Robert W. Campbell Award

an **nsc** award

Applicant Instructions and Criteria

The Campbell Award recognizes organizations for leadership and excellence in integrating EHS management with business operations systems. The Award aims to:

- 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
- Recognize organizations that have EHS well integrated as a key business value and in which measurable achievements in EHS performance are productive and profitable

How to Apply for the Robert W. Campbell Award

This document provides the full set of criteria for the Robert W. Campbell Award application. The award application must be delivered through Submittable. Reviewing this information in advance can help applicants prepare thoroughly before starting the online form.

This document allows teams to collaborate and gather the necessary details to complete a strong, comprehensive submission. Applicants are encouraged to review the criteria, discuss responses internally, and collect supporting information prior to applying via Submittable.

Review Process

Each applicant, regardless of category will progress through the same review process. Once past the initial screening phase, each submittal is evaluated by at least four members of the Review Panel. Applicants are judged on the information in the submission, clarity of language and supporting data. Reviewers provide quantitative and qualitative feedback for each category and element of the criteria. A minimum score must be achieved to continue to the next stage in the review process.

A limited number of submittals advance to the executive review stage where finalists are selected to receive onsite assessments. An assessment team will conduct the onsite

assessments using an audit format at the finalists' headquarters and at least two operations sites. Award finalists must be prepared to make available adequate resources and documentation for the onsite assessment. The finalists must provide local lodging, transportation and meals for the assessment team, while the Award will provide the onsite assessors' time. The total cost of the onsite assessments vary and are dependent on the unique characteristics and structure of the applying organization. The onsite assessments will take place in the month of March; finalists should be prepared to make the accommodations during this time. Additional information for the onsite assessments will be provided to the finalist organizations after selections are made.

Campbell Award winners are determined based on the combined score through an analysis and consensus process based on the submittal and the onsite assessment results. 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.
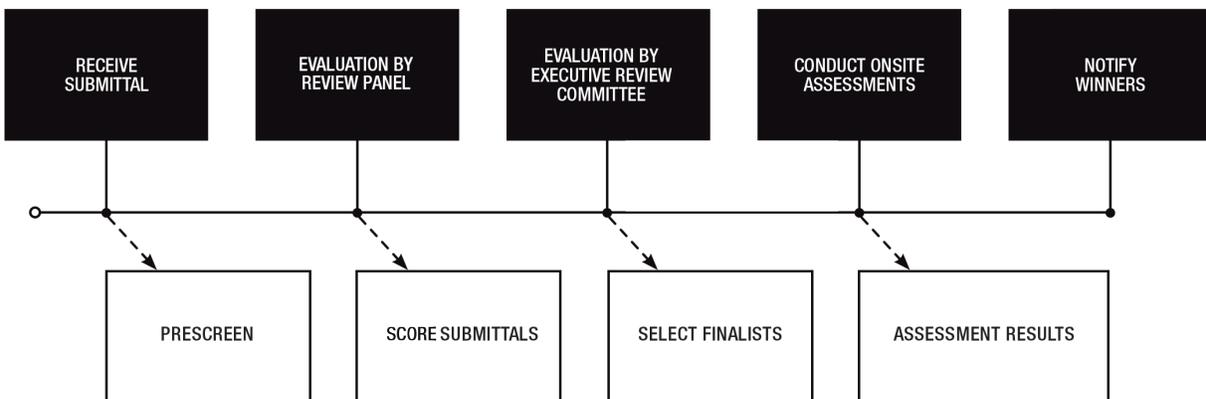
Terms of Use

Publicly or privately held organizations and governmental agencies are encouraged to apply. The Campbell Award recognized organizations of all sizes from all sectors and industries.

The Campbell Award honors businesses, enterprises, or entities that employs a management system in which EHS is well integrated and recognized as a key business value. Applicants must demonstrate the presence of an EHS management system leading to success in EHS performance and enhanced business productivity. Award winners show consistent improvement or sustained leading performance in EHS, and sustained sound financial management.

Subunits or Divisions

- Stand-alone subunits or divisions of larger organizations may apply.
- 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.

Category Breakdown

- 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

CATEGORY I
>1,000 workers
APPLICATION FEE
US $2000

CATEGORY II
≤1,000 workers
APPLICATION FEE
US $1000
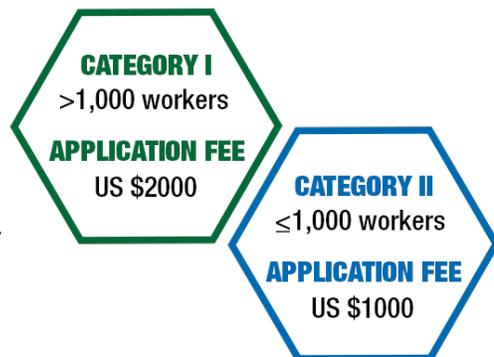
Submitting organizations fall into two categories based on the number of workers. Organizations compete for the Award within their size category. Subunits are classified dependent on the number of workers in their parent organization, regardless of the size of the subunit.

If there are questions about the applicability of your organization, please contact us.

Submission Fee

- Category I: U.S. $2,000
- Category II: U.S. $1,000

A non-refundable submission fee is required for all applicants. The submission fee covers the costs of reviewing submissions and administering the Award on a global scale. The submission fee shall be submitted in U.S. dollars. Payment shall be by corporate check payable to "National Safety Council – Campbell Award," or credit card. An invoice will be sent to the applicant after all eligibility requirements are confirmed. If payment is not received before January 1, 2026, the application will be removed from the review process.

Additional fees apply to organizations that are selected as finalists. Learn more about those costs and the entire review process before submitting.

Criteria

Organizational Culture

- **Leadership at all levels of the organization contribute to a positive EHS culture.**
    - Question Type: Open-ended
    - Rationale: Describe how leadership influences and supports a positive EHS culture, providing examples of their impact.
- **The positive organizational culture extends to all employees in the organization, including contracted workers, temporary workers,**

suppliers, and employees off the job.
- o Question Type: Open-ended
- o Rationale: Explain how the organization's EHS culture reaches beyond direct employees, including any supporting examples.
- **The organization provides an environment where employees feel comfortable speaking up to voice their opinions and believe they will not be punished for sharing their ideas, questions, concerns, or mistakes.**
    - o Question Type: Open-ended
    - o Rationale: Describe how the organization fosters an environment where employees feel safe to speak up, including any supporting examples.

Diversity, Equity, and Inclusion in EHS

- **EHS programs and policies are designed to include and protect a diverse workforce.**
    - o Question Type: Open-ended
    - o Rationale: Describe how the EHS programs account for workforce diversity and provide examples of inclusive practices.

Community Engagement

- **Hazardous materials and environmental exposures to the public are identified and controlled through a documented process that includes scheduled assessments, mitigation, and evidence of continuous improvement.**
    - o Question Type: Open-ended
    - o Rationale: Describe how public risk is assessed, managed, and integrated into ongoing operational controls.
- **High-impact community partnerships are developed to support goals and reflect the organization's stated values.**
    - o Question Type: Open-ended
    - o Rationale: Describe how external partnerships are selected and aligned with business or community needs.

Demonstrated Leadership Commitment to EHS

- **There are visible metrics for EHS at the corporate level, business unit, and individual site levels.**
    - o Question Type: Yes/No
    - o Rationale: Provide a list of EHS-based metrics and activities that are shared at each level of the organization.
- **Environmental performance indicators are defined, tracked, and integrated into the organization's broader risk and operational management systems.**
    - o Question Type: Open-ended
    - o Rationale: Describe how environmental performance is measured and continuously improved alongside safety and health metrics.

Resource Allocation for EHS

- **EHS programs and issues are adequately funded and resourced, reflected by incorporation into the overall organizational budget.**
  - Question Type: Open-ended
  - Rationale: Indicate whether EHS programs receive adequate funding and resources. Additionally, please include the percentage of the overall budget that is dedicated to EHS activities.

Accountability

- **EHS roles and responsibilities are established in writing for all levels of management, workers, and contractors in the organization.**
  - Question Type: Open-ended
  - Rationale: Confirm whether written EHS roles and responsibilities exist and describe them.

Worker Involvement and Engagement in EHS

- **The organization has a demonstrated process for worker engagement to ensure workers and management collaborate on EHS issues. This includes seeking input from front-line workers and supervisors.**
  - Question Type: Open-ended
  - Rationale: Describe the process for worker engagement in EHS and provide examples of collaboration between labor and management.
- **Different mechanisms exist to obtain worker input on EHS aspects of all operational issues.**
  - Question Type: Open-ended
  - Rationale: Indicate what mechanisms are in place to collect worker input on EHS considerations across operations.

Formal EHS Orientation

- **A formal EHS orientation program has been developed and includes all workers, contractors, and temporary workers. It is integrated as part of the standard operational requirement and change management system.**
  - Question Type: Open-ended
  - Rationale: Describe how EHS orientation is implemented across different worker groups and provide materials if available.
- **Different mechanisms exist to obtain worker input on EHS aspects of all operational issues.**
  - Question Type: Open-ended
  - Rationale: Describe and provide examples of the hands-on learning experiences.

EHS Committees or an Equivalent Process

- **Various EHS collaborative efforts exist, such as worker and management groups, EHS committees, or daily huddle meetings, that assist operations teams in driving continuous improvement on EHS aspects of operations.**
  - Question Type: Open-ended
  - Rationale: Describe the collaborative efforts in place and provide examples of how they contribute to continuous EHS improvement.

Identification of Hazards

- **Documented hazard assessments are conducted at regular intervals to identify safety hazards in both normal and non-routine work.**
  - Question Type: Open-ended
  - Rationale: Describe or provide examples of the standard and non-routine hazard assessments.
- **All levels of management (supervisors to top leadership), workers, and contractors are trained and expected to identify safety hazards.**
  - Question Type: Open-ended
  - Rationale: Describe how hazard identification training and expectations are applied across the organization.
- **Prior to the start of work and throughout work activities, safety hazards are reassessed to take into consideration current conditions and operational variability.**
  - Question Type: Open-ended
  - Rationale: Describe how work conditions are monitored and reassessed for changing safety hazards.

Risk Assessment

- **Risk assessments are conducted for normal and non-routine work, with identified EHS hazards tracked, prioritized, and those with SIF potential made a top priority.**
  - Question Type: Open-ended
  - Rationale: Describe how risk assessments are completed, hazards tracked and prioritized, especially high-potential hazards.
- **Risk assessments include evaluation of controls in place to determine efficacy of controls.**
  - Question Type: Open-ended
  - Rationale: Describe how the effectiveness of existing controls is considered during risk assessment.
- **Organizations understand and control key hazards that regularly impact workers.**
  - Question Type: Open-ended
  - Rationale: Document the top 3 risks affecting workers and describe the controls and the applicable evaluation techniques.
    - Risk 1:
      - Control 1:
    - Risk 2:
      - Control 2:
    - Risk 3:
      - Control 3:

Control of Safety and Health Hazards

- **A control plan is in place, implemented and verified to address EHS hazards using the hierarchy of controls: elimination, substitution, isolation, engineering controls, administrative controls, and PPE.**

- o Question Type: Open-ended
- o Rationale: Describe how the control plan is implemented, including how the hierarchy of controls is considered in the following priority: elimination, substitution, isolation, engineering controls, administrative controls, and PPE.
- **EHS hazard controls are formally documented and integrated into work instructions.**
  - o Question Type: Yes/No
  - o Rationale: Provide an example of the official documentation highlighting the hazard controls.

SIF (Serious Incident and Fatality) Prevention

- **All tasks with SIF potential are evaluated for multiple layers of defense and error reduction strategies. If permanent controls cannot be immediately implemented, interim controls are established and maintained until permanent solutions are in place.**
  - o Question Type: Open-ended
  - o Rationale: Describe how the organization prioritizes and implements controls for SIF hazards, including the use of interim protections.
- **SIF potential is considered during incident reviews, and learnings are integrated into hazard control updates.**
  - o Question Type: Open-ended
  - o Rationale: Describe how SIF potential is evaluated in investigations and how findings influence control strategies.
- **SIF-focused performance metrics, including near misses and potential SIF (pSIF) events, are used to evaluate and drive improvements in risk controls.**
  - o Question Type: Open-ended
  - o Rationale: Indicate what metrics specific to SIF prevention are tracked and used for continuous improvement.

Systematic Training Process

- **An EHS training plan is developed to identify all training needs, including regulatory requirements, company policies, and effective practices, and outlines the target audience, frequency, and completion status for all levels of worker.**
  - o Question Type: Open-ended
  - o Rationale: Describe the training plan structure and how it ensures training is assigned, scheduled, and tracked across different groups and requirements.

- **Employees attend competency-building training as necessary to meet their EHS responsibilities.**
  - o Question Type: Open-ended
  - o Rationale: Explain the training process and how it is unique to role-specific EHS responsibilities.

Communication Systems

- **Multiple two-way communication mechanisms are established to encourage employees of all levels to contribute communication content and are made easily available to all employees.**
  - Question Type: Open-ended
  - Rationale: Describe the communication channels used and how they ensure accessibility and participation across the organization.

Work Execution Management

- **A process is in place for developing and reviewing safe work procedures for new tasks, prior to the start of work, or when risks are identified during task execution.**
  - Question Type: Open-ended
  - Rationale: Describe how safe work procedures are developed and evaluated in real time or ahead of newly introduced work.

Inspection and Maintenance

- **Routine and preventive maintenance is conducted on all equipment in alignment with manufacturer recommendations and industry standards, with special emphasis on EHS critical equipment.**
  - Question Type: Open-ended
  - Rationale: Describe the maintenance programs/processes and how risks are prioritized.

Management of Change

- **EHS considerations are included in all management of change (MOC) reviews, including changes to equipment or technology, increased equipment capacity, changes in personnel or staffing levels, and the introduction or quantity change of chemicals.**
  - Question Type: Open-ended
  - Rationale: Describe the scope and process of the MOC assessments and how factors are addressed.

- **The "prevention through design" approach is used for the installation of new controls or the redesign of existing controls.**
  - Question Type: Yes/No
  - Rationale: Indicate if prevention through design principles are applied when new controls are installed or existing ones are redesigned.

Third Party Management

- **Work exposures of third-party personnel—including contractors, temporary workers, part-time workers, suppliers, and visitors—are evaluated to determine necessary EHS training, protections, and oversight.**
  - Question Type: Open-ended

National Safety Council

- Rationale: Describe how the organization assesses and ensures safety for all third parties interacting with their work environment without implying co-employment.
- **Third-party prequalification and selection processes emphasize meeting EHS requirements as core criteria, above cost or low-bid considerations.**
  - Question Type: Yes/No
  - Rationale: Confirm how supplier and contractor selection gives primary importance to EHS qualifications.

Emergency Response Planning

- **An emergency plan and drills are developed based on hazard assessments for likely scenarios (e.g., fire, chemical release, severe weather, or community incidents), including controls and systems to manage those scenarios.**
  - Question Type: Open-ended
  - Rationale: Describe how emergency planning is informed by hazard assessments and what controls and response systems are in place.

Integration of EHS with Business Processes

- **EHS goals are established and regularly reviewed by the operational functions.**
  - Question Type: Yes/No
  - Rationale: Provide a list of current EHS goals for the organization, business unit and all applicable levels.
- **The organization has a sustainability or environmental responsibility strategy informed by internal stakeholders and aligned to long-term business goals.**
  - Question Type: Open-ended
  - Rationale: Describe the strategic planning process for environmental responsibility and the internal collaboration involved.

Reporting, Metrics, and Analysis

- **The organization encourages reporting and has an established system(s) for employees to report near misses, work-related injuries and illnesses, hazards, risks, and opportunities.**
  - Question Type: Open-ended
  - Rationale: Describe the reporting mechanisms in place and how they support a culture of transparency and early identification of issues.
- **The organization has a written and well-understood process for responding to, learning from, and managing incidents, including a process for cascading learnings across multiple facilities.**
  - Question Type: Open-ended
  - Rationale: Explain how incident learnings are captured, shared beyond the site where the incident occurred, and applied throughout the organization.

Audit Policy and Execution

- **Audits (self, corporate, and/or third-party) are conducted as part of the continuous improvement process and go beyond compliance with a focus on effective practices.**
  - Question Type: Open-ended
  - Rationale: Describe the scope of audit activities and how those audits contribute to broader organizational learning and improvement.
- **The organization conducts regular inspections and audits of environmental systems, including waste management practices and vendor compliance with licensing and regulatory standards.**
  - Question Type: Open-ended
  - Rationale: Describe how waste, emissions, and discharges are managed both onsite and through external vendors, and how compliance is verified.

Priority and Closure of Findings

- **Findings from audit reports, incident reviews, EHS improvement suggestions, and other sources are prioritized and addressed on a documented corrective and preventative action (CAPA) plan.**
  - Question Type: Open-ended
  - Rationale: Explain how findings from various inputs are evaluated, prioritized, and documented in a centralized CAPA plan.