

**COUNCIL OF THE DISTRICT OF COLUMBIA  
COMMITTEE OF THE WHOLE  
COMMITTEE REPORT**

1350 Pennsylvania Avenue, NW, Washington, DC 20004

**DRAFT**

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**TO:** All Councilmembers

**FROM:** Chairman Phil Mendelson  
Committee of the Whole

**DATE:** November 3, 2015

**SUBJECT:** Report on PR 21-322, “Director of the Department of Human Resources Ventris Gibson Confirmation Resolution of 2015”

The Committee of the Whole, to which Proposed Resolution 21-322, the “Director of the Department of Human Resources Ventris Gibson Confirmation Resolution of 2015” was referred, reports favorably thereon, and recommends approval by the Council.

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**I. BACKGROUND AND NEED**

The purpose of Proposed Resolution 21-322 is to confirm the appointment of Ms. Ventris Gibson as Director of the District’s Department of Human Resources (DCHR). Ms. Gibson is currently a Maryland resident but plans to move to the District as soon as her confirmation has been approved.<sup>1</sup>

Ms. Gibson was raised in Ward 8 and graduated from Ballou High School. After graduating, she served in the United States Navy, and after being honorably discharged, she worked for the U.S. Department of Veteran Affairs for 24 years. During her time with the Department of Veteran Affairs, Ms. Gibson climbed the ranks in Human Resources, starting off in an entry level position and progressing to become the Deputy Assistant Secretary for Human Resources – a position she held from 2000 to 2003. As Deputy Assistant Secretary, Ms. Gibson

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<sup>1</sup> Gibson Oral Testimony.

was responsible for overseeing all human resources for the Department of Veteran Affairs, including leading oversight and compliance; managing recruitment, placement, and professional development of the agency's workforce; and serving as the most senior advisor to the Secretary of Veterans Affairs on all issues pertaining to human capital.

In 2003, Ms. Gibson transitioned to the Federal Aviation Administration (FAA), where she served as the Assistant Administrator for Human Resources for eight years. In this role, she was responsible for managing a \$108 million dollar budget, as well as a complex human resources information system. Additionally, Ms. Gibson created the FAA's first human resources performance dashboard and led the design and implementation of an automated human resources applicant system.

Following a brief retirement in 2011, Ms. Gibson served as the Director of Administration at the National Labor Relations Board from 2013 to 2014 and as the Associate Deputy Assistant Secretary for Human Resources for the U.S. Department of Health and Human Services (HHS) from 2014 until she accepted the position as Director of the District's Department of Human Resources in August 2015. In her role at HHS, Ms. Gibson was responsible for overseeing various human resource programs, including recruiting, professional development, labor-management relations, organizational design, and human resources architecture and modernization. Additionally, Ms. Gibson managed the development of policy and execution of human capital components needed to combat the Ebola hemorrhagic fever.

Given Ms. Gibson's tremendous knowledge and expertise in human resources, the Committee supports Ms. Gibson's confirmation as the Director of DCHR.

## **Background on DCHR**

DCHR is responsible for the recruitment, development, and retention of strong, highly-qualified individuals in the District government. Additionally, the agency oversees coordination of employee benefits, provides compensation and classification guidance, offers legal advice on all personnel matters, and administers professional development and learning and development to District employees. While much of this work is centralized within DCHR, District agencies also have in-house human resources personnel that DCHR must coordinate with to ensure that all District agencies are abiding by the same set of rules and policies guiding the District's human resources practices. Moreover, DCHR performs oversight of these in-house human resources personnel, as well as providing oversight over District agencies that have independent human resources authority.

## **Compensation and Classification Reform**

DCHR has been undertaking a review of the District's compensation and classification system for many years. Unfortunately, the review has languished and suffered many iterations, starts, and stops. Moreover, despite the protracted nature of this reform, the Executive has continuously proposed an increase in DCHR's budget for the continuation of the project.

Completion of this process has been a DCHR agency initiative since at least fiscal year 2008, in which the agency's performance appraisal stated at the time that the completion of the compensation and classification projects were not fully achieved due to funding constraints.<sup>2</sup> In FY 2009, DCHR successfully secured a contractor to work on the project.<sup>3</sup> In FY 2010, DCHR was continuing the development of the new system and "ensure its completion by the end of FY11".<sup>4</sup> In FY 2011, the project had a "pause period" from January 12, 2011 to August 23, 2011, and a new contract was negotiated with the contractor.<sup>5</sup> In FY 2012, DCHR's performance appraisal stated that the review would be completed in FY 2013.<sup>6</sup>

At a July 28, 2014 public hearing conducted by DCHR, a presentation indicated that the next step in the reform effort was "revised District policies and regulations will be forwarded to the Council and the Mayor for approval." To date, the reforms have not been finalized and nothing has been transmitted to the Council. In response to pre-hearing confirmation questions, Ms. Gibson indicated that she believed that the reform project would be "a reality within the next 120 days."<sup>7</sup> Additionally, at her October 7, 2015 confirmation hearing, Ms. Gibson reiterated that she believes that the 120 day goal is a realistic timeline and that she anticipates legislation being transmitted to the Council within the next 60 days.<sup>8</sup> The Committee is cautiously optimistic that these deadlines will be met and strongly encourages the Executive to ensure that the legislation associated with the classification and compensation reform has been transmitted to the Council by the end of the calendar year.

## **Recruitment of Employees**

In addition to classification and compensation reform, DCHR is responsible for recruiting and retaining talented, highly-skilled individuals in the District workforce. Surrounded by the federal government and a robust private sector, the District government must often compete to attract the nation's most talented and skilled individuals to work for the District. To that end, the Committee asked Ms. Gibson to describe her strategy for aiding District agencies in recruitment of talented individuals. With regard to recruitment, Ms. Gibson identified an eight step approach that she believes will work to attract highly-skilled individuals to work for the District. Specifically, Ms. Gibson plans to:

- Position the District in the job market;
- Positively differentiate the District from competitors and help build a brand and proposition that builds on our goal of becoming an employer of first choice;
- Identify critical internal resources and build the critical momentum for the retention programs;

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<sup>2</sup> GOVERNMENT OF THE DISTRICT OF COLUMBIA, FY 2008 Performance Accountability Report for DCHR 4 (2009).

<sup>3</sup> GOVERNMENT OF THE DISTRICT OF COLUMBIA, FY 2009 Performance Accountability Report for DCHR 3 (2010).

<sup>4</sup> GOVERNMENT OF THE DISTRICT OF COLUMBIA, FY 2010 Performance Accountability Report for DCHR 5 (2011).

<sup>5</sup> GOVERNMENT OF THE DISTRICT OF COLUMBIA, FY 2011 Performance Accountability Report for DCHR 4 (2012).

<sup>6</sup> GOVERNMENT OF THE DISTRICT OF COLUMBIA, FY 2012 Performance Accountability Report for DCHR 3 (2013).

<sup>7</sup> Gibson responses to pre-hearing questions, page 5.

<sup>8</sup> Gibson oral testimony.

- Develop ideal candidate profiles by ensuring that key competency models are established based on the specific requirements of the job and its criticality to service delivery;
- Establish a corporate culture that moves away from “post and hope” to new and more innovative recruitment practices (i.e. virtual online job fairs, social media strategy, tailoring recruiting events and changing websites to feature critical occupations);
- Analyze all gaps in the recruitment process that is inclusive of external job market conditions, techniques and tools for attracting and hiring talent and establishing metrics to ensure that we are successful;
- Review processes to see if we can “lean” them [in order] to reduce the time to fill; and
- Develop core competency model that identifies the critical knowledge, skills, and abilities the occupation requires and aligning the competencies with hiring, performance, and development.<sup>9</sup>

In addition to these strategies, Ms. Gibson has also identified the hiring of District residents as one of her five priorities for DCHR in the coming years.<sup>10</sup> Specifically, Ms. Gibson plans to brand recruitment brand materials about the benefits of both living and working in the District, partner with sister District agencies like the Department of Employment Services, educate the District’s middle and high school students on the career opportunities available in the District government, and using social media and websites to highlight the potential growth and opportunities available in the District government.<sup>11</sup> The Committee is pleased to see such a commitment to District residents but does encourage Ms. Gibson and DCHR to explore opportunities for partnering with the University of the District of Columbia in order to maximize the number of District residents prepared for employment with the District government. DCHR should be utilizing the District’s only public university to the fullest extent and strongly urges collaboration between DCHR and the university.

## Conclusion

In order for the District government to provide the best services to District residents, it needs to attract and retain the best and brightest individuals possible. This responsibility rests on the shoulders of DCHR. Thus, DCHR needs to be renowned human resources agency, becoming the model for others to follow, and in order for this to occur, DCHR needs a visionary leader who has a demonstrated record of such accomplishments. Given Ms. Gibson’s impressive and tenured background, the Committee believes that Ms. Gibson is such a leader and believes that she will be able to turn DCHR into an exemplary human resources agency. Thus, the Committee recommends the confirmation of Ms. Gibson as the Director of DCHR.

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<sup>9</sup> Gibson response to pre-hearing questions, page 4-5.

<sup>10</sup> *Id.* at 3.

<sup>11</sup> *Id.* and Gibson oral testimony.

## II. LEGISLATIVE CHRONOLOGY

- September 18, 2015 PR 21-322, the “Director of the Department of Human Resources Ventris Gibson Confirmation Resolution of 2015” is introduced by Chairman Mendelson, at the request of the Mayor.
- September 22, 2015 PR 21-322 is “read” at a legislative meeting; on this date the referral of the PR to the Committee of the Whole is official.
- September 25, 2015 Notice of Intent to Act on PR 21-322 is published in the *District of Columbia Register*.
- October 2, 2015 Notice of a Public Roundtable on PR 21-322 is published in the *District of Columbia Register*.
- October 7, 2015 The Committee of the Whole holds a public roundtable on PR 21-322.
- November 3, 2015 The Committee of the Whole marks-up PR 21-322.

## III. POSITION OF THE EXECUTIVE

Ms. Gibson is the Mayor’s nominee for appointment as the Director of the District’s Department of Human Resources.

## IV. COMMENTS OF ADVISORY NEIGHBORHOOD COMMISSIONS

The Committee received no testimony or comments from any Advisory Neighborhood Commission.

## V. SUMMARY OF TESTIMONY

The Committee of the Whole held a public roundtable on PR 21-322 on Wednesday, October 7, 2015. The testimony summarized below is from that roundtable. Copies of written testimony are attached to this report.

**Barbara Symonds, Senior Executive Director, HR Solutions, US Department of Health and Human Services**, testified in support of PR 21-322. Ms. Symonds emphasized that the District is fortunate to have found Ms. Gibson and indicated that Ms. Gibson always tries to the best of her ability to provide assistance to individuals with any human resources related issues.

**Ventris Gibson, Nominee**, testified on her extensive experience in human resources, having held several senior level human resources positions. Ms. Gibson’s most recent position was the Associate Deputy Assistant Secretary for Human Resources. Additionally, Ms. Gibson

noted that she has strong roots in the District, as she grew up in Ward 8 and graduated from Ballou High School.

The Committee also received a letter of support from Mr. John W. Gill, Deputy Assistant Secretary for Human Resources. This letter is attached. The Committee received no testimony or comments in opposition to PR 21-322.

## VI. IMPACT ON EXISTING LAW

PR 21-322 is an exercise of the Council's discretion to approve or disapprove Mayoral nominations of subordinate agency heads in the Executive Service, pursuant to § 1-523.01(a) of the District of Columbia Official Code.

## VII. FISCAL IMPACT

The Office of the Chief Financial Officer indicates that a Fiscal Impact Statement is not needed for a confirmation. The annual compensation for Ms. Gibson, which is \$191,580.00 plus fringe benefits, is included as part of the Fiscal Year 2016 budget for the Department of Human Resources.

## VIII. SECTION-BY-SECTION ANALYSIS

<u>Section 1</u>	Short title.
<u>Section 2</u>	Confirms the appointment of Ms. Ventris Gibson as the Director of the Department of Human Resources to serve at the pleasure of the Mayor.
<u>Section 3</u>	Directs the Council to transmit a copy of the resolution, upon its adoption, to the nominee and to the Executive Office of the Mayor.
<u>Section 4</u>	Provides that PR 21-322 shall take effect immediately upon publication in the <i>DC Register</i> .

## IX. COMMITTEE ACTION

On November 3, 2015, the Committee met to consider PR 21-322, the "Director of the Department of Human Resources Ventris Gibson Confirmation Resolution of 2015." The meeting was called to order at 9:00 a.m., and PR 21-322 was item XX-I on the agenda. After ascertaining a quorum (Chairman Mendelson and Councilmembers Alexander, Allen, Bonds, Cheh, Evans, Grosso, Orange, May, McDuffie, Nadeau, Silverman, and Todd present), Chairman Mendelson moved the print with leave for staff to make technical and conforming changes. After an opportunity for discussion, the vote on the print was unanimous (Chairman Mendelson and

Councilmembers Alexander, Allen, Bonds, Cheh, Evans, Grosso, Orange, May, McDuffie, Nadeau, Silverman, and Todd voting aye). The Chairman then moved the report with leave for staff to make technical, conforming, and editorial changes. After an opportunity for discussion, the vote on the report was unanimous (Chairman Mendelson and Councilmembers Alexander, Allen, Bonds, Cheh, Evans, Grosso, Orange, May, McDuffie, Nadeau, Silverman, and Todd voting aye). The meeting adjourned at \_\_\_\_\_

## **X. ATTACHMENTS**

1. PR 21-322 as introduced.
2. Responses from nominee to pre-hearing questions.
3. Written Testimony.
4. Legal Sufficiency Determination for PR 21-322.
5. Committee Print for PR 21-322.



OFFICE OF THE  
SECRETARY

2015 SEP 18 PM 1:32

MURIEL BOWSER  
MAYOR

SEP 18 2015

The Honorable Phil Mendelson  
Chairman  
Council of the District of Columbia  
John A. Wilson Building  
1350 Pennsylvania Avenue, N.W., Suite 504  
Washington, D.C. 20004

Dear Chairman Mendelson:

Pursuant to section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law § 1-523.01), I am pleased to nominate the following person for appointment:

Ms. Ventris Gibson  
12200 Foxhill Lane  
Bowie, M.D. 20715

as the Director of the District of Columbia Department of Human Resources, to serve in that capacity at my pleasure.

Enclosed, you will find biographical information detailing Ms. Gibson's experience, together with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Muriel Bowser".

Muriel Bowser  
Mayor



  
Chairman Phil Mendelson  
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

Chairman Phil Mendelson, at the request of the Mayor, introduced the following resolution  
which was referred to the Committee on \_\_\_\_\_,

To confirm the appointment of Ventris Gibson as Director of the Department of Human  
Resources.

RESOLVED, BY COUNCIL OF THE DISTRICT OF COLUMBIA, that this resolution  
may be cited as the "Director of the Department of Human Resources Ventris Gibson  
Confirmation Resolution of 2015".

Sec. 2. The Council of the District of Columbia confirms the appointment of:

Ms. Ventris Gibson  
12200 Foxhill Lane  
Bowie, M.D. 20715

as the Director of the Department of Human Resources, in accordance with section 2 of the  
Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-  
523.01), to serve at the pleasure of the Mayor.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution,  
upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

**VENTRIS CASSANDRA GIBSON**

[\(ventris.gibson@yahoo.com\)](mailto:ventris.gibson@yahoo.com)

12200 FOXHILL LANE, BOWIE, MARYLAND 20715

**CANDIDATE FOR HUMAN RESOURCES EXECUTIVE POSITION**

□ □ □ □

***Demonstrated Competencies***

HR Architecture  
Intellectual Capital  
HR Analytics & Dashboard  
Contract Negotiation  
Learning and Development  
Budget Formulation and Execution  
Performance and Engagement  
Mediation and Facilitation  
Diversity and Inclusion  
Customer Excellence  
Process Improvement

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***Awards/Achievements***

Distinguished Service  
Meritorious Service  
Congressional Award for Excellence  
Leadership Award  
New Jersey Metropolitan Woman of Year

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- Experienced leader with more than 35 years of conceiving, developing, and implementing successful HR organizations, strategies/initiatives necessary to drive revenues, growth and change.
- Successful in providing for the stewardship, strategic vision, and leadership in driving quality, customer-driven human resources services.
- Consistently improves operations and service delivery; regularly recognized for adding value in all endeavors.
- Able to create/execute leadership plans, cost savings initiatives, strategic approaches to real HR resources challenges, and alternative forms of currency designed to attract, motivate, retain, and develop talent.
- Noted for inspirational leadership style that builds/retains high-performance and improved discretionary effort through innovative training, motivation, and mentorship.

**RELATED EXPERIENCE**

***Associate Deputy Assistant Secretary for HR***  
**Department of Health and Human Services**  
**Washington, DC**  
**05/14 to Present**

Responsible for providing enterprise-wide strategic and corporate leadership in the development and delivery of innovative and transformational human resources programs, policies, and services that impact nearly 92,000 employees worldwide. Through a professional and dedicated staff of Human Resources (HR) employees, oversee the effective delivery of core services and expertise that includes an array of programs. These programs encompass talent acquisition, talent development, diversity and inclusion, workforce and succession planning, HR analytics, employee and labor relations, benefits, rewards and recognition, organizational design, employee engagement, performance management, compensation, executive resources, position management and classification, and HR architecture and modernization. Provide guidance and policy direction to 10 different HR Centers totaling over 800 HR staff.

***Director of Administration***  
**National Labor Relations Board (NLRB)**  
**Washington, DC**  
**1/13 to 5/14**

Served as the executive over HR, employee development and



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### ***Affiliations & Volunteerism***

Partnership for Public Service  
Strategic HR Advisor to Executive

Society for Human Resources  
Management

American Legion

Community Outreach

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### ***Education & Training***

Harvard University  
Kennedy School of Business  
Senior Leadership

University of Maryland  
University College,  
Maryland

Atlanta School of Justice

Aspen Executive Institute

Federal Executive Institute

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learning, occupational health and safety, physical and personal security, facilities and property management services to nearly 52 geographically dispersed offices across the United States. Formulated and executed a \$45 million dollar operating budget. Transformed HR management programs, policies, and procedures by strategically aligning programs with organizational priorities and business needs.

***Chief Executive Officer***  
**Gibson Associates Consulting**  
**Bowie, MD**  
**to 01/13**

Provided executive level HR management and leadership programs and services to public and private sector corporations. These included Fortune 500 companies and Federal, state and local governments such as the Office of Personnel Management, Department of Veterans Affairs, Department of Transportation, Architect of the Capitol, and others. Examples of not-for-profit and private sector corporations included the Partnership for Public Service, Richmond Events—HR Forum, Crayola Crayons Incorporated, Federal Employee Associations, HR Solutions Incorporated, Performance Institute, and North Highland Company.

Provided strategic human capital planning, labor and employee relations, compensation, benefits, talent acquisition and management, intellectual capital, employee engagement, and executive accountability advisory services. Developed process improvement strategies (lean six sigma), dispute resolution, Federal EEO/Administrative and employee misconduct investigations, climate surveys, diversity and inclusion strategies, next generation of workers, employee rights, furloughs, reductions in force, staffing adjustments, workforce planning, and HR metrics/workforce analytics.

***Assistant Administrator for Human Resources***  
**Department of Transportation**  
**Federal Aviation Administration**  
**Washington, DC**  
**11/03 to 04/11**

Ensured an effective and efficient service delivery model that met the employment needs of those who separate and support air travel. Senior most HR executive responsible for providing HR services to FAA employees through nearly 700 HR professionals and contractors located in 12 different geographical locations throughout the United States. Administered a \$108 million dollar operating budget and an HR Information System (inclusive of payroll) for 50,000 employees. These included the nation's 16,000 Air Traffic Controllers and 5,000 Aviation Safety Inspectors. Served as one of 4 most senior agency officials that provided oversight of the FAA's strategic plan.

04/11

□ □ □ □

### ***Hobbies***

Communications

Writing

Gardening

Swimming

Travel

□ □ □ □

Provided strategic direction in the development and administration of policies and programs for executive, managerial and employee training and development. Designed and implemented the agency's first HR performance dashboard. Led talent acquisition and management strategies, market based pay, outreach, diversity advocacy, HR Information Systems and enterprise architecture. Directed a staff of nearly 400 labor and employee relations, employee benefits and work life program specialists. Administered a complex pay for performance system encompassing performance management and compensation, executive incentives, and aerospace workforce forecasting. Administered 29 different collective bargaining agreements and 4 distinct and different pay systems. Featured prominently in several aviation and aerospace media markets, Washington Post, CBS Evening News, several books on generational awareness, wellness programs, and recruitment strategies. Created the Center for Organizational Excellence which focused on transformation, process improvement, and innovation.

### ***Deputy Assistant Secretary for HR*** **Department of Veterans Affairs** **Washington, DC** **10/00 to 11/03**

Directed the Federal government's second largest and most complex HR with a centralized headquarters operation and a decentralized field structure employing nearly 4,000 HR professionals that serviced approximately 230,000 employees.

Led workforce and succession planning, change management, human resources information systems, oversight and compliance, recruitment and placement, professional development, work/life programs, healthcare staffing adjustments, and compensation programs for professional, administrative, technical and other occupations including over 300 nurse pay schedules, physicians specialty pay and retirement. Provided executive direction over 360 employees and an operating budget of \$59 million.

Served as the most senior advisor to the Secretary of Veterans Affairs on all matters pertaining to human capital. Ensured the full development and deployment of HR emergency preparedness program on, during, and post September 11<sup>th</sup>. Represented the Secretary and the Department before Congress, and other organizations (including the Federal government).

### ***Deputy Assistant Secretary for Resolution*** **Department of Veterans Affairs** **Washington, DC** **02/1998 to 10/2000**

Directed the processing of complaints of unlawful employment discrimination. Managed a \$28 million dollar budget and 270 employees in 12 different geographic locations. Provided oversight



in the development of complaint processing rules and policies. Named most outstanding in government for innovative practices to prevent workforce discrimination and in the timely and accurate processing of complaints. Served as the Department's spokesperson on matters relating to complaint processing and advised the Secretary of Veterans Affairs on EEO matters within the Department. Testified before Congress on numerous occasions. Featured in numerous magazines and articles.

**Department of Veterans Affairs  
Veterans Benefits Administration  
Washington, DC  
02/1980 to 02/1998**

Progressed from an entry level HR position to the highest ranking HR executive. Worked in various geographical locations to include Manhattan, NY, Newark, NJ, and Washington, DC

**Air Traffic Controller  
United States Navy (Active Duty)  
Honorable Discharge  
04/1974 to 09/1977**

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Executive Office of the Mayor - Office of Talent and Appointments  
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

## Ventris C. Gibson



Ventris C. Gibson is the Acting Director of the DC Department of Human Resources (DCHR).

Prior to her appointment at DCHR, Ms. Gibson served as Associate Deputy Assistant Secretary for Human Resources for the U.S. Department of Health and Human Services (HHS). At HHS, she was responsible for providing enterprise-wide strategic and corporate leadership in the development and delivery of innovative and transformational human resources programs, policies, and services that impact nearly 92,000 employees worldwide.

Ms. Gibson also served as the Director of Administration for the National Labor Relations Board and as an executive consultant with North Highland Company, a global consulting firm. From 2003 to 2011, Ms. Gibson was the Federal Aviation Administration's (FAA)

Assistant Administrator for Human Resources Management, where she was the senior-most executive responsible for all aspects of the human resources management program.

Ms. Gibson is a U.S. Navy veteran and a recipient of numerous accolades, including the Exceptional and Meritorious Service Awards, a Congressional Award for Excellence, and the Northern New Jersey Area's prestigious "Woman of the Year" award. A native of Ward 8, Ms. Gibson received special certifications from the Federal Executive Institute, Leadership VA, and the Aspen Institute.



GOVERNMENT OF THE DISTRICT OF COLUMBIA  
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

**To:** Lolita S. Alston  
**From:** Betsy Cavendish  
**Date:** August 31, 2015  
**Subject:** Legal sufficiency review of legislation nominating Ventris Gibson as Director, Department of Human Resources

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**This is to Certify that** this office has reviewed the above-referenced legislation and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call Rob Hawkins, Deputy General Counsel, Executive Office of the Mayor, at 202-724-1303, or me at 202-724-7681.

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Elizabeth Cavendish



GOVERNMENT OF THE DISTRICT OF COLUMBIA  
Department of Human Resources



**Office of the Director**

**October 2, 2015**

The Honorable Phil Mendelson  
Chairman  
Committee of the Whole  
Council of the District of Columbia  
1350 Pennsylvania Avenue, N.W., Suite 504  
Washington, D.C. 20004

Dear Chairman Mendelson:

Thank you for the opportunity to submit responses to the questions you asked that I complete in preparation for my confirmation hearing on October 7, 2015. I am excited to take on this new role as Director, Department of Human Resources and look forward to serving in this assignment.

1. Please provide a copy of the Financial Disclosure Statement you filed with the Office of Campaign Finance or the Board of Ethics and Government Accountability. If you have not filed a Financial Disclosure Statement, please provide answers to questions 2-8 in lieu of that statement.

**Questions 2-8 answered below.**

2. Please provide the name of each business entity transacting any business with the District Government in which you have a beneficial interest valued in excess of \$5,000, including publicly traded stock.

**None.**

3. Please provide the name of each business entity transacting any business (including consulting) with the District Government from which you or your immediate family have received (or are receiving) income for services rendered in excess of \$1,000 during the past two years.

**None.**

4. Please provide the name of each business entity transacting business with the District Government in which you or any member of your immediate family serves as an officer, director, partner, or agent. Also list the position(s) held, a brief description of the entity, and any other pertinent details.

**None.**



5. Please provide the name of any lender and the amount of liability for each outstanding liability borrowed by you or any member of your immediate family in excess of \$5,000. Do not include loans from a federal or state insured or regulated financial institution, or from any business enterprise regularly engaged in the business of providing revolving credit or installment accounts.

**None.**

6. Please list the location of all real property located in the District of Columbia in which you have an interest with a fair market value in excess of \$5,000.

**None.**

7. Please list all professional and occupational licenses held by you.

**None.**

8. Please list any professional organizations of which you are currently a member?

**National Council of Negro Women**

**Vietnam Veterans of America**

**AARP**

**Partnership for Public Service, Strategic Advisor for Government Executives**

**Steward, Reid Temple AME Church**

9. Please list all boards and commissions connected with the District government on which you are or have been a member, and include the term of service for each.

**None.**

10. Please list any other boards (e.g. Boards of Directors of a non-profit) on which you are a member.

**None.**

11. Do you have any outstanding liability for taxes, fees, or other payments to the District, federal, or other state or local governments, either contested or uncontested? If so, please provide documentation of attempts to pay the amount owed or to resolve the disputed claim.

**In the latter part of 2013 and early 2014, I made major repairs to my home that was not covered by my property insurance. This resulted in my using funds from retirement account. The Internal Revenue Service (IRS) advised that a sufficient amount of federal taxes were not withheld. Thus, my taxes were recomputed, causing an additional tax obligation. The accounting company that completed my taxes determined that it was an error and would take the necessary steps to correct the mistake. Thus, I entered into an installment agreement with the IRS (enclosed) as the accounting company continues to resolve this matter with the IRS. All payments towards the installment plan are current.**

12. Do you or any member of your immediate family have any interest, financial or otherwise, that may directly or indirectly pose a conflict of interest for you in performance of your duties as Director of the Department of Human Resources?

**No.**

13. What is your vision for DCHR? How do you want the agency to be perceived four years from now? Include in your answer what you see as the top five priorities for DCHR, and your planned approach to each.

**My vision is a simple one – become an innovative and best-in-class human resources organization that delivers high-quality service. The perception four years from now would be that DCHR is our customers' first choice and a model for others with a fully integrated suite of HR products and services.**

**I am working to set clear objectives, outcomes, and deliverables that focus on the Mayor's priorities, the mission of the organization, and those investments essential to carrying out this vision and accomplish these goals. Immediately, these are the five priorities:**

- 1. Increasing the number of employees who are District residents - My plan includes: (a) ensuring that we brand our recruiting materials with language that promotes living and working in the city; (b) working collaboratively with other agencies to spotlight D.C. government careers; (c) increase employment awareness and opportunity for entry level positions; and (d) identify occupations in which we can bridge the residents' qualifications into a career field.**
- 2. Developing a career path from entry to executive, from hire to retire. I would welcome the opportunity to build a customized self-assessment that allows an employee to obtain a quick assessment of where his/her experience and knowledge places him/her in relation to the District's myriad of career fields. This will help us develop a fully integrated framework that promotes the pursuit of a career based on competencies for the job, suggested development activities (self-mastery), and a solid career path map that includes an individual development plan. We are now gathering occupational data and had our first meeting with HR Advisors on the framework that we will soon publish.**
- 3. Enhancing customer service – This is a very critical area for us. Anyone who comes into contact with DCHR should have confidence in our ability, advice,**

**and guidance and most importantly how we receive and treat them. We are: (a) changing our website to add a "Did you Know" section that focuses on commonly asked questions; (b) continuing the annual customer service survey – the difference is I am establishing teams that focus on results and ensuring that we take action on those areas needing improvement; (c) meeting with HR Advisors by cluster so that we can focus on their specific needs while determining if there is "systemic" concerns or issues that we need to**

immediately address; and (d) requiring annual training. This week is National Customer Service Week, DCHR's newest "Red Carpet Treatment," is the extra step we are taking to engage and thank our customers. This red carpet treatment will be our standard.

4. Ensuring that the District's goals cascade down (clear line of sight) to each employee's performance plan - Through our meetings and engagement with the HR community, we plan to ensure that there is capability to provide performance management oversight and assistance and to begin a certification program where each agency director certifies that employees have clear performance plans, that they are communicated, that strategic performance conversations are in place, and that performance is evaluated and communicated.
5. Optimizing enterprise-wide HR performance and alignment – Through a series of training on recruitment, position management, position classification, HR information systems, records management, policies and procedures, I plan to:  
(a) streamline those processes that do not add value; (b) be innovative in designing and implementing solutions through stakeholder engagement; and (c) provide for HR communities of practice.

14. What is your strategy for aiding District agencies in recruiting and retaining talented individuals for the District workforce? Include in your answer what steps you will take to enhance professional development among the District's workforce.

**I plan to implement an overarching recruitment strategy that connects all important recruitment components and agency HR liaisons as the drivers of a robust talent acquisition strategy that defines a unique mix of:**

- a. Position the District in the job market;
- b. Positively differentiate the District from competitors and help build a brand and proposition that builds on our goal of becoming an employer of *first* choice;
- c. Identify critical internal resources and build the critical momentum for the retention programs;
- d. Develop ideal candidate profiles by ensuring that key competency models are established based on the specific requirements of the job and its criticality to service delivery;
- e. Establish a corporate culture that moves away from "post and hope" to new and more innovative recruitment practices, i.e., virtual online job fairs, social media strategy, tailoring recruiting events and changing websites to feature critical occupations;
- f. Analyze all gaps in the recruitment process that is inclusive of external job market conditions, techniques and tools for attracting and hiring talent and establishing metrics to ensure we are successful;
- g. Review processes to see if we can "lean" them necessary to reducing the time to fill;

- h. Develop core competency model that identifies the critical knowledge, skills, and abilities the occupation requires and aligning the competencies with hiring, performance, and development.**

15. For almost a decade DCHR has indicated that it is undertaking a classification and compensation reform project for all District employees. What steps are you taking to bring this project to a close and to ensure successful implementation over the next year?

**I am working with the Executive Office of the Mayor on the implementation strategy needed so that we can move forward with making classification and compensation reform a reality within the next 120 days.**

16. How do you view your role with regard to agencies that have independent human resources authority, and how do you plan to ensure accountability on the part of such agencies?

**I view my role as the senior most human resources executive that has oversight of the District's human resources/human capital program. In this capacity, I take very seriously my responsibilities to ensure that I: (1) provide executive direction in the formulation and execution of human resources policies, practices, and programs; (2) ensure accountability and integrity of the District's HR program to the Mayor, the City Council, the District's workforce, and our residents; (3) ensure collaboration and partnership with the independent agencies so that we meet their valid expectations and requirements necessary to provide service to District residents; and (4) set the agenda for HR excellence to include performance metrics that provide for a deeper dive in performance, compliance, and consistency in application. I also plan to ensure that we utilize what I like to refer to as the 4C's (collaboration, communication, cooperation, coordination)**

17. Please discuss any past and present experiences not already mentioned that you believe are relevant to support your appointment as Director of DCHR.

**I incorporated best practices, implemented Lean Six Sigma, HR Performance Dashboards, integrated major HR information systems, automated hundreds of thousands employee records, eliminated redundancy, duplication of efforts, and aligned human resources to be a unified and service oriented organization that has at its heart, the customer.**

**My recruitment strategies and innovative practices have been recognized in print, "The M Factor – How Millennials are Rocking the Work World" and recognized for excellence in closing the skill gap within the HR community. I'm known throughout the Federal community for HR excellence and often called upon to assist new political appointees to acclimate into their government roles. I am also a veteran of the United States Navy. I developed programs for two major cabinet level Departments on veterans employment. Today, those programs set the standard by which others measure their success.**

I love working with people and believe people are our greatest asset and the reason we succeed. In my professional and personal life, I ensure that I work to provide opportunities for those in need and for those who wish to aspire to greater career heights. I believe this is my responsibility as a leader, as an individual, and as a representative of the government.

In closing, I believe that my being reared in D.C., Ward 8, serving in the United States Navy, always returning to D.C. throughout my professional life, retiring, and subsequently working in both public and private sectors has culminated into preparing me for this assignment. I look forward to serving the Mayor, the Council, and the people of the District in the best manner possible.

Sincerely,

  
Ventris C. Gibson  
Acting Director

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Department of Human Resources**



**Confirmation Hearing on the**  
**Acting Director for the DC Department of Human Resources**

Testimony of  
**Ventris C. Gibson**  
Acting Director

Before the

Committee of the Whole  
Chairman Phil Mendelson, Chairperson  
Council of the District of Columbia

Wednesday, October 7, 2015  
Room  
John A. Wilson Building  
1350 Pennsylvania Avenue, NW  
Washington, DC 20004



Good morning Chairman Mendelson, and members of the Committee of the Whole. My name is Ventris C. Gibson, the Acting Director for the Department of Human Resources. I am appearing before you today seeking confirmation to serve as the District of Columbia's Director for the Department of Human Resources.

Would you be so kind as to indulge me for a moment so that I may share a little about myself? I grew up in Ward 8, where I attended elementary, junior high and high school. Following graduation from Frank W. Ballou Sr. High, I served, during the Vietnam-era, in the United States Navy and was honorably discharged in 1977.

After military service, the Department of Veterans Affairs (then, the Veterans Administration), who was recruiting women veterans, offered me employment in human resources. That began what was to become a career defining moment in my life as I had to choose between human resources and air traffic control. I chose human resources, and, for the next 24 years, I worked tirelessly to serve those who served our Nation's veterans, the 230,000 VA employees.

I rose to the level of Deputy Assistant Secretary for Human Resources where my responsibilities entailed providing the full range of human resource management services for the second largest agency and most complex human resources program in the Federal government. I set the executive direction for the Department's human resources program.

In 2003, the Federal Aviation Administration asked me to join its team as the HR executive over a highly complex, fast-paced and highly visible organization that included the nation's air traffic controllers and others dedicated to air travel. My 8 year tenure with FAA resulted in an award winning workers compensation program, implementation of a HR Information System that included payroll, learning management, human resources, childcare centers, performance management, compensation, and labor and employee relations. I also led the agency in designing and implementing an automated HR applicant system, and creation of

the agency's first HR performance dashboard and Lean Six Sigma program. I am credited with a highly successful talent acquisition strategy for air traffic controllers and the agency's first unified labor management strategy. I led a staff of nearly 700 employees in 11 geographical areas and provided oversight of a \$110 million dollar operating budget.

In April 2011, after 35 years of service, I retired to spend time with my family and to travel. In less than a year after retiring, I experienced a life changing event, the loss of my mother, a woman who loved this city, spent 60 of her 76 years working, living, and giving to the District. As you can appreciate, the loss of a loved one changes the world in which we live.

I decided to return to work in human resources, a profession that I love and am very passionate about. I accepted a temporary assignment to assist the National Labor Relations Board in its search for a HR executive, and subsequently, in 2014, the US Department of Health and Human Services (HHS) asked me to serve as its Associate Deputy Assistant Secretary for Human Resources.

When the Office of Personnel Management, the agency that oversees the Federal HR program, informed the Federal HR Executive community about this job, I was excited about the prospects of having my career culminate into serving DC residents. When Mayor Bowser offered me the position, I was elated as was my family.

Today, my mother would be so proud that I sit here in this chair, ready to serve the residents of the District by ensuring that we, DC Human Resources, attract, develop, and retain the best and the brightest, and set an agenda that ensures that we have the talent needed to accomplish the District's goals, now and into the future.

Human resources has evolved into a very complex occupation with responsibility for being a gatekeeper and a change agency and a strategic business partner. The priorities the Mayor has articulated will require that we focus on ensuring the connectivity of HR to those we



serve, hold others, and ourselves, accountable for results, and ensure transparency in service delivery. These priorities include:

- Increasing the number of employees who are District residents
- Developing a career path from entry to executive, from hire to retire
- Enhancing customer service with employees and unions
- Ensuring that the District's goals cascades down (clear line of sight) to each employee's performance plan
- Optimizing enterprise-wide HR performance and alignment

DCHR's mission as an organization is to provide human resource management services that strengthen individual and organizational performance and enable the District government to attract, develop, and retain a well-qualified, diverse workforce. My vision is a simple one – become an innovative and best-in-class human resources organization that delivers high-quality service that is our customers' first choice and a model for others.

I am working to set clear objectives, outcomes and deliverables that focus on the Mayor's priorities, the mission of the organization, and those investments essential to carrying out this vision and accomplish these goals.

For example, I have set in motion a number of initiatives that makes a difference in the lives of our workforce and our residents. In the Latino community, we partnered with the Office of Latino Affairs to pilot a workshop on "How to Apply" for employment. We delivered the workshop in the community and received outstanding feedback. We plan to expand this pilot in collaboration and partnership with the Department of Employment Services, the Office of Religious Affairs, Office of Community Relations and Services, and Office of Veterans Affairs, and others.

I also had the honor of testifying before this committee in moving the legislation forward on Active Duty Pay Differential for reservists. We are excited about the next step on this legislation as we seek to

ensure that those who serve in the US Military on contingency operations do not worry about their pay.

During my brief tenure, I also approved the development of a policy on "Prevention of Domestic Abuse" for employees. We are moving this forward as a Mayoral Order.

My plan is to ensure that we put in place the necessary business drivers that deliver standardized HR services, ensure consistent and technical HR expertise, tailor service to the needs of the customer, require certain skillsets for those performing HR work, and design HR policies that are reflective of the needs of the District and the attributes of good government.

In closing, thank you for the opportunity to appear before you and the Committee of the Whole and ask for your support of my confirmation.

# AFFIDAVIT

District of Columbia )  
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City of Washington, DC )

I, John W. Gill, Deputy Assistant Secretary for Human Resources, of the United States Department of Health and Human Services, Washington, District of Columbia, **MAKE OATH AND SAY THAT:**

1. I served as the immediate supervisor of Ms. Ventris C. Gibson while she was employed with the U.S. Department of Health and Human Services. While employed with HHS, Ms. Gibson led knowledge-sharing and best practices pertaining to talent acquisition, talent management and talent development. HHS not only has a high regard for Ms. Gibson's technical expertise but led an effort with the Office of Personnel Management (OPM) to try and retain her as HHS is the lead agency in managing the Ebola hemorrhagic fever (EVD). Ms. Gibson was charged with leading the departmental policy development and execution of human capital components necessary to ensure a proactive approach to combating this crisis.
2. Additionally, our workload was significant and many of the priorities we addressed required not only a thorough knowledge of federal human resources management, but an ability to oversee complex projects. Ms. Gibson brought extensive knowledge, skills and abilities to HHS based on her prior status as a senior HR executive and executive consultant. Given the nature of the Ebola emergency, it was critical for Ms. Gibson to work, on behalf of HHS, with the OPM and the Office of Management and Budget (OMB) to align the President's Management Agenda, including funding, across the HHS HR enterprise. Her work included leading a number of recruitment pilots that focused on the Federal hiring system, performance measures, HR capability, and HR Information Technology.
3. ***Ms. Gibson's unique qualifications.*** Ms. Gibson was originally retained as a reemployed annuitant from the National Labor Relations Board (NLRB). She served as their Director of Administration from January 2013 to May 2014 when she accepted this assignment. In that role, she provided executive leadership over human resources, employee learning and development, personnel and physical security, continuity of government, and other functional areas. She also

was an Executive Consultant in the private sector from April 2012 to January 2013 and worked closely with the Partnership for Public Service as a "Strategic Advisor to Government Executives and key facilitator for the "Ready to Govern" series. She also served as a panel member for the Presidential Rank Awards for OPM. It was in her role as NLRB's Director of Administration, that I met Ms. Gibson. When seeking a Deputy CHCO, not one, but many people from OPM, Partnership for Public Service, CHCO Council members, and others recommended Ms. Gibson. She is uniquely qualified because she was able to assume and execute the responsibilities of the position at once. She was familiar with federal human resources and was also well versed in corporate HR, public and private sectors.

4. She served as the Chief Human Capital Officer (CHCO) for the Federal Aviation Administration (FAA) from November 2003 to April 2011 where she transitioned FAA from its independent payroll system to the Department of the Interior's Business Center. FAA performed so well in this transition that it became the servicing payroll office for the entire Department of Transportation. This was particularly impressive as DOT has nearly 70,000 employees, 50,000 were FAA under a very separate pay system that included a number of flexibilities not available to the rest of government and a totally independent pay system that was negotiated with 9 different unions.
5. As the former Deputy Assistant Secretary for Human Resources for VA, she also brings HR knowledge of health care, STEMM (Science, Technology, Engineering, mathematics, Medicine) knowledge and the challenges of the labor market for a number of our health care mission critical occupations. She knows what the challenges I must overcome as the senior leader for a major department as she has served in two different CHCO positions.
6. Ms. Gibson brings what few HR executives can and that is the direct experience of September 11, 2001, where she worked tirelessly to deploy medical assistance to New York, along with working with the Department of Defense Ready Reserve Office to deploy reservists who were employees of the Department of Veterans Affairs. Recognizing the need for a more robust Departmental Plan, Ms. Gibson developed the Department's Continuity of Operations Plans for all human resource environments. This skill is essential to managing all aspects of the Ebola health crisis.
7. Ms. Gibson was applauded for spearheading an effort to create the Department's first "Veterans Employment Program." Her efforts were successful and she defended and obtained an operating budget for the organization. Today, the Veterans Employment Program at VA is an award winning organization and still holds true to its core principles. She also created a similar program for the Department of Transportation and received Congressional recognition for the program along with FAA's Air Traffic Program receiving certification for veterans to use Montgomery GI Bill benefits to pursue training as an Air Traffic Controller.

I fully endorse and recommend that the Committee of the Whole confirm Ms. Ventris C. Gibson for the position of Director, Department of Human Resources.

SUBSCRIBED AND SWORN TO )

BEFORE ME ON THE )

30 )  
OF September 2015 )

Delta M. Payne

NOTARY PUBLIC

) John W. Gill  
John W. Gill

DELTA M. PAYNE  
NOTARY PUBLIC DISTRICT OF COLUMBIA  
My Commission Expires April 30, 2016

1 **DRAFT COMMITTEE PRINT**  
2 Committee of the Whole  
3 November 3, 2015  
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10 A PROPOSED RESOLUTION

11  
12 21-322  
13

14 IN THE COUNCIL OF THE DISTRICT OF COLUMBIA  
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18

19 To confirm the Mayoral appointment of Ms. Ventris Gibson as Director of the  
20 Department of Human Resources.  
21

22 RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, That  
23 this resolution may be cited as the “Director of the Department of Human Resources  
24 Ventris Gibson Confirmation Resolution of 2015”.

25 Sec. 2. The Council of the District of Columbia confirms the appointment of:

26 Ms. Ventris Gibson  
27 12200 Foxhill Lane  
28 Bowie, MD 20715  
29

30 as the Director of the Department of Human Resources, in accordance with section 2 of  
31 the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official  
32 Code § 1-523.01), to serve at the pleasure of the Mayor.

33 Sec. 3. The Council of the District of Columbia shall transmit a copy of this  
34 resolution, upon its adoption, to the appointee and the Office of the Mayor.

35 Sec. 4. This resolution shall take effect immediately.