



LIEBERT CASSIDY WHITMORE

6033 WEST CENTURY BOULEVARD,
5TH FLOOR
LOS ANGELES, CALIFORNIA 90045
T: (310)981-2000
F: (310)337-0837

135 MAIN STREET,
7TH FLOOR
SAN FRANCISCO CALIFORNIA 94105
T: (415)512-3000
F: (415)856-0306

525 NORTH PALM AVENUE,
SUITE 310
FRESNO, CALIFORNIA 93704
T: (559)256-7800
F: (559)449-4535

401 WEST "A" STREET,
SUITE 1675
SAN DIEGO, CALIFORNIA 92101
T: (619)481-5900
F: (619)446-0015

400 CAPITOL MALL
SUITE 1260
SACRAMENTO CALIFORNIA 95814
T: (916) 584-7000
F: (916) 584-7083

LEAGUE OF CALIFORNIA CITIES CITY CLERKS NEW LAW & ELECTIONS SEMINAR

Managing the Marginal Employee

12/11/2019

PRESENTED BY:

T. Oliver Yee



Managing the Marginal Employee

League of California Cities City Clerks
New Law & Elections Seminar
December 11, 2019

Presented By: T. Oliver Yee

Today's Agenda

- I. Characteristics of the Marginal Employee
- II. Impact of the Marginal Employee
- III. Motivating the Marginal Employee
 - a. Supervisory tools
 - b. Evaluative tools
 - c. Disciplinary tools

I. Characteristics of the Marginal Employee

What is a “Marginal” Employee?

“Marginal” - A Definition

- “Close to the lower limit of qualification or acceptability”

Common Traits of the Marginal Employee

- Confrontational
- Careless
- Withdrawn/Non Communicative
- Blaming
- Difficult/“High-Maintenance”

True, False, or Maybe

How a supervisor manages a marginal employee has no impact on other employees in the department.

Poisons the Workplace and Causes Mistrust

- Infects the Workplace
 - Work quality/quantity declines
 - Employee morale declines
 - Good employees leave
- Credibility Suffers
 - Supervisor credibility
 - Agency credibility
 - Internally/externally
 - Can impact recruitment

Proactive Management Required

- Must Address Marginal Performance
 - Frustrating
 - Time-Consuming
 - Difficult
- Alternative is Unacceptable

III. Motivating the Marginal Employee

- A. Attempt to identify the source
- B. Use LCW Toolbox
 - Supervision
 - Evaluation
 - Discipline



Attempt to Identify the Source

- “Seniority” Mentality
- Lack of Advancement
- Pay/Perks/Low Salary
- Lack of Recognition/Agency Support
- Insufficient Training
- Management Techniques

Attempt to Identify the Source

- Health/Psychological Issues
- Drug/Alcohol/Substance Abuse Issues
- Interpersonal Problems
- Culture Clash
- Inadequate Skills
- Family Issues, Conflicts, Responsibilities

Consider Your Own Motivations

- Personal Feelings Toward the Employee
- Understand Any Disconnects
- Under-Performance v.
Character Flaws

Use LCW Toolbox:



True, False, or Maybe

Supervisors should only give feedback to employees on a periodic basis or employees will feel harassed.

A. Effective Supervision

- Motivates Most Employees
 - Lets employees know where they stand on a daily basis
 - Provides useful assistance to improve
 - Includes employees in decision making

Three Parts to Effective Supervision

- 1) Organizational Planning
- 2) Ongoing Communication
- 3) Accountability

Organizational Planning— Setting Goals/Expectations

- What work employee should do
- When employee should do the work
- How employee should do the work/behave

Organizational Planning— Setting Measurable Standards

- What are standards?
- How do you set standards?

Ongoing Communication – Communicate Expectations to Employees

I. Work To Be Done

- The Basic Assignment
- Purpose of the work
- How work will be used
- Who will use the work
- How success will be measured

Ongoing Communication – Communicate Expectations to Employees

II. When They Should Work

- When to start
- When project is due
- Policies on:
 - Absenteeism
 - Zero tolerance for tardiness
 - Adherence to lunch break/workday

Ongoing Communication – Communicate Expectations to Employees

III. How They Should Do The Work

- Resources
- Technology
- Experts
- Existing reports
- Other tools

Ongoing Communication – Communicate Expectations to Employees

IV. How They Should Behave

- Work solo
- Work with team
- Get information from others
- Communicate with others
- Model behavior of agency leaders

Ongoing Communication – Enhance Your Communication Skills

- Keep Your Cool
- Communication Is A Two-Way Street
- Develop Trust

Accountability – Effective Feedback

- Immediate Feedback
- Regular Check-Ins
- Motivation Can Include Positive Reinforcement

Accountability – Effective Feedback

- Think First!
- Purposeful communication
- What do I want to communicate?
 - Concerns?
 - How to express?
 - Best approach with employee?
- Result of communication?

Accountability – Effective Feedback

- How do I want to communicate (oral/written)?
- Where do I want to communicate?
- When should I communicate?
- Who should be present?

Accountability – Effective Feedback

- Content of Communication
 - Clear and specific
 - Constructive
 - Objective
 - Respectful
 - Accurate



Accountability – Effective Feedback

- Content of Communication (continued)
 - Link conduct to impact
 - No “he said/she said”
 - Forest not trees
 - Close with action plan
 - Check for understanding
 - Identify available assistance

Accountability – Supervisory Traps to Avoid

The Best Defense Is An Offense---the marginal employee will notice your mistakes!

- No favoritism
- Practice what you preach:
 - Be on time
 - Do your work well and timely
 - Proofread written communication
 - Follow the rules
- Follow the rules of effective communication

Accountability – Supervisory Traps to Avoid

- Avoid These Tendencies:
 - No sugarcoating
 - No inflated feedback or evaluations
 - No positives only
 - No watering down criticism
 - No excusing poor performance

True, False, or Maybe

I should not make a written record of communication about performance issues unless I place it in the personnel file.

Accountability – Effective Feedback

- Make a record of the communication
 - Informal is not invisible
 - Calendar entries
 - Meeting log
 - Notes
 - Confirming memos

Accountability – Effective Feedback Case Study

Sandy works at the Front. Community members routinely complain about her disheveled appearance, rude behavior, and word choice. Supervisor Josie suggests that Sandy wear more appropriate clothes in the workplace and, perhaps, trim and dye her hair.

Did Josie effectively communicate the agency's concerns?

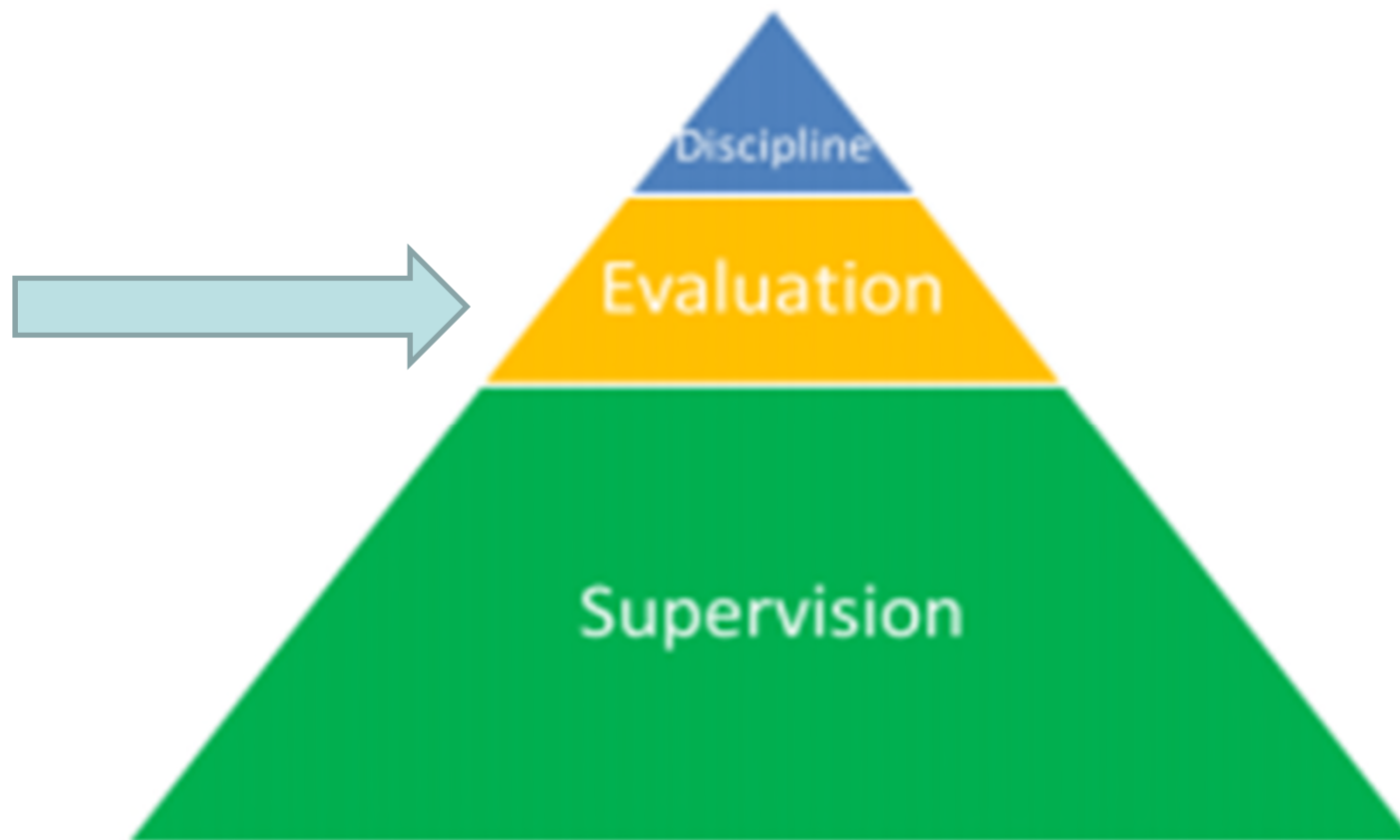
Marginal Probationary Employees

- Do not let them pass probation!



B. Evaluation

Second Motivational Tool of LCW Toolbox



Evaluation

- **Importance:**
 - Required by Agency's rules
 - To improve performance
 - Tells employee what doing right
 - Tells employee what doing wrong
 - Record of performance
 - Supports disciplinary actions
 - Critical evidence in defending litigation

Effective Evaluation

- On Going Process-No Surprises
- Provides Clear and Consistent Feedback
- Covers Entire Review Period
- Identifies Good Performance

Effective Evaluation

- Includes Plan for Improvement
- Communicates Timelines and Consequences
- Communicates/Identifies Poor/Marginal Performance
- Available Assistance

True, False, or Maybe

It is a good idea to ask an employee to suggest assistance he/she thinks may be helpful.

Key Tools for Performance Evaluation

- Supervisor's File
- Personnel File

Two Key Tools

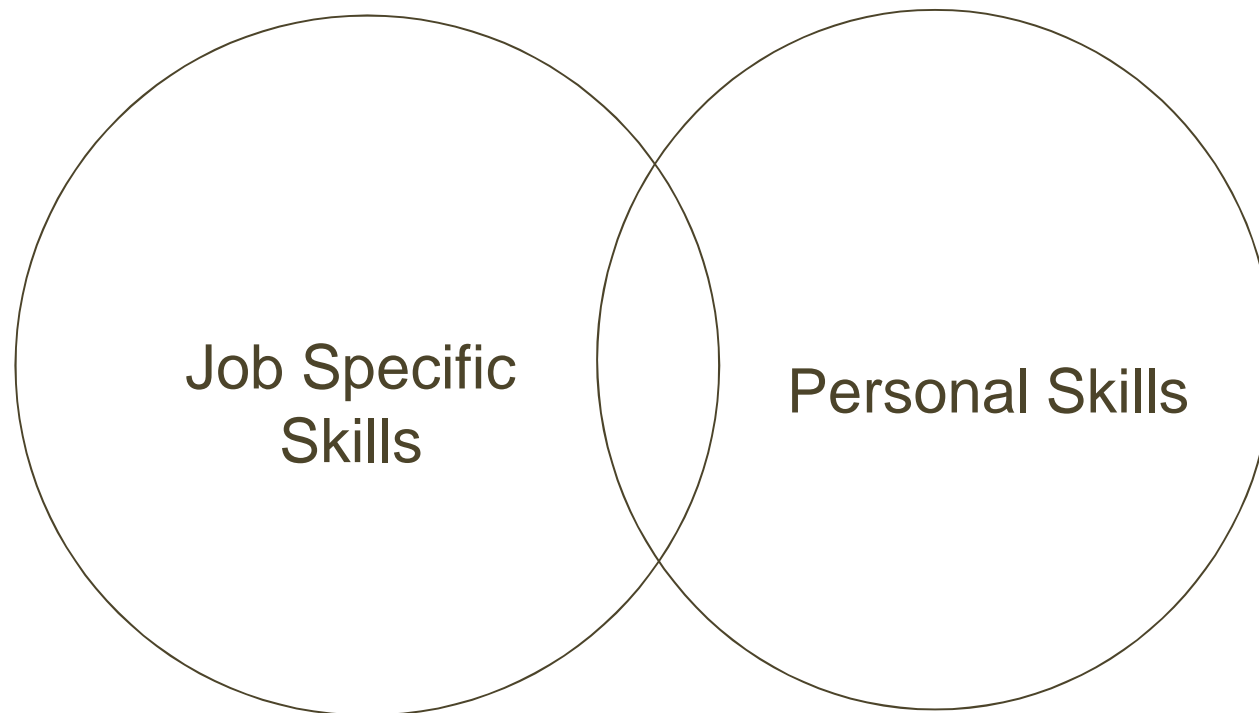
- **First: The Supervisor's File**
 - Keep track of details
 - Temporarily store documents
 - Facilitates discussions with employee
 - NOT substitute for personnel file
 - Must remain confidential

Two Key Tools

- **Personnel File**
 - Official record
 - Confidential
 - Disciplinary action based on THIS file
 - Follow rules and procedures
 - Long-term impact on employee
 - Long-term impact on agency

Performance Factors

- Job Specific Skills
- Personal and “People” Skills



Performance Factors

Job Specific Skills

- Job knowledge
- Quantity of work performed
- Quality of work performed

Performance Factors

Personal and People Skills

- Adaptability to work situation
- Effectiveness in working with others
- Attendance and punctuality

Supervisory Traps to Avoid

The Marginal Employee Will Challenge You To Do It Right!

- Strictly follow formal evaluation timelines
- Strictly follow formal evaluation rules
- Follow-through on:
 - Regular performance feedback
 - Training or assistance
- Do what you say you will do

C. Discipline

- Third Motivational Tool of LCW Toolbox



Why Discipline?



Why Discipline?

- Two Critical Functions
 - Last motivational tool
 - If not motivate-management's tool to remove



Basic Discipline Rules

- Identify “Cause”:
 - Job standards
 - Personnel rules
 - Harassment/discrimination policy
 - Department rules/procedures
 - MOUs
 - Written orders

Basic Discipline Rules

- Types of Progressive Discipline
 - Counseling
 - Oral warning
 - Written warning
 - Suspension
 - Reduction in pay
 - Demotion
 - Discharge

Basic Discipline Rules

- Legal Boundaries
 - First amendment rights
 - Retaliation
 - Accommodation for disability
 - Invasion of privacy
 - Drug and alcohol testing
 - Unlawful discrimination
 - Fair Labor Standards Act

Basic Discipline Rules

- Establish Factual Basis
- Documentation
- Investigation
- Due Process

Basic Discipline Rules

- Establish Factual Basis:
 - Description easily understood by third party
 - Describe specific facts and conduct
 - Include all supporting documentation
 - Description should be self-contained

Basic Discipline Rules

- Documentation/Corroboration Comes in Many Forms:
 - Oral recollections
 - Notes
 - Calendars
 - Memos
 - Reprimands/other prior discipline
- **WRITING IS BEST!**

Basic Discipline Rules

- Discipline Documents Must Include:
 - Rules violated
 - Specific facts
 - Discipline history
 - Impact on workplace
 - Hearing rights
 - All supporting documents
 - Statement re placing in personnel file
(and make sure it gets there)

Basic Discipline Rules

- Just Cause Checklist:
 - Forewarning/notice
 - Reasonableness
 - Fair and objective investigation
 - Evenhandedness
 - Progressive discipline
 - Appropriate level of discipline

Basic Discipline Rules

- Procedural Checklist:

- Notice of intent to discipline
- *Skelly* conference
- Notice of discipline
- Evidentiary appeal

Manage the Marginal Employee

- Use the LCW Toolbox!!!



Thank You!

T. Oliver Yee

Partner | Los Angeles Office

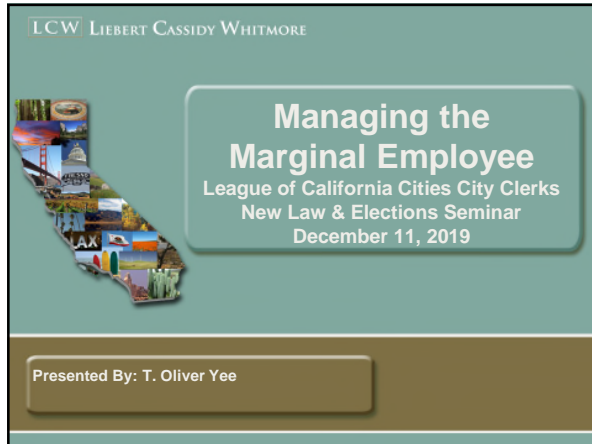
Phone: 310.981.2000 | oyee@lcwlegal.com

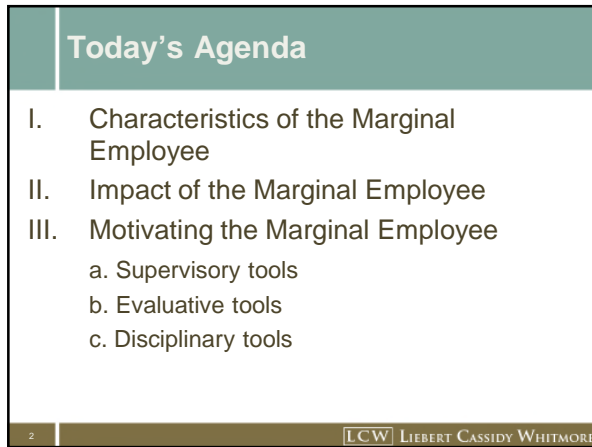
www.lcwlegal.com/our-people/T-Oliver-Yee

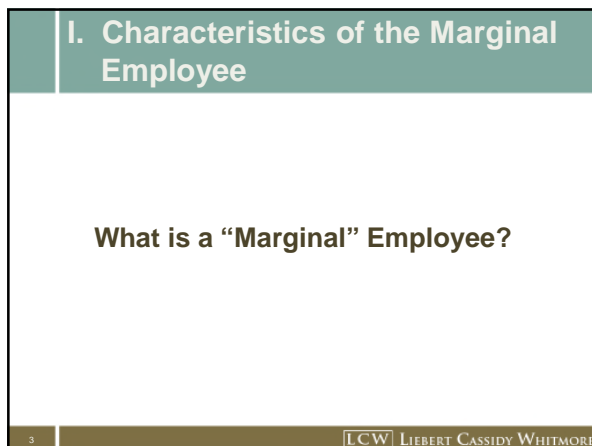
Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee







Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

“Marginal” - A Definition

- “Close to the lower limit of qualification or acceptability”

4 | LCW | LIEBERT CASSIDY WHITMORE

Common Traits of the Marginal Employee

- Confrontational
- Careless
- Withdrawn/Non Communicative
- Blaming
- Difficult/“High-Maintenance”

5 | LCW | LIEBERT CASSIDY WHITMORE

True, False, or Maybe

How a supervisor manages a marginal employee has no impact on other employees in the department.

6 | LCW | LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

Poisons the Workplace and Causes Mistrust

- Infects the Workplace
 - Work quality/quantity declines
 - Employee morale declines
 - Good employees leave
- Credibility Suffers
 - Supervisor credibility
 - Agency credibility
 - Internally/externally
 - Can impact recruitment

7 | LCW | LIEBERT CASSIDY WHITMORE

Proactive Management Required

- Must Address Marginal Performance
 - Frustrating
 - Time-Consuming
 - Difficult
- Alternative is Unacceptable


8 | LCW | LIEBERT CASSIDY WHITMORE

III. Motivating the Marginal Employee

A. Attempt to identify the source

B. Use LCW Toolbox

- Supervision
- Evaluation
- Discipline



9 | LCW | LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

Attempt to Identify the Source

- “Seniority” Mentality
- Lack of Advancement
- Pay/Perks/Low Salary
- Lack of Recognition/Agency Support
- Insufficient Training
- Management Techniques

10 | LCW | LIEBERT CASSIDY WHITMORE

Attempt to Identify the Source

- Health/Psychological Issues
- Drug/Alcohol/Substance Abuse Issues
- Interpersonal Problems
- Culture Clash
- Inadequate Skills
- Family Issues, Conflicts, Responsibilities

11 | LCW | LIEBERT CASSIDY WHITMORE

Consider Your Own Motivations

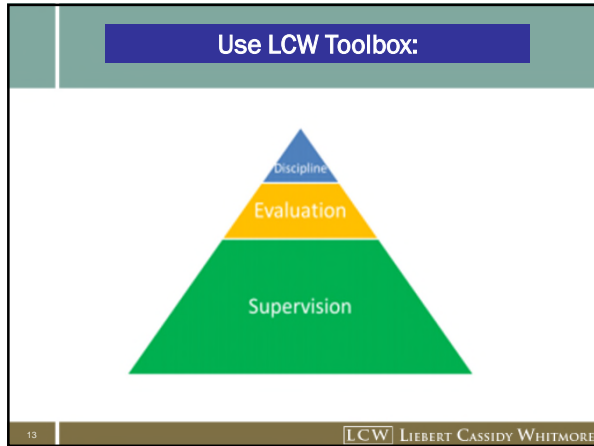
- Personal Feelings Toward the Employee
- Understand Any Disconnects
- Under-Performance v. Character Flaws

12 | LCW | LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee



True, False, or Maybe

Supervisors should only give feedback to employees on a periodic basis or employees will feel harassed.

14 | LCW | LIEBERT CASSIDY WHITMORE

A. Effective Supervision

- Motivates Most Employees
 - Lets employees know where they stand on a daily basis
 - Provides useful assistance to improve
 - Includes employees in decision making

15 | LCW | LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

Three Parts to Effective Supervision

- 1) Organizational Planning
- 2) Ongoing Communication
- 3) Accountability

16 | LCW LIEBERT CASSIDY WHITMORE

**Organizational Planning—
Setting Goals/Expectations**

- What work employee should do
- When employee should do the work
- How employee should do the work/ behave

17 | LCW LIEBERT CASSIDY WHITMORE

**Organizational Planning—
Setting Measurable Standards**

- What are standards?
- How do you set standards?

18 | LCW LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

Ongoing Communication – Communicate Expectations to Employees

I. Work To Be Done

- The Basic Assignment
- Purpose of the work
- How work will be used
- Who will use the work
- How success will be measured

19 | LCW | LIEBERT CASSIDY WHITMORE

Ongoing Communication – Communicate Expectations to Employees

II. When They Should Work

- When to start
- When project is due
- Policies on:
 - Absenteeism
 - Zero tolerance for tardiness
 - Adherence to lunch break/workday

20 | LCW | LIEBERT CASSIDY WHITMORE

Ongoing Communication – Communicate Expectations to Employees

III. How They Should Do The Work

- Resources
- Technology
- Experts
- Existing reports
- Other tools

21 | LCW | LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

**Ongoing Communication –
Communicate Expectations to Employees**

IV. How They Should Behave

- Work solo
- Work with team
- Get information from others
- Communicate with others
- Model behavior of agency leaders

22 | LCW | LIEBERT CASSIDY WHITMORE

**Ongoing Communication –
Enhance Your Communication Skills**

- Keep Your Cool
- Communication Is A Two-Way Street
- Develop Trust

23 | LCW | LIEBERT CASSIDY WHITMORE

**Accountability –
Effective Feedback**

- Immediate Feedback
- Regular Check-Ins
- Motivation Can Include Positive Reinforcement

24 | LCW | LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

Accountability – Effective Feedback

- Think First!
- Purposeful communication
- What do I want to communicate?
 - Concerns?
 - How to express?
 - Best approach with employee?
- Result of communication?

25 | LCW | LIEBERT CASSIDY WHITMORE


Accountability – Effective Feedback

- How do I want to communicate (oral/written)?
- Where do I want to communicate?
- When should I communicate?
- Who should be present?

26 | LCW | LIEBERT CASSIDY WHITMORE

Accountability – Effective Feedback

- Content of Communication
 - Clear and specific
 - Constructive
 - Objective
 - Respectful
 - Accurate



27 | LCW | LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

Accountability – Effective Feedback

- Content of Communication (continued)
 - Link conduct to impact
 - No “he said/she said”
 - Forest not trees
 - Close with action plan
 - Check for understanding
 - Identify available assistance

28 | LCW | LIEBERT CASSIDY WHITMORE

Accountability – Supervisory Traps to Avoid

The Best Defense Is An Offense---the marginal employee will notice your mistakes!

- No favoritism
- Practice what you preach:
 - Be on time
 - Do your work well and timely
 - Proofread written communication
 - Follow the rules
- Follow the rules of effective communication

29 | LCW | LIEBERT CASSIDY WHITMORE

Accountability – Supervisory Traps to Avoid

- Avoid These Tendencies:
 - No sugarcoating
 - No inflated feedback or evaluations
 - No positives only
 - No watering down criticism
 - No excusing poor performance

30 | LCW | LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

True, False, or Maybe

I should not make a written record of communication about performance issues unless I place it in the personnel file.

31 | LCW | LIEBERT CASSIDY WHITMORE

Accountability – Effective Feedback

- Make a record of the communication
 - Informal is not invisible
 - Calendar entries
 - Meeting log
 - Notes
 - Confirming memos

32 | LCW | LIEBERT CASSIDY WHITMORE

Accountability – Effective Feedback Case Study

Sandy works at the Front. Community members routinely complain about her disheveled appearance, rude behavior, and word choice. Supervisor Josie suggests that Sandy wear more appropriate clothes in the workplace and, perhaps, trim and dye her hair.

Did Josie effectively communicate the agency’s concerns?

33 | LCW | LIEBERT CASSIDY WHITMORE


Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

Marginal Probationary Employees


- Do not let them pass probation!



34 | LCW | LIEBERT CASSIDY WHITMORE

B. Evaluation

Second Motivational Tool of LCW Toolbox



35 | LCW | LIEBERT CASSIDY WHITMORE

Evaluation

- **Importance:**
 - Required by Agency's rules
 - To improve performance
 - Tells employee what doing right
 - Tells employee what doing wrong
 - Record of performance
 - Supports disciplinary actions
 - Critical evidence in defending litigation

36 | LCW | LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

Effective Evaluation

- On Going Process-No Surprises
- Provides Clear and Consistent Feedback
- Covers Entire Review Period
- Identifies Good Performance

37 | LCW | LIEBERT CASSIDY WHITMORE

Effective Evaluation

- Includes Plan for Improvement
- Communicates Timelines and Consequences
- Communicates/Identifies Poor/Marginal Performance
- Available Assistance

38 | LCW | LIEBERT CASSIDY WHITMORE

True, False, or Maybe

It is a good idea to ask an employee to suggest assistance he/she thinks may be helpful.

39 | LCW | LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

Key Tools for Performance Evaluation

- Supervisor's File
- Personnel File

40 | LCW LIEBERT CASSIDY WHITMORE

Two Key Tools

- **First: The Supervisor's File**
 - Keep track of details
 - Temporarily store documents
 - Facilitates discussions with employee
 - NOT substitute for personnel file
 - Must remain confidential

41 | LCW LIEBERT CASSIDY WHITMORE

Two Key Tools

- **Personnel File**
 - Official record
 - Confidential
 - Disciplinary action based on THIS file
 - Follow rules and procedures
 - Long-term impact on employee
 - Long-term impact on agency

42 | LCW LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

Performance Factors

- Job Specific Skills
- Personal and “People” Skills

A Venn diagram consisting of two overlapping circles. The left circle is labeled 'Job Specific Skills' and the right circle is labeled 'Personal Skills'. The overlapping area in the center represents the intersection of these two skill sets.

43 | LCW | LIEBERT CASSIDY WHITMORE

Performance Factors

Job Specific Skills

- Job knowledge
- Quantity of work performed
- Quality of work performed

44 | LCW | LIEBERT CASSIDY WHITMORE

Performance Factors

Personal and People Skills

- Adaptability to work situation
- Effectiveness in working with others
- Attendance and punctuality

45 | LCW | LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

Supervisory Traps to Avoid


The Marginal Employee Will Challenge You To Do It Right!

- Strictly follow formal evaluation timelines
- Strictly follow formal evaluation rules
- Follow-through on:
 - Regular performance feedback
 - Training or assistance
- Do what you say you will do

46 | LCW | LIEBERT CASSIDY WHITMORE


C. Discipline

- Third Motivational Tool of LCW Toolbox



47 | LCW | LIEBERT CASSIDY WHITMORE

Why Discipline?



48 | LCW | LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

Why Discipline?

- Two Critical Functions
 - Last motivational tool
 - If not motivate-management's tool to remove



49 | LCW | LIEBERT CASSIDY WHITMORE

Basic Discipline Rules

- Identify "Cause":
 - Job standards
 - Personnel rules
 - Harassment/discrimination policy
 - Department rules/procedures
 - MOUs
 - Written orders

50 | LCW | LIEBERT CASSIDY WHITMORE

Basic Discipline Rules

- Types of Progressive Discipline
 - Counseling
 - Oral warning
 - Written warning
 - Suspension
 - Reduction in pay
 - Demotion
 - Discharge

51 | LCW | LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

Basic Discipline Rules

- Legal Boundaries
 - First amendment rights
 - Retaliation
 - Accommodation for disability
 - Invasion of privacy
 - Drug and alcohol testing
 - Unlawful discrimination
 - Fair Labor Standards Act

52 | LCW | LIEBERT CASSIDY WHITMORE

Basic Discipline Rules

- Establish Factual Basis
- Documentation
- Investigation
- Due Process

53 | LCW | LIEBERT CASSIDY WHITMORE

Basic Discipline Rules

- Establish Factual Basis:
 - Description easily understood by third party
 - Describe specific facts and conduct
 - Include all supporting documentation
 - Description should be self-contained

54 | LCW | LIEBERT CASSIDY WHITMORE

Managing the Marginal Employee

League of California Cities City Clerks New Law & Elections Seminar | December 11, 2019

Presented by: T. Oliver Yee

Basic Discipline Rules

- Documentation/Corroboration Comes in Many Forms:
 - Oral recollections
 - Notes
 - Calendars
 - Memos
 - Reprimands/other prior discipline
- WRITING IS BEST!

55 | LCW | LIEBERT CASSIDY WHITMORE

Basic Discipline Rules

- Discipline Documents Must Include:
 - Rules violated
 - Specific facts
 - Discipline history
 - Impact on workplace
 - Hearing rights
 - All supporting documents
 - Statement re placing in personnel file (and make sure it gets there)

56 | LCW | LIEBERT CASSIDY WHITMORE

Basic Discipline Rules

- Just Cause Checklist:
 - Forewarning/notice
 - Reasonableness
 - Fair and objective investigation
 - Evenhandedness
 - Progressive discipline
 - Appropriate level of discipline

57 | LCW | LIEBERT CASSIDY WHITMORE
