

**Sunshine Topping, SPHR**

[REDACTED]

**Qualifications:**

- 19 Years of Human Resource Management experience
- 10 Years of Progressively Responsible Executive Management Experience
- 10 Years strategy planning and execution
- Experience heading the HR function in both large and small organizations
- Extensive experience in all functions within Human Resources and Organization

Development

**Work Experience:**

*June, 2015-Present*

*Vice President – Human Resources*

- Oversee HR function for 1,500 employees
- Responsibilities include: Labor Relations, Benefits, Workforce Development, HRIS, Recruitment, and employee Training and Development
- Spearhead company engagement and retention initiatives
- Act as subject matter expert on HR initiatives

*May, 2014-- June, 2015*

*Chief Human Resources Strategy Officer*

*'ike (formerly DataHouse Holdings Company)*

● *Chief Human Resources Strategy Officer* for a Holding Company that provides oversight to 4 technology companies within the family (DataHouse Consulting, TeamPraxis, 'Ekahi Health, and Sagely). One of a team of (3) executives – CEO, President, and CHRO -- Responsible for guiding the strategic HR function within the family of companies.

● *Strategy definition and execution:* Part of a planning team that designed and executed strategy to create a 'start up' health system, 'Ekahi Health System (www.ekahihealth.com). Within this system is an urgent care facility, several physician practices, a foundation arm, and a care management arm.

● *Leadership & Coaching:* Designing a Leadership development culture for Executive leaders and emerging leaders. Program includes cross functional cohort group teams that work toward creating innovation for the family of companies.

● *Staffing Deliverables:* Created staffing plan to increase staffing by 250% to meet rapidly growing business needs. Targeted plans for University recruitment, Kama'aina recruitment, and significant Hawaii technology industry penetration

through collaboration with different State and Federal agencies, and public private partnerships.

- *Branding* : Led the launch of a rebranding initiative for Datahouse Holdings Company to 'ike- including coordination of logo design and name change. Facilitated and distilled core values, company tag lines, and company mission. Identify and engage vendors for the content.

- *Employee Relations*: Increased benefit offerings in order to be more competitive with the market. Created compensation levers to help incentivize consulting employees to work increased hours on projects as needed.

- *Management training*: Created a management training module that includes quarterly training updates.

- *Internal communications*: Responsible for internal communications, currently auditing intranet site, creating an internal communications plan leading up to our 40 year anniversary celebration in December.

*September, 2011-- May, 2014*

*Sr. Director of Recruitment*

*Hawaiian Airlines*

- *Recruitment initiatives* : Started a recruitment department from the ground up using mainly existing resources. Performed a gap analysis to assess needs, created process and systems to manage applicant flow, candidate experience, and compliance in a highly regulated industry.

- *Targeted planning* : Designed recruitment plans to target recruitment gaps for critical positions such as A&P licensed mechanics, dispatchers, and aircraft schedulers.

- *Streamline* : Worked with a team to streamline the governance process used to determine new positions, employee promotions, pay increases, and other cost incurring staffing requirements. Was able to create more effective systems that were measurable and defensible.

- *Compensation*: Created compensation levelling tools, worked with external vendor to begin the process of a compensation structure overhaul.

- *Branding*: Firmly believe that the recruitment department is the gatekeeper of the company brand. Worked closely with branding department and vendors to define, uphold, and measure against the brand of the airline.

- *Labor relations* : Worked with ALPA, AFA, TWU, IAM clerical and IAM Mechanical on internal and external staffing initiatives.

- *Employee relations* : Worked closely with employee relations team on employee relations issues company--wide.

- *Community relations* : Member of Community relations team that reviewed and approved/denied all requests for donations, community partnerships, etc...

- *EEOC Officer* : Acted as EEOC officer, responsible for the AAP, EEOC filings, responding to EEOC complaints, and audits. No successful challenges to the process during tenure.

- *HRIS*: Spearheaded an initiative to create an RFP for a new HRIS, with the intention of finding an end to end solution from Applicant Tracking through

onboarding and time and attendance.

*December, 2010 –September, 2011*

*Director of the Department of Human Resource Development (DHRD)*

*State of Hawaii*

- *Cabinet position:* Appointed by the Honorable Governor Neil Abercrombie to serve on his cabinet as the Director of DHRD. Initial responsibility was to help lead strategic planning efforts in transitioning Hawaii State Government from one administration to the next.
- *Labor relations:* Responsible for the Labor Relations function for all Public employee unions (HGEA, UPW, SHOPO, HFFA) representing upwards of 60,000 State and City and County employees. At the start of the administration, UPW and HGEA were at impasse with the State. This position led negotiation efforts that led to the first signed agreement in 2 years with HGEA, and UPW soon followed.
- *Employee Relations:* Responsible for the Employee Relations function, I assisted the Governor and Chief of Staff in setting the tone for the employer/employee relationship. Worked extensively to improve the image of public workers both internally, and externally (through letters to the editors, interviews, etc...)
- *Recruitment:* Recruited for key positions within the executive office, and the various departments.
- *Training :* Reinstated the employee leadership training department to service the employees of the State. Worked with team to help develop a training program.
- *Workers Compensation :* Managed the self--insured workers compensation department for the state. This included safety programs for all State employees, drug testing programs, and employee health initiatives.
- *Organizational Development:* Reorganized the HR department to better serve the needs of our customers. Used the motto: "don't be the department of "no", find the path to "yes".
- *Legislation:* Delivered many hours of testimony on bills pertaining to employee initiatives, whether internal to the State Government, or Statewide. Lobbied along with SHRM, and the Chamber of Commerce to forward the activities of business in Hawaii.
- *Budget:* Oversaw the budget for the department.

*October, 2007 –December, 2010*

*Director of Human Resources*

*Sandwich Isles Communications*

- *Initiatives:* Hired to assist with recruitment and retention initiatives to support various contractual commitments through state and federal agencies (NECA, PUC)
- *Risk Management:* Managed all aspects of the insurance program including Umbrella policies, self--insured workers compensation, General Liability, D&O, etc...
- *Compensation:* Revamped the compensation program in order to attract more

qualified candidates.

- *Benefits*: Responsible for all benefit negotiations, made changes to benefit programs resulting in higher tax savings, and lowers costs in benefits across the board.

- *Training*: Handled all training initiatives.

- *Community Outreach*: Assisted in leading extensive community outreach initiatives within the Native Hawaiian Community.

***October, 2004--September, 2007***

***Director of Human Resources and Ethics***

***NovaSol***

- *Start up*: The true definition of a 'Start up' NovaSol was in need of systems related to employees. This included many creative compensation agreements (deferred compensation, project based pay, IC coordination) and a lot of 'pitching' to investors and to potential employees.

- *Business Development*: Assisted in business development efforts from a proposal writing and lobbying standpoint. This company supported DOD activities, and required a great deal of interaction with State and Federal elected officials.

- *Recruitment*: Primary focus in this position involved recruitment of highly specialized hard to fill positions (PhD's in Spectroscopy, Applied Mathematics, and Physics). In the high technology arena, retention and recruitment of staff is a major factor in how successful a company will be.

- This position also involved a significant amount of organizational development and change management, as the company went through several iterations of change as capitol was infused, and contracts awarded. This position reported directly to the President and CEO, and as such was an integral part of the corporate decision making team.

***May, 2003--October, 2004***

***Principal***

***Recruiting Office***

- *Recruitment*: Recruited as a consultant for several local high technology companies-- primarily assisting with startups.

- *Human Resources Support* : Assisted in affirmative action plan development and implementation, employee relations issues, compensation administration and levelling, and counseling employees.

- *Training*: Developed and delivered training models specific to client needs. These included basic management modules, sexual harassment and workplace violence, Managing a local workforce, and Leadership development plans

- *HRIS*: Assisted clients in reviewing, selecting and implementing different HRIS systems.

***September, 2000--May, 2003***

***Senior Manager of Human Resources/ Director of Recruitment***

***Adtech/Spirent Communications***

- *Recruitment*: Primary focus on technical recruitment for a local pre and post IPO telecommunications firm, and for 8 sister companies worldwide .

- *Change Management*: Helped manage the company through an amazing amount of change during my tenure. They had a liquidity event, went public, got acquired by a larger company, grew immensely, and then experienced several rounds of lay--offs.

- *HRIS*: I coordinated 2 HRIS implementations (PeopleSoft and Ceridian), wrote RFP's, project managed the implementations, and data transfers for both.

- *Process development*: Created process, policies and procedures for HR systems companywide.

- *Corporate support*: As the Senior Manager of HR, I became responsible for the human resources department servicing a staff of approximately 2,000 employees both nationally and internationally.

*June, 1996--May, 1999*

*Human Resources Manager*

*The Boeing Company*

- *Project Management*: Managed Teledesic project, which included staffing and proposal development for a large federal contract.

- *Recruitment*: Worked in recruitment for the Boeing Commercial Airplane group, and Boeing ISDS (information space and defense) programs.

- *Labor relations* : Managed the Labor Relations function for as many as 70 different bargaining unit agreements. Involvement covered everything from grievances, investigations, negotiations, and hearings. Primary unions were IAM, UAW, and teamsters.

- *HRIS*: Assisted on the team to project manage the transition from a Rumba system to PeopleSoft.

- *Cool projects*: While at Boeing, I worked in several different departments, most notably the Space Shuttle Main Engine, the Power Supply for the Space Station, and the 777 Commercial Aircraft Divisions.

**Education:**

BA Degree University of Colorado, Boulder

MSW Degree Candidate, University of Hawaii, Manoa

**Certifications:**

Senior Professional Human Resources (SPHR), June 2006, renewed August, 2013

**Community/Volunteer Work:**

Hawaii State Workforce Development Board Member (2 year term, appointed 2013)

SHRM Board Member (Membership chair)

Hawaii Language Roadmap Initiative-- Co Chair

Member Halau Kupukupu Kealoha