

**CITY OF NEW ORLEANS  
CIVIL SERVICE FORM  
EXTRAORDINARY OR SUPERIOR QUALIFICATIONS, EXPERIENCE, CREDENTIALS**

Please complete this form and attach the posted job announcement and verifiable documentation of extraordinary qualifications, experience, and/or credentials. If it is a provisional employee, please submit a prior announcement. Make sure you have vetted the candidate pool to determine how many candidates possessed extraordinary qualifications. Please keep a copy for your records and send a copy of the form to the Civil Service department for the employee's official personnel file. Do not enter this increase in ADP until you have filled out this form.

**Appointing Authority Name:** Susan Hutson  
**Appointing Authority Department:** Office of the Independent Police Monitor  
**Appointing Authority Phone Number:** 504-309-9799  
**Appointing Authority E-mail:** shutson@nolaoiq.org

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CIVIL SERVICE DEPT  
NEW ORLEANS

**EMPLOYEE INFORMATION**

**Name of Employee with Extraordinary Qualifications:** Alison Renee McCrary  
**Current Class (if current employee):** 0249  
**Proposed Class:** 0250  
**Is this a promotion or a new hire?** Promotion  
**What is the new job class?** C0250 (Grade 84, Step 01)

**JOB POSTING & APPOINTMENT**

**Duration of job posting:** 30 days **How position was advertised:** City of New Orleans Job Portal  
**Date of appointment:** February 8, 2016 **Type of appointment (provisional, etc.):** Provisional

**Detailed position description:**

Professional work in the planning, organizing and evaluating of all police complaint files submitted for mediation and determining the appropriate means for resolution. Work includes: creating the mediation program policy an annually reviewing the policy with the program board including the federal consent decree monitors, the Department of Justice, the New Orleans Police Department, and the Independent Police Monitor; contacting complainants, police department employees and mediators to perform mediation intake and administer a screening tool; coordinate and arrange mediation sessions; develop and maintain software databases to track medication cases and data collection; review and analyze data to write annual and interim reports; recruit, interview, select, train and supervise a pool of specially-trained mediators; ensure that all necessary mediation documentation is completed; develop and implement mediation training curriculum specifically designed for community police mediation; designing, implementing, and tracking mediation processes to ensure programmatic goals are met; prepare public presentations about the community-police mediation program; develop and conduct research studies using questionnaires, surveys, interviews, observation methods and/or case readings to evaluate the effectiveness of the program; design methodology for tracking data using various software programs; and administer other tasks. Position will also supervise volunteers, interns and externs who work with the program. Responsibilities also include developing and managing the program budget, monitoring expenditures and seeking outside financing to ensure budget adherence; and related work as required.

**QUALIFICATIONS**

- 1. How many applicants were on the eligible list?** There were only 2 applicants. **How many of them possessed this extraordinary qualification (described below)?** Only one, Alison McCrary.

**2. Minimum qualification(s) exceeded and description of credential(s) (experience, education, certifications, etc.) that exceed(s) the minimum qualification(s):**

<b>Minimum Qualification (from job announcement)</b>	<b>Employee's Qualification that exceeds the minimum</b>	<b>Details (university, location, relevance, etc.)</b>
<p><b>1)</b> A Bachelor's Degree in Business Administration, Public Administration, a social science, or a closely related field from an accredited college or university.</p>	<p>In addition to graduating Magna Cum Laude from Georgia State University with a degree in social sciences, Alison McCrary earned a Juris Doctorate of Law. She has also completed the majority of the courses for a Masters Degree in another social science. Alison McCrary has at least six hours of college coursework in statistics. Alison is not only highly educated but has achieved excellence in all her areas of study.</p>	<p>Alison McCrary received her Bachelors degree in English from Georgia State University and her Juris Doctorate of Law from Loyola University-New Orleans. She has also completed the majority of the coursework for a Masters Degree from Catholic Theological Union. While in law school, Alison received the following honors: <i>Legal Research and Writing, Highest Grade In Class; Civil Rights 1983 Actions, Highest Grade In Class; Capital Punishment and the Constitution, Highest Grade In Class; Moot Court, Staff Member; Public Interest Law Group, President, Native American Law Student Association, President; International Law Society, Vice-President; Diversity Advisory Council, Native American Representative; National Lawyer's Guild, Community Liaison and Legal Observer Coordinator; and Louisiana Association of Criminal Defense Attorneys, Representative.</i> She graduated Magna Cum Laude from Georgia State University with a degree in social sciences receiving a Presidential Assistantship and National Scholar Honor Society awards.</p>
<p><b>2)</b> Five (5) years* of professional work experience which much have included conducting research and the compilation of data and statistical reports. Two (2) years of this experience must have including mediation or conflict resolution. Professional experience must have been attained after the receipt of a Bachelor's degree.</p>	<p>Alison is a highly experienced researcher, professional, and mediator.</p> <p>Alison McCrary has more than six years of experience in conducting researching and compiling data or statistical reports since the receipt of her Bachelors Degree.</p> <p>Alison McCrary has more than seven years of experience in mediation and conflict resolution Alison is on the Leadership Team for the Association of Conflict Resolution, President of the National Lawyers Guild-Louisiana Chapter, a member in good standing of the Louisiana Bar, a Notary Public, and is an active member of the National Association for Community Mediation. Alison is, not only an experienced mediator, but a leader in her field.</p> <p>All professional experience states was attained after the receipt of her Bachelor's degree.</p>	<p>Alison McCrary's work experience involving mediation, research, and the compilation of reports using data and/or statistics includes the following:</p> <p>1) Office of the Independent Police Monitor, New Orleans, Louisiana Community-Police Mediation Program Coordinator, May 2014-present- Plan, organize, and evaluate all police complaints submitted for mediation, create and administer survey tools to collect data and measure program's effectiveness, compile data into statistical reports. Coordinate, train, schedule, and supervise thirty community-police mediators; plan, organize, and evaluate all police complaints submitted for mediation; annually reviewing the Mediation Program Policy, draft curriculum for specialized community-police mediation using the inclusive model of mediation,</p>

		<p>perform intake of civilian complaints and officers, administer intake and screening tools to determine which cases and participants are appropriate for mediation, consult to help create new mediation programs nationally, and mediate cases.</p> <p>2) Safe Streets/Strong Communities, August 2010-April 2012 - Mediating with the community and police to change policing practices that discriminate against centuries-old African-American cultural traditions; drafted reports.</p> <p>3) Loyola University, Research Assistant, March 2010- May 2010 - Researched and wrote about approaches to the concept of "right relationship;"</p> <p>4) Gillis Long Poverty Law Center, Research Assistant to Director Bill Quigley, May 2008-April 2009 - Researched and drafted reports and legal memoranda on civil rights matters, international labor laws, global public health issues, and the 13th amendment's prisoner exception to slavery;</p> <p>5) Instituto Palmares de Direitos Humanos, Rio de Janeiro, Brazil Writer and Researcher, May 2008 - August 2008 researched and drafted reports on poverty and sustainable development</p> <p>6) United Nations WILPF Office, New York, January 2005-August 2005 - Monitored and researched the implementation of UN Security Council Resolution 1325, collected data and drafted reports;</p> <p>7) Fourth Circuit Court of Appeals, Judicial Extern, October 2009-February 2010 Researched and wrote memoranda on mandatory sentencing of repeat drug offenders and protective sweeps of homes</p>
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**Description of how similar qualifications are not readily available in the labor market at minimum entrance rate:** No individuals in the New Orleans area with expertise in the field of Community Mediation, criminal justice, police accountability, program development, and Community-Police Mediation applied for this position. Alison's unique skill set allows a program that requires legal, mediation, organizational development, managerial, and data analysis skills to be run with only one staff person and at a very low cost to the City of New Orleans. No other such individuals have every applied to run the New Orleans Community-Police Mediation program.

### **3. How are the duties of the position relevant to the advanced qualification?**

The advanced qualifications that Alison McCrary possesses are relevant to the work of the Program Manager of the Community Police Mediation program in several ways. First, her legal and analytical skills allow her to better evaluate and review police complaints eligible for mediation and reviewing complaints generally. The screening of complaints for mediation is complex It requires an understanding of NOPD policy, state, municipal and constitutional law as well as the ability to analyze a narrative and spot the aforementioned legal issues. Not all complaints referred to OIPM for mediation are eligible. Without a person with Alison's knowledge and skills screening the cases, NOPD would be exposed to an increased liability for mediating cases that present a significant

liability risk to the New Orleans Police Department. Accepting cases which are ineligible for mediation would also violate the Consent Decree. Her knowledge of constitutional law also improves her and our staff's ability to look for and assess constitutional rights violations and development material and reports that relate to that. This helps with the requirement of this position to determine the appropriate means for a resolution of a complaint of officer misconduct. It also improves the quality of curriculum that she teaches at the Police Academy on Active Listening, Conflict Resolution, and Mediation.

Furthermore, Alison's additional experience and credentials related to legal analysis and research assist with the review of the mediation program policy. The policy is legally required to be reviewed and updated on a regular basis. The attorney who helped draft the original policy is no longer on staff. If Alison were not qualified to draft the policy, OIPM would have to contract with an outside attorney to assist us in regularly updating the policy. With advanced studies of legislation, law, and public policy, she contributes to this job requirement more than one without such experience and education.

Alison's legal skills and her presence as an attorney also assists our office for when she is needed to be on call 24/7 for a week at a time for any Critical Incidents (driving out to a scene where an officer has discharged a weapon, caused a head injury to a civilian, someone is hospitalized while in police custody, someone died while in police custody, and other situations) so she knows what to look for, what questions to ask, what information to take note of, and how to write a report after an incident. With a small staff of four people, the need to have her on call is imperative at times when others may have to be out of state or unavailable.

Next, her legal skills are helpful or even necessary for the writing and implementation of contracts, something that she has done several times in her work at the Independent Police Monitor. Legal knowledge of Louisiana contractual law is helpful in this area. It is also important for our office to have a licensed Notary Public on staff to notarize legal, contractual, and other documents when needed.

Alison's experience in the development and creation of new programs helps in the development and implementation of our thorough mediation training program and the processing of mediation cases. Her skills enhance her work in fulfilling the job requirement of designing, implementing, and tracking mediation cases and developing and conducting research studies using questionnaires, surveys, interviews, observation methods and/or case readings to evaluate the effectiveness of the program. Program management and development is complex work. The manager has to be able to create and manage budgets, recruit, train and supervise staff, manage the current resources of the program while also growing the program and acquiring the resources needed for expansion, collect data about the program in order to correct flaws while also touting successes and building buy-in and support. Essentially, directing a program is similar to running a small organization in that it requires many of the same skills an executive director would need. Alison possesses these skills and having her on staff relieves the burdens of the OIPM director so that she may focus her attention on other aspects of OIPM's mission.



We can trust Alison to run the program, fairly, efficiently and within policy.

Alison's familiarity in maintaining a budget for non-profits and as she had with her Soros Justice Advocacy Fellowship where she mediated between civilians and police officers helps with the maintaining of a budget for the program. As part of her work, she must track expenses and write quarterly budget reports to funders.

Finally, her experience in supervising interns, volunteers, mediators, and other workers take our Law Clerk, Extern, Intern, and Fellowship Programs to another level. Her people and emotional intelligence skills help us identify a person's skills and gifts and how they can best be used. Her experience in managing, supervising, and providing feedback to volunteers and others helps us maintain quality control, stay focused on deadlines, and provide a meaningful learning experience to those who work with us.

**4. How will hiring this person at the rate specified below be a financial advantage to the City? Please provide an objective financial analysis.**

First, the salary stated below and benefits of Alison McCrary is designated and paid 100% by grant monies. Alison McCrary was originally hired with her salary being 100% funded by a grant from the U.S. Department of Justice's Community Oriented Policing Services Program. From April 1, 2015 until March 31, 2017, her salary has been and will be paid 100% at the amount stated below by a grant from Baptist Communities Ministries. The salary amount was designed in the grant and has been paid thus far at a rate significantly lower than the amount stated in the grant agreement signed between the city and the foundation because of the length of Civil Service processes. The salary has not been paid with taxpayer dollars and will not be paid with tax payers dollars for at least the next 15 months.

The current grant period of one year specifies and provides Alison McCrary's salary at \$68,059 from April 1, 2015-March 31, 2015 and \$70,781 from April 1, 2016-March 31, 2017. Because the salary increase from civil service, though initially commencing the process in January of 2015, was not processed in a more timely manner, approximately \$21,000 of the \$68,059 salary amount had to be transferred to operating expenses of the program because it could not be provided due to the delays of Civil Service. The increase in operating expenses benefitted the program and the City in numerous ways.

With the hiring of Alison McCrary at the rate specified below, her compensation will be more appropriately in line with national standards for her job duties for those in other cities with her job responsibilities thus allowing us to retain someone with a unique set of diverse skills for this position.

The greatest argument for hiring Alison at the rate specified below is efficiency. It would be very difficult to find one person who can direct the program, work for its continued funding, supervise its staff, train its staff and train NOPD, supervise law students, be back-up for our on call staff, write and review contracts and do all of the myriad work that Alison does and is capable of doing. To replace Alison, we would have to hire two or three less qualified people.

5. List other departmental employees in this classification. Do they also possess the exceeded qualification and is it job related? Please attach copies of this form for people with the same or equivalent extraordinary qualifications. No other department employees have this classification. No one else possesses the exceeded qualifications as it relates to the needs of this work.

**Rate granted (in steps; % must be in increments of 1.25): \$70,781** (\$70,643 is the maximum amount provided in the civil service job description. BCM states the salary should be \$70,781 and provides money for that. The Great Place to Work Initiative states that a 25% increase above the pay is permissible through this means.)

Step 21

Appointing Authority Signature: \_\_\_\_\_

