

# TRUST INTEGRITY PROMISE

The Trust Invests in People.  
People Make the Difference.

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| <input type="checkbox"/> Franklin Covey 360 Diagnostic | <input type="checkbox"/> Monthly Safety Meetings    |
| <input type="checkbox"/> Franklin Covey 7 Habits       | <input type="checkbox"/> Incident Reviews           |
| <input type="checkbox"/> 70% FT+PT or 100% FT          | <input type="checkbox"/> Monthly Performance Update |
| <input type="checkbox"/> Prompt Reporting              | <input type="checkbox"/> Performance Evaluations    |
| <input type="checkbox"/> Directed Care                 | <input type="checkbox"/> Legal Brief Series         |
| <input type="checkbox"/> Return-to-Work & Light Duty   | <input type="checkbox"/> Infrastructure Inspections |
| <input type="checkbox"/> Motor Vehicle Records (MVR)   | <input type="checkbox"/> Citizen Complaint Records  |
| <input type="checkbox"/> Driver Qualification          | <input type="checkbox"/> Employee Matters           |
| <input type="checkbox"/> Backing Policy                | <input type="checkbox"/> Fraud Risk Assessment      |

## FranklinCovey Participation

Confident, capable individuals are key to eliminating mistakes, preventing accidents and injuries, and avoiding misconduct. To support this, staff are expected to complete the FranklinCovey 360° Diagnostic Assessment and the *7 Habits of Highly Effective People* online course. These tools, included in the FranklinCovey All Access Pass and provided at no cost to the member, help strengthen personal accountability, improve decision-making, and reduce risk through education and training. Below are brief descriptions of each tool:

### **1. 360° Diagnostic Assessment**

A self and peer assessment tool that highlights individual strengths, blind spots, and areas for improvement. The platform enables anonymous feedback and provides comparative data from thousands of users, helping participants increase self-awareness and collaborate more effectively with others. It also offers an opportunity to respectfully and anonymously provide feedback to peers and teammates.

### **2. 7 Habits Online Course**

A practical, skill-based course designed to build habits such as taking initiative, setting priorities, working well with others, and leading yourself and others. The course helps individuals strengthen personal effectiveness, increase productivity and accountability, and drive long-term behavioral change.

# Trust Safety Program

Workplace injuries and auto accidents are among the most common causes of loss for organizations locally and nationally. Fortunately, many claims are preventable through simple, practical protocols and proactive measures. Below are several key strategies proven effective at reducing these claims:

## WORKERS COMPENSATION

### 1. Prompt Reporting

Report all employee injuries to supervisors by end of shift. Claims personnel submit all claims to insurance by end of day.

### 2. Directed Care

Designate an occupational clinic for injured employees. Set expectations that the clinic will provide light-duty restrictions within one business day and work to avoid lost-time claims.

### 3. Return-to-Work & Light Duty

Avoid costly lost-time claims by returning employees to work within 3 days—in their regular role or with light-duty accommodations. For extended absences, establish a return-to-work plan, maintain regular check-ins, and facilitate reintegration.

## AUTO SAFETY

### 1. Motor Vehicle Records (MVR)

Provide a current driver roster with regular updates to receive monthly MVRs at no cost.

### 2. Driver Qualification

Implement a program with clear qualification standards and criteria for suspending driving privileges.

### 3. Backing Policy

When multiple employees are present, one must guide the driver. Solo drivers must perform a pre-backing hazard check.

## SAFETY COMMITTEE

### 1. Monthly Safety Meetings

Meet monthly to address safety issues, assign employee training, and conduct incident reviews.

### 2. Incident Reviews

Review all incidents and near misses with involved staff and their supervisor to capture lessons learned. Share those lessons learned across the organization.

### 3. Monthly Performance Update

Share monthly workers compensation and auto incident rates, and Franklin Covey progress with staff.

### 4. Performance Evaluations

Incorporate safety ratings (1-5) into annual evaluations, directly impacting merit raises. Inform employees of this update to reinforce a safety-first culture.

# Trust Inspections and Records Program

## 1. Attend Utah Local Governments Trust Legal Brief Series

The first Tuesday of every month the Utah Local Government Trust holds a “Legal Brief Series.” These sessions teach how to avoid lawsuits and win the lawsuits you can’t avoid. These monthly trainings include practical advice on every area of municipal liability. By sending relevant employees to the monthly trainings you will gather in-depth knowledge, hear updates from other similar organizations, and understand recent changes in caselaw.

- ☐ Attend monthly “Legal Brief Series” webinars

## 2. Inspect Infrastructure for Potential Tripping Hazards

Regular inspections of sidewalks, utility access lids, and other infrastructure is important for ensuring safety, identifying potential tripping hazards, and preparing for potential liability claims. While there is not a set requirement for how often inspections should occur, you should have a system where sidewalks and utility access lids are inspected consistently, and records are kept. You will likely be held to a “reasonableness” standard by the courts.

Inspection records should include the inspection date, the names of the employees involved, and a general summary of the condition of the infrastructure, noting any defects found and repairs done. A well-documented inspection process is vital not only for the public’s safety but also for legal protection against personal injury claims that may arise from tripping hazards.

You should also have a system where public complaints about tripping hazards are documented. If the public complains about an alleged tripping hazard, you should respond to the area within 24 hours, assess the situation, repair (if necessary), and document your efforts.

- ☐ Yearly inspections of sidewalks, trails, and other pedestrian pathways for tripping hazards
- ☐ Yearly inspections of all utility access covers, including water meter and manhole covers
- ☐ Fix any issues you identify as a hazard to the public and document the fix
- ☐ Maintain a system for public complaints about possible tripping hazards
- ☐ Document and retain records of inspections, complaints, and repairs of hazards

## 3. Keep Detailed Records of Citizen Complaints

Along with documenting complaints about possible tripping hazards, you should keep detailed records of any complaints about flooding, water infrastructure failures, and sewer backups. Even if these issues are not ultimately your responsibility, it is important to document the complaint and your response. This includes noting the date of the complaint, the complainant’s contact details, a description of the issue, and all actions taken to address it. It’s essential to document how each complaint was handled,

including the date it was addressed, the names of employees involved, and the specific steps taken to solve the problem.

To be effective, there should be a clear retention policy outlining how long the records should be kept, where the records should be stored, and how and when records should be disposed of. A good retention policy ensures that records are available if there's a lawsuit and protects the integrity of record-keeping. At a minimum, comply with the records retention requirements in State code.

Having comprehensive records of complaints is crucial for defending against liability claims. Claimants often try to show that the entity knew about a hazard and didn't fix it within a reasonable amount of time. Credible records can prove if, or when, the hazard was reported and what actions were taken to resolve it. These facts are essential in defending negligence claims.

- ☐ Maintain a system for public complaints about possible infrastructure failures including flooding claims, water pipe leaks or breaks, and sewer backups
- ☐ Document and retain records of how each complaint was addressed and what employees were involved

#### **4. Employee Matters**

You should have an employee manual or handbook reviewed by HR at least yearly and by an attorney at least every three years to ensure compliance. The manual or handbook should have a written employee grievance policy to address grievances. This policy should include an investigation procedure and an internal appeal process.

To help Trust members Update, Review or Rewrite their policies, the Trust has negotiated a special rate with Matt Church of Manning Curtis Bradshaw & Bednar, (801) 303-0045.

**\$3500: Policy Update and Review.** This option includes an introductory virtual meeting, review of your policy, update certain sections to match the current state of the law, flag problem areas and inconsistencies, limited rewrite of specific sections, and a final virtual meeting to discuss your policy changes and the conclusion of the project.

**\$7500: Full Policy Rewrite.** This option includes an introductory meeting, full review of your current policy, potential replacement of every section to match the current state of the law and best practices in Utah, and a conclusion meeting to discuss your policy rewrite and do some limited training on new policies and procedures.

When issues arise concerning an employee's performance or conduct, initiate and document an objective investigation of the circumstances and allegations against the employee. Should the investigation reveal any policy violations, implement appropriate progressive discipline and utilize corrective action plans. You must keep written record of all measures taken to address any issues.

Schedule consistent, standardized performance reviews for employees to assess and monitor their performance across various categories. These reviews, along with any relevant communications regarding the employee's evaluation or performance concerns, should be well-documented.

Regular appraisal and documentation of employee performance can mitigate claims of negligence, workplace grievances, or wrongful termination. Furthermore, such reviews can effectively safeguard against claims of inadequate training and hiring practices.

- ☐ Maintain a thorough and compliant employee manual or handbook, reviewed regularly by HR and an attorney
- ☐ Create and utilize a written policy for progressive employee discipline
- ☐ Create and utilize a written employee grievance policy with an internal appeal process
- ☐ Use written corrective action plans and personal improvement plans to improve employee performance and document employee nonperformance
- ☐ Conduct yearly employee performance reviews

## **5. Complete a Fraud Risk Assessment**

Fraud, abuse, and noncompliance within local governments can cause financial losses and reputational harm. Whether these issues emerge through internal investigations or public scandals, they often lead to costly claims and a loss of public trust.

To mitigate such risks, we recommend conducting a fraud risk assessment. Taking an assessment will help entities of all sizes identify vulnerabilities, strengthen internal controls, and reduce the likelihood of undetected fraud and misconduct. The Office of the State Auditor has provided the following implementation guide and fraud risk assessment [here](#).

We encourage all municipal entities to use this tool as a starting point. By implementing strong internal controls and refining risk management strategies, you can protect your entity from fraud-related losses, minimize legal and financial liabilities, and preserve public trust. Prevention is always more effective—and far less costly—than addressing fraud after the fact.

- ☐ Complete an annual fraud risk assessment (linked above) or its equivalent

**Submit documentation to verify completion [here](#).**