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Better worksites. Better weekends. Better world.

# CODE OF EXCELLENCE

Approved May 2015





**Karleen Kos**  
Executive Director

One of the things that trade associations like the PSAI do is to define what is best about their industries. So it was natural, then, for the PSAI — as the largest trade association in the world serving the portable sanitation industry — to develop a Code of Excellence. This work began in early 2014, and by April of 2015 the organization had completed an exhaustive process aimed at defining and explaining excellence in portable sanitation. The Association's Board of Directors approved the resulting text at its May 2015 meeting.

This document contains the PSAI's Code of Excellence for the portable sanitation industry. It has been designed to be both aspirational and practical. Whether you are an industry member or not, our Code is intended to paint a picture of what the best companies already do, what good companies are working toward, and stand them in stark contrast to the "bad actors" that can cause harm by not following these guidelines.

The document begins with an "At a Glance" section. This is a high-level depiction of the elements of quality in our industry. The statements here are broad, idealistic, and motivational.

This section is followed by more detailed information for each broad subject area. These statements provide specific, practical actions portable sanitation companies take (or should take) to achieve excellence in that domain. We don't just say that Excellence in Our Environment means, "We protect the health and safety of others." We back it up with statements like "We ensure our employees are trained on disease and infection control," and "We take all reasonable steps to conserve natural resources," among others.

We aim for this Code of Excellence to be a useful tool for recognizing and attaining excellence in the portable sanitation business. Of course the PSAI can't require that nonmember companies adhere to the Code. We anticipate, though, that the PSAI's policy of requiring its members' commitment to operating in alignment with the Code's guidelines will significantly improve both customers' experiences and the image of our industry.

The portable sanitation industry plays an important role in the global economy, provides essential services, and saves more than 125,000,000 gallons of fresh water each day. We believe it is worthy of respect, though we know this respect must be earned. Whether you are a portable sanitation operator, industry supplier, or a member of the general public, we hope this Code of Excellence helps you better understand what a quality portable restroom experience should be and what we are striving to achieve.

A handwritten signature in black ink that reads "Karleen Kos". The signature is written in a cursive, flowing style.

Karleen Kos  
Executive Director

The PSAI gratefully acknowledges the examples of numerous other organizations whose models and guidance have greatly assisted in this project.

# Excellence at a Glance

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## Part I: Excellence in Our Actions 3

- We take seriously our responsibilities to customers, employees, and the world at large.
- We conduct our businesses and ourselves in a legal and ethical manner; we do the right thing.



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## Part II: Excellence in Our Reputation 5

- We maintain certified and qualified personnel, all of whom adhere to professional standards for technical operations and personal conduct.
- We provide clean portable sanitation units and equipment, and we maintain our equipment to the highest standard.
- We listen to our customers, taking the time to understand their expectations, wants and needs. Then, we identify effective means of addressing them.

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## Part III: Excellence in Our Relationships 6

- We serve others with dignity and treat everyone with respect.
- We promote equal opportunity and diversity in the workplace, as well as an environment free of harassment.
- We follow good business practices with customers and suppliers.
- We engage only in fair business practices with respect to our competitors.

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## Part IV: Excellence in Our Operations 8

- We professionally and courteously transport our equipment.
- We keep accurate records.
- We monitor and audit activities as requested.
- We continuously train and improve our personnel to perform at the highest standard with consistency throughout the organization.

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## Part V: Excellence in Our Environment 10

- We protect the health and safety of others.
- We handle spills with the utmost care and urgency.
- We properly handle and legally dispose of waste.
- We protect the environment.



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## Part VI: Excellence Acknowledgement 11

- We sign an acknowledgement that demonstrates our commitment to the PSAI Code of Excellence for the Portable Sanitation Industry.
- We hold ourselves accountable for failures that cause harm to the public or the image of the industry.

# Excellence in Depth

## Part I: Focus on Excellence in Our Actions

- We take seriously our responsibilities to customers, employees, and the world at large.
- We conduct our businesses and ourselves in a legal and ethical manner; we do the right thing.

### OVERVIEW

The owners, operators and suppliers of portable sanitation businesses are committed to building a shared reputation for excellence through hard work and conscientious conduct. We recognize that each service we perform, each interaction or sale we make, is an opportunity to help or harm this reputation. We are therefore committed to excellence in our actions for the well-being of our customers, the success of our businesses, and the sake of the portable sanitation industry as a whole.

### We take seriously our responsibilities to customers, employees, and the world at large.

As the experts in portable sanitation, we know that we must conduct our businesses and ourselves with integrity and concern for our stakeholders. We must be proactive, cordial, honest, and worthy of trust. In all things, our words and deeds should foster respect for our industry.

### To our CUSTOMERS we commit that we will:

- Bring our expertise to the table, providing advice that is in the best interest of our customer and that proactively identifies issues that must be considered.

- Provide clear communications through written agreements that specify important information such as the number and type of units/products/services we will provide, our pricing, billing and payment terms, the delivery and pick up dates, and any delivery requirements.
- Meet our responsibilities as specified in the written agreement.
- Decline to provide services when doing so would be harmful to the customer, the public, the environment or our image.
- Respond to customer calls in a reasonable period of time.
- Articulate options and charges that will enable us to accommodate desired changes as quickly and successfully as possible.
- Strive to provide the highest quality services and equipment so that we meet or exceed expectations.

### To our EMPLOYEES we commit that we will:

- Provide the tools and training necessary to ensure a clear understanding of what is expected at work.
- Foster a work environment that is safe and respectful.

### To our GLOBAL STAKEHOLDERS we commit that we will:

- Use our shared natural resources responsibly.
- Endeavor to be positive contributors to the well-being of our local communities and the health of the world at large.

**We conduct our businesses and ourselves in a legal and ethical manner; we do the right thing.**

Portable sanitation activities — and business operations in general — are governed by various federal, state and local laws and regulations. These guidelines cover a wide variety of activities ranging from how we drive on the highway and dispose of waste to how we market and bill for our services.

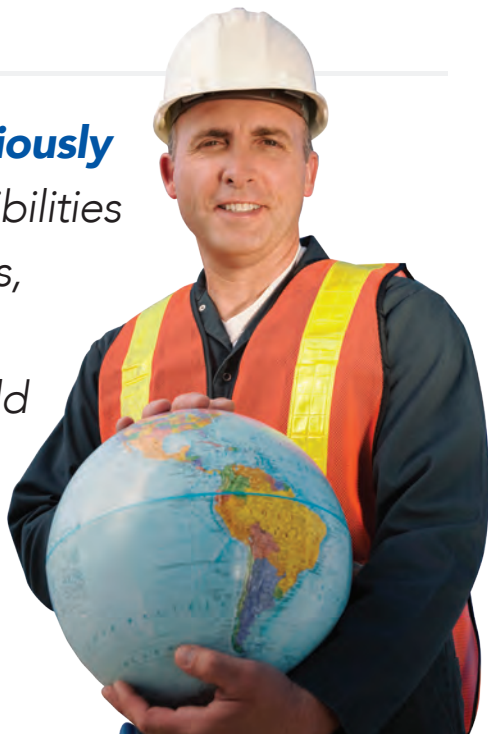
Everyone in our companies is expected to follow these laws and regulations, both in letter and in spirit. We encourage our employees and company representatives to go above and beyond the rules when doing so is required for delivering excellence. Therefore:

- **We hold ourselves accountable for knowing what is required of us legally and ethically.** We take the time to learn and comply with applicable laws and regulations, and we educate ourselves concerning best practices in

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*We take **seriously** our responsibilities to customers, employees, and the world at large.*

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our industry. We talk with others about how to handle ambiguous situations. We also share our experience with others in the industry who may benefit from it.

- **Each day we strive to conduct our businesses with honor and integrity.** When we communicate the requirements of law and best practice to our customers, we educate them and provide data to help them understand what we are saying.
- **We seek guidance when we have questions.** When we are unclear about rules or a customer's needs, we take the time to find out in a proactive manner. We do not use expediency as an excuse for failing to ask the right questions or for cutting corners.
- **We make things right.** When things go wrong, we listen to others' concerns and raise our own in a respectful manner. We avoid the urge to defend ourselves or blame others. Instead, we work hard to ascertain the root causes of issues and to identify mutually agreeable courses of corrective action.
- **We take pride in our work and conduct our business in a manner that reflects it.** We recognize that every service and interaction is part of our industry's success. Consequently, we will always do our best to treat people well and engage in company conduct of which we can be proud.

## Part II: Focus On Excellence in Our Reputation

- We maintain certified and qualified personnel, all of whom adhere to professional standards for technical operations and personal conduct.
- We provide clean portable sanitation units and equipment, and we maintain our equipment to the highest standard.
- We listen to our customers, taking the time to understand their expectations, wants and needs. Then, we identify effective means of addressing them.

### OVERVIEW

Since 1971 members of the PSAI have worked together to serve customers and communities around the world. In doing this, our industry fulfills a vital role by providing sanitation options under circumstances in which sewered water systems are either unavailable or not feasible in meeting the needs at hand. We are committed to ongoing efforts aimed at earning and sustaining a positive reputation for the services we provide. We believe this will occur through professional competence and constant vigilance to ensure that everything we do is worthy of praise.

**We maintain certified and qualified personnel, all of whom adhere to professional standards for technical operations and personal conduct.** We believe delivering quality services and building a positive reputation begins and ends with our personnel. To that end:

- **Our teams attain and maintain the appropriate credentials.** Members of the PSAI expeditiously ensure our personnel are licensed by the relevant governing agencies if required by law. We also

seek to have our personnel attain certification for technical competency in their field(s) of expertise from a recognized credentialing body such as the PSAI. All licenses and certifications are maintained and valid throughout the employees' time with our companies.

- **Our teams are properly trained.** We provide initial operator training based on the following minimum objectives: ensuring safety, acceptable knowledge of policies and procedures, adequate technical skills, proper equipment operation and maintenance, and grasp of weather-related service techniques. We evaluate these competencies through written exams and oral recitations as appropriate to the situation.
- **Our teams conduct themselves professionally.** Our staff members wear clothing that properly identifies them as our employees. We expect them to treat customers and the public with the highest degree of professionalism and courtesy. In addition, our team members are free from drugs and alcohol as required by law and common sense. They only use tobacco products in areas properly designated for such use, and they are cognizant to avoid negative impacts on customers or the public. We deal promptly and decisively with any breeches of this policy.
- **We expect the best of our people.** Our team members are ambassadors for our companies. As a matter of routine, we seek feedback from customers regarding our employees' conduct, and we work with employees to help them continuously improve our customers' satisfaction.

**We provide clean portable sanitation units and equipment, and we maintain it to the highest standard.** We understand that a good experience with portable sanitation is connected to the cleanliness and quality of our equipment.

- **We provide clean portable sanitation units and related amenities.** Regardless of the age of our equipment, we keep it in good repair. Units that are placed into service have all parts in working order, are clean and fresh-smelling, are properly stocked, and are free of graffiti.
- **We properly maintain our service equipment.** Our trucks are compliant with all requirements of the relevant government oversight agencies and are in good repair at all times. Our employees are provided with the equipment they need to safely and efficiently do their jobs, including personal protective equipment as required by law. We have processes in place to ensure that all our equipment is fit for use or retired.

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We expect **the best** of our people.

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**We listen to our customers, taking the time to understand their expectations, wants and needs. Then we identify effective means of meeting them.** As in any business, our reputation is based in the largest part by what our customers think of us and of the services we provide.

Therefore we:

- **Take enough time** to listen, ask questions, and make sure we understand what customers are really trying to accomplish with our products and services.
- **Explain the equipment and service** options we can provide, and assist the customer in matching their requirements with the most fitting complement of both.
- **Fully disclose our fees** and describe any limitations our company may have in meeting the customer's expectations.
- **Create a written agreement** that clearly documents all aspects of the service, including how we will make ourselves available to address changing customer needs throughout the life of the agreement.
- **Provide after-hours or emergency contact information** and respond to calls within a reasonable amount of time.
- **Work with customers on mutually acceptable resolutions** to unforeseen problems that may arise.
- **Respectfully decline to provide service** in circumstances where a customer may steadfastly insist on an arrangement that is not in conformity with standards, may pose a health or safety risk, or would tend to promote conditions in which the reputation of our company or industry would be negatively affected.

## Part III: Focus on Excellence in Our Relationships

- We serve others with dignity and treat everyone with respect.
- We promote equal opportunity and diversity in the workplace, as well as an environment free of harassment.
- We follow good business practices with customers and suppliers.
- We engage only in fair business practices with respect to our competitors.

### OVERVIEW

Our industry is about meeting basic human needs in a dignified manner. We cannot do this without a fundamental understanding of what people value, what constitutes respect and dignity, and what is necessary for relationships that foster mutual respect. We commit ourselves to doing our best to understand and exemplify these qualities, thus ensuring our companies and our industry promote the values that are essential to success.

**We serve others with dignity and treat everyone with respect.** We believe minimum standards are just that — the minimum anyone should expect or that we should offer. Excellence goes beyond minimum standards so that:

- The public is provided service over and above minimum standards based on perceived and expected needs, requirements that may be driven by user diversity, and our company's experience in providing satisfactory outcomes for similar customer circumstances.
- We probe many aspects of the customer's service request so that we understand the uniqueness of the opportunity and we work with the customer to

accommodate without judging differing cultural expectations or unusual needs.

**We promote equal opportunity and diversity in the workplace, as well as an environment free of harassment.**

- We back up our commitment to equal opportunity, workplace diversity and a harassment-free environment with written policies and procedures that hold everyone accountable.
- We educate our personnel on relevant federal and state guidelines.
- We provide training on diversity-related topics to promote more effective interactions with co-workers and the public.

**We engage in positive business practices with customers and suppliers.**

- We approach customers and suppliers in an honest manner and expect the same in return.
- We aim to foster transparency and build trust in our business dealings.
- We are clear and accurate in our marketing materials.

**We engage only in fair business practices with our competitors.**

- We observe all laws and adhere to the spirit of fair competition in all our business dealings.
- In the marketplace, we focus on our company's features and benefits rather than detracting from our competitors.



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**We serve others** with dignity and treat everyone with respect.

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## Part IV: Focus on Excellence in Our Operations

- We professionally and courteously transport our equipment.
- We keep accurate records.
- We monitor and audit activities as requested.
- We continuously train and improve our personnel to perform at the highest standard with consistency throughout the organization.

### OVERVIEW

The health of our industry depends upon pleasing our customers. The health of our companies is based upon delivering valuable service to these customers at reasonable prices while also earning a fair profit. To do both of these things well, we are committed to using resources wisely throughout our operations.

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*The health of our industry depends upon **pleasing our customers.***

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### We professionally and courteously transport our equipment.

- We require double security (main+safety) for the transportation of all loads.
- Our vehicles are all compliant with the requirements and regulations of relevant government agencies, and together with our company's requirements, this ensures our vehicles are safe and in good repair at all times.
- We drive safely and courteously on the highways and on job sites. Our drivers maintain speeds that are observant of the posted speed limits and account for road and traffic conditions, terrain, weather, and the presence of pedestrians.

### We keep accurate records.

- We record business information honestly, accurately, completely, and clearly, and we do so in a timely manner.
- Our billing cycle is predictable and our statements are correct to the best of our knowledge.



- We document conversations and give our customers an opportunity to correspond with us regarding issues.
- Our records reflect a fair and true picture of our business.

**We monitor and audit activities as requested.**

- Service records are used as a means of recording what has actually happened, providing us with the ability to assure customers that work has been completed and to supply details regarding the service performed.
- Drivers keep an up-to-date log that accurately reflects their activities.
- Each driver details what has been accomplished and what exceptions have occurred so that follow up can be scheduled.
- Managers use spot and random inspections, including referring to GPS records, to ensure customers are being served as promised.
- Photo documentation is used as available to enhance our records and operational responses.

**We continuously train and improve our personnel to perform at the highest standard with consistency throughout the organization.**

- All of our team members, regardless of position, are trained on safety, company policies, operational procedures, and the governmental regulations that apply to our organization and industry.
- Drivers are required to take a defensive driving course and to maintain a safe driving record.
- Employees who work in positions for which a professional credential is available are encouraged to obtain the relevant credential from a reputable credentialing body.
- All employees receive documented periodic position reviews during which they both receive and provide feedback aimed at excellence in our operations.

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We **continuously train and improve our personnel** to perform at the highest standard with consistency throughout the organization.

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## Part V: Focus on Excellence in Our Environment

- We protect the health and safety of others.
- We handle spills with the utmost care and urgency.
- We properly handle and legally dispose of waste.
- We protect the environment.

### OVERVIEW

A commitment to excellence means that we care about the good health and safety of everyone our business touches. We act in safe and healthy ways, and we protect the natural environment. Each of us has the responsibility to behave in a manner that is consistent with these values.

#### We protect the health and safety of others.

- We ensure our employees are trained on disease and infection control.
- We require employee vaccinations in accordance with regulations.
- We take all reasonable steps to conserve natural resources above and beyond the water-saving role that is inherent in portable sanitation services.
- We make “green” products available to our customers.

#### We handle spills with the utmost care and urgency.

- We are vigilant in our monitoring activities to ensure we notice spills, however small.

- All employees understand that any noticed spill immediately becomes their personal responsibility and there are no acceptable excuses for failure to immediately and properly clean the spill.
- On those occasions when it is necessary to transfer responsibility for a spill, we only do so up the chain of command. We do not leave until formally notified that our superior has assumed accountability.
- We properly handle and legally dispose of waste.
- We provide and maintain proper personal protective equipment for our employees.
- We monitor the containment of waste to ensure it is being stored and transported safely.
- We only dispose of waste in a manner that meets or exceeds the standards of the relevant regulatory agencies.

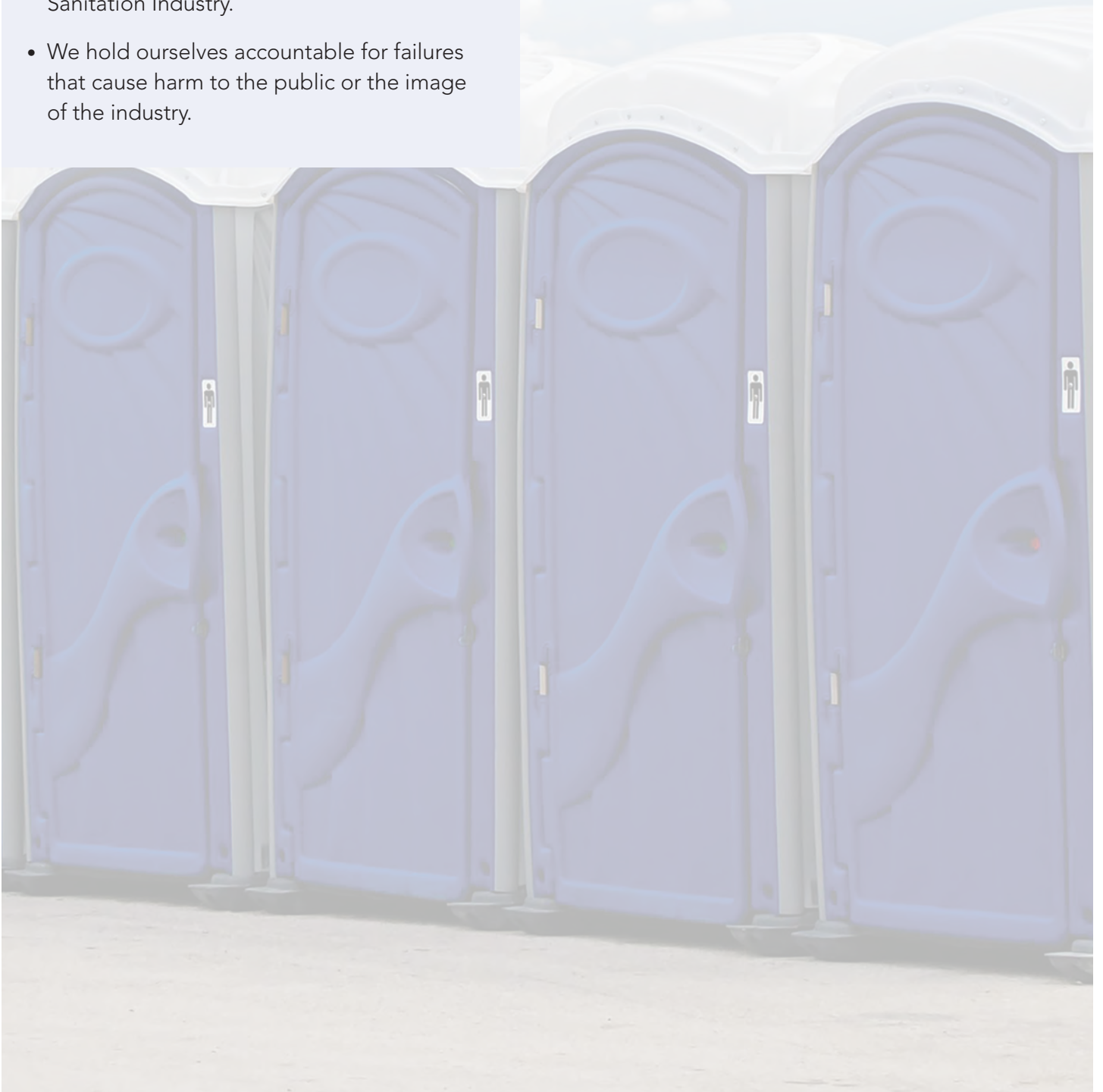
#### We protect the environment.

- We maximize our use of natural and recycled consumables.
- We are open to adopting green products and processes whenever they are feasible for our businesses.



## Part VI: Code of Excellence Acknowledgement

- We sign an acknowledgement that demonstrates our commitment to the PSAI Code of Excellence for the Portable Sanitation Industry.
- We hold ourselves accountable for failures that cause harm to the public or the image of the industry.



# Declaration of **Commitment**

My company \_\_\_\_\_ is, through application for and continued membership in the PSAI, self-certifying that we subscribe to this Code of Excellence and that we intend to conduct portable sanitation activities in compliance with it.

If we are not in full compliance at (a) the time of the Code's adoption by the PSAI or (b) at the time of our initial application for membership, we self-certify that we aspire to reach the level of excellence described within it. We also commit to expeditiously developing and carrying out a plan for attaining full and consistent compliance as soon as possible. Until full compliance is attained, we are honest and forthright concerning the areas needing attention.

Within the bounds permitted by law, my company will share information of a non-confidential nature that would tend to strengthen overall compliance with the Code of Excellence and improve the image of the industry as whole.

I understand that the PSAI may inquire regarding credible reports that my company is not in substantial compliance with this Code of Excellence. In doing so, the Board (and or any internal task force to which it has delegated appropriate authority) will take reasonable efforts to ensure that the enforcement process is not tainted by malice, bad faith, or an anticompetitive purpose.

I understand that if it is determined my company has intentionally violated one or more provisions of the Code the PSAI Board may, in its sole discretion, take such action(s) as it deems appropriate within the framework of the PSAI bylaws.

I, the undersigned, am the duly authorized voting representative for my member company. My signature affirms our commitment to this Code of Excellence and our intention to carry out our business in a manner consistent with its provisions.

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Printed Name

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Signature

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Date