

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.

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

- Did the appointee actually go rogue or, after getting the facts, can you understand why the appointee handled the responsibilities for the event without CHC approval?
- What information did the appointee provide CHC leadership about the event?
- Were parameters put in place with respect to how the appointee was to make decisions and report back to the group?
- Previously, how have other appointees handled handling event decision-making?
- Do miscommunications happen frequently within the CHC? Is this a matter of leadership's communication or a problem with individual appointee responsibility? A problem with both?
- Are miscommunications and rogue behavior habitual for this appointee or is this a one-time occurrence?

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

- CHC leadership may be just as responsible as the appointee for the miscommunication; get the facts.
- Involve key individuals in discussions and communications regarding this event and appointee; don't make the situation worse by involving entire CHC while addressing the immediate problem.
- Confronting the appointee to discuss the issue may be uncomfortable, so approach individual with respect and ask for the appointee's perspective on matters rather than making accusations.
- Consider how this incident affects the CHC's relationships with fellow appointees, partners, and vendors.
- If appointee is in fact rogue, the appointee may have a personal attachment to the event, explaining the appointee's aggressive decision-making. So, be gentle but direct when addressing the issue.

3. Make a plan — *What actions should be taken to accomplish best case outcome?*

- Determine if the appointee was behaving inappropriately.
- Determine the size/impact of the problem created by the appointee—is end result simply a communication problem or did the appointee make decisions that were detrimental to the CHC's image/mission?
- If you decide the incident is a minor communication error, work on establishing an improved communication protocol for your CHC.
- If the event goes on as planned, decide if you will allow this appointee to continue in the planning and implementation of the event or if you need to ask appointee to take a lesser role or be removed from event planning.
- If you decide incident is egregious, work with CHC officers and county officials to decide how appointee will be dealt with.
- Whatever the situation, address the issue with appointee directly in the presence of at least one person that the appointee respects who can be an advocate for that appointee.
- Side note: Hold members accountable for actions and act appropriately when correction/discipline is necessary. Some problems may be easily explained and easy to address/correct. Others situations may require more aggressive approaches to solve and result in appointee's removal depending on actions and rogue appointee's attitude.