

CHC Worst Case Scenario 6: A fellow appointee has gone rogue and organized a marker dedication without clearing the details through the CHC. What steps should be taken for the CHC chair and officers to address the appointee’s behavior and CHC’s communication policies?

**For our purposes, we’re not going to focus on the event, just addressing the appointee’s behavior.*

Best CHC Outcome Scenario 6: To respectfully address the appointee’s behavior after the facts of the situation have been confirmed.

GROUP PARTICIPANTS

1. Truett Bell	Waller Co (Chair)
2. Joy Montgomery	Montgomery Co and Grimes Co
3. Bobbie Nash	Fayette Co (Chair)
4. Josh Black	Abilene Preservation League
5. Brenda Kizziar	Ward CHC (Chair)
6. Charlotte Hellen	Jim Hogg CHC
7. Michael Carlisle	Nueces CHC (Tropical Trail and Authentic Texas)

1. Gather information — *What information do we need before taking action?*

- Consider various reasons why one would make decisions on own—might be good or bad depending on CHC. Decisions could have be made for lots of reasons—emotional, proactive, accidental, etc.
- What is the culture around these types of activities/decisions. Culture may be to check in with CHC regularly but maybe rogue individual didn’t know.
- Are there communication committee guidelines that provide instruction/expectations?
- If you do have committee policy/guidelines, are they clearly written and understood by all?
- Does CHC provide instructions to manage these events; have the steps been communicated across the CHC and do those steps include reporting back to CHC along the way?
- Maybe this [person’s initiative] isn’t a bad thing—this might be someone who is able to lead and take charge. Could be good or bad depending on a CHC. [Side comment inserted: THC is recommending that even if good intentioned, no one person should be making decisions for the CHC—CHC appointees should

be sharing information regularly and clearing any expense-related items through the CHC prior to committing funds.]

2. Consider relationships — *What to keep in mind to maintain respectful relationships?*

- Personal passion could lead one on own path. [Someone may become excited about the event, spurring them on to make decisions quickly.]
 - The individual's place in the community and the value to the CHC and partnerships.
 - Public perception of collective CHC with this person. [Has this person's actions enhanced the CHC's identity or do actions reflect badly on CHC?]
 - Want to keep the reputation of the CHC as reliable with important community stakeholders.
 - If this member is high-performing, may require value-judgement [as to how much of a problem these independent actions are]. Does [rogue appointee] add more than subtract [to work of the CHC]?
 - Age/tenure of commissioners (and reputation) is important factor. [Established appointees may feel they have the seniority to make decisions, which may be right or wrong. New appointees may just want to make a sizable contribution.]
 - Consider outside forces that may have taken the lead other than the appointee—local family/business/organization that works with the CHC to apply for marker may be unwanted planners/drivers of decision-making.
 - Tough decision to fire a volunteer – may not be right fit, passion has to filter through CHC's process.
 - Whatever the decision, CHC must apply consistently—if the CHC takes action against one person for certain behavior then you'll need to do the same for others in the same position.
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3. Make a plan — *What actions should be taken to accomplish best case outcome?*

Comments on how to address the appointee's behavior.

- Establish if the rogue appointee took initiative and there were no CHC communication requirements in place OR if appointee made decisions without following CHC's communication protocol.
- Reinforce CHC's needs/values with whatever action is taken.
- Make an organized response; think process through before you act.

Comments apply to improving general communication within CHC.

- If they don't exist, create some communication guidelines that can create awareness [and establish a level of accountability.]
 - [Create activity-specific outlines or work plans.] Engage/enforce dedication practices/policies.
 - Revisit/reinforce policies to all members and commit to consistent/clear information dispersed.
 - Ensure all commissioners are operating within CHC structure (committees/chairs, exec oversight, etc.)
 - Reinforce that CHC needs/values with redirection of efforts for appointee
 - Maintain clarity/consistency of these events/planning: this is how we do marker events
 - Allow appointees/members to aid the process over time – the process is the important tool.
 - Establish a clear chain of command and directives.
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