLE

EMAIL

PHONE (Include country code)

FAX (Include country code)

## Application verification

As an executive-level official of the organization named above, I verify that:

I have reviewed, and our organization meets, the eligibility requirement of the Robert W. Campbell Award.†

I have reviewed the information submitted for consideration for the Award and to the best of my knowledge no untrue statement nor omission of material fact has been made in our Submittal Package.

As required in the Review and Award process we agree to meet the requirements of the Award, including availability for onsite assessment, transfer of copyright, and promoting the sharing of our submittal through the Robert W. Campbell Award and related activities.

SIGNATURE OF EXECUTIVE LEVEL OFFICIAL

TITLE

PRINTED NAME

DATE

\* Award competition not open to Exxon Mobil Corporation or its subsidiaries.

† See the Submitter's Checklist at [campbellaward.org](http://campbellaward.org) to help assure submittal completeness.

UNDERWRITTEN BY: **ExxonMobil**



**Global Partners:**

International Institute Of Risk And Safety Management | International Safety Council

National Safety Council Of Australia LTD | Minerva Canada | Workplace Safety & Prevention Services

China Occupational Safety And Health Association | Institute Of Safety And Health Practitioners, Hong Kong

Occupational Safety And Health Council, Hong Kong Sar | Chinese Association Of Workplace Safety

European Network Education And Training In Occupational Safety And Health, Enetosh | BG RCI

National Safety Council Of India | Korea Occupational Safety And Health Agency

Center For Environmental Safety And Health Technology | Taiwanese Institute Of Occupational Safety & Health

**Robert W. Campbell Award  
National Safety Council**

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