



## HR Florida Newswire

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SERVING THE PROFESSIONAL

### HR Florida 2021 Annual Conference & Expo



## 2021 HR FLORIDA CONFERENCE & EXPO

AUGUST 29 - SEPTEMBER 1

Gaylord Palms Resort & Convention Center | Kissimmee, FL

### Elevate Your Team Supercharge Your Organization

Interact with industry thought leaders sharing the latest insights on Business Management & Strategy, Workforce Planning, Employee Relations, Risk Management and more. Attendees will walk away with the tools needed to take your organization to the next level.

**Earn PDCs toward SHRM and HRCI recertifications**  
**Minimum of 14 Recertification Credits Available**

**Rates go up April 30th. Register Today!**  
**Attention Chapter Members - Contact Your**  
**Local Chapter for a Special Discount Code**

No Hassle Refund Promise - Register for the conference now and in the event you need to cancel, you may do so through July 31, 2021 with no cancellation fee.

### 2021 Keynote Speakers



**Dr. Drew Pinsky**  
NY Times Best  
Selling Author



**Jade Simmons**  
Classical Music's  
"No. 1 Maverick"



**Joe DeLoss**  
Founder, Hot  
Chicken Takeover



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## HR Florida's COVID-19 Resources

Currently, it is important to remain informed and up-to-date on the status of COVID-19. From how to protect yourself and others, what to do if you are sick, data and surveillance to recommended guidelines and protocols, the below trusted resources are designed to help everyone stay diligent.

- [Centers for Disease Control & Prevention \(CDC\)](#)
- [Florida Chamber of Commerce COVID-19 Resource Center](#)
- [Florida Department of Health COVID-19 Response](#)
- [COVID-19 Executive Orders \(via flgov.com\)](#)
- [SHRM Coronavirus Resources Page](#)
- [National Alliance on Mental Illness \(NAMI\) COVID-19 Resource & Information Guide](#)

As always, the HR Florida State Council and its 28 local chapters are here to serve the communities of Florida. If you have any questions or concerns, please contact your local chapter and its members will be happy to assist you as much as possible.

If you would like to make a donation to help those in need, consider [Feeding America](#) (one of many organizations in need of assistance).

Be smart and stay safe. We're all in this together and we will make it through!

## ESI EAP & COVID-19 Resources

Many people are feeling upset, worried, or stressed about recent national news and events. While none of us can control the events around us, we do have power over how we react.



TotalCare EAP  
Public Safety EAP  
Educators' EAP  
Higher Ed EAP  
HealthCare EAP  
Union AP

If you are feeling stress, anxiety, depression or anger about political, national or world events, please remember that one of your benefits is an Employee Assistance Program (EAP). Their counseling line is open

24/7/365. While EAP counselors do not deal with political issues, they can help you process feelings, deal with stress, and find appropriate ways to handle your emotions. The counseling line is free and confidential and available around the clock. Simply call 800.252.4555 or visit [www.theEAP.com/TotalCare-EAP](http://www.theEAP.com/TotalCare-EAP)



ESI Employee Assistance Group has created an online COVID-19 Resource Center! [Learn More](#)

## The SHRM Foundation

*By Andrea Williams*

In 2018 I became President of the Mid FL SHRM Chapter in Lakeland. Giving to the SHRM National Foundation had always been a Chapter priority and in 2018 we found out we were in the top 25 Chapters in the Country for giving! What an accomplishment. But I must confess; I wasn't sure why we "needed" to give them so much money. What did they do with the money? How did our small amount of money make an impact? I wondered if we could put it to better use locally. Maybe you are like me and are not sure what the Foundation does. Let me tell you what I learned!

The SHRM Foundation provides education to human resources professionals. There are currently two Certifications you can earn for free; and you don't have to be a member of National SHRM. One certification is Veterans at Work. This course leverages critical insights from subject matter experts and the latest research to equip you with the knowledge and actionable tools necessary to confidently adapt your workplace into one that attracts, hires, and retains both veterans and members of the military community. The second certification is the Getting Talent Back to Work certificate program. It was developed for HR professionals, hiring managers, and front-line supervisors—is a multi-faceted program specifically designed to equip you with the actionable knowledge and tools needed to attract, hire, and retain individuals with criminal and conviction records.

The Foundation offers Scholarships, Grants and Awards. You can submit an application to attend the National Conference, you can apply for a grant to take the SHRM Certification exam, you can apply to receive a undergraduate or graduate scholarship! The National Foundation also administers scholarships specifically for HR Florida. We offer scholarships for undergraduate, graduate and certification exams. Our scholarships are awarded to Florida residents; I have personally spoken with our winners from 2020 and their stories are inspiring!!

Most recently the Foundation recognized that employers couldn't find people with the right HR skills. They developed the Human Resource Registered Apprenticeship Program (HR RAP). The program works with companies to start their program and with future apprentices to connect them with opportunities.

Giving to the Foundation is meaningful. The dollars go to advance our profession. The dollars prepare future HR professionals. The dollars help us be better employers. As I transitioned from my Presidency to the HR Florida Foundation Director I couldn't be more proud of our state leading the way. We have been the top giver in the country for 5 years in a row!! Each of you play a part to the success of the Foundation.

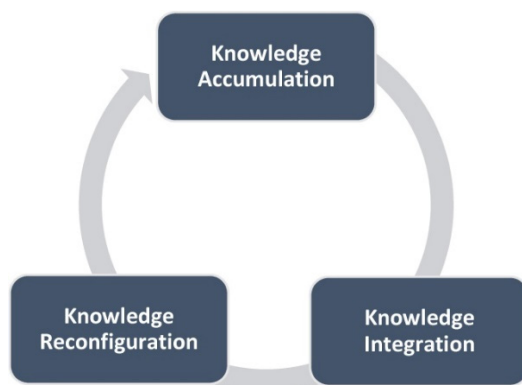
If I can answer any questions or help your Chapter share the great offerings of the SHRM Foundation please send me an email. [Andrea.williams@hrflorida.org](mailto:Andrea.williams@hrflorida.org)

# How Covid-19 Is Shaping the Future of Knowledge Management

By Mostafa Sayyadi



In an effort to grasp the knowledge of executives throughout North American in a post- Covid-19 world, leaders from large corporations operating in a wide range of industries were surveyed. Consistent with predictions, many executives agreed that knowledge management has become a focal point of executive span of control but has not been associated with organizational leadership enough to make it an integral part of business success. It is safe to say that knowledge is a component of the more importance competence of a leader which is knowledge leadership. The evidence from this study suggests that a new knowledge leadership model that can easily be applied that takes into consideration some of the major tasks that business leaders must consider is needed. A good example of this, executives can look at three step processes of knowledge accumulation, integration, and reconfiguration. The following figure 1 depicts this knowledge leadership model. The key point in this model is the knowledge accumulation section coupled with integration and reconfiguration to ensure that the knowledge is actually helping the organization prevent further operational risk during the Covid-19 pandemic. Victor Sino, *head of America's operational risk at HSBC Global Banking and Markets*, states that the standard definition of operational risk is risk of loss due to failed people, processes, systems, and an external event. Some of these can be controlled by executives and others are risks that have to be factored into strategic decision-making.



**Figure 1:** Knowledge Leadership Model for Post- Covid-19 World



## 1. Knowledge Accumulation

Knowledge in enterprises can be evaluated by measuring the processes of knowledge finding, integrating and networking. The knowledge accumulation process in this model plays an important role for organizations through acquiring knowledge and information from the external business environment and developing the capabilities to create new knowledge within a company. In doing this process, executives can particularly develop a workplace which is effective in:

- Acquiring knowledge about new products/services within our industry.
- Benchmarking performance with competitors or industry.
- Using feedback to improve subsequent practices.
- Utilizing teams (e.g. committees or management teams) to manage knowledge resources.
- Developing and implementing education or training programs.
- Carrying out a career path program or recruitment program to acquire experts.
- Conducting organizational events (such as a “knowledge contest” or “knowledge fair”) that promote knowledge activities.

## 2. Knowledge Integration

A further step to leading knowledge is to integrate knowledge within companies. Executives can synthesize new knowledge and information to improve the effectiveness of organizational processes and the quality of products or services. Executives can promote knowledge integration by creating expert groups or steering committees to enhance knowledge quality and evaluate knowledge assets. Executives can also facilitate this process, by undertaking initiatives that provide learning and development opportunities for employees to share their knowledge within companies. Cheryl Stargratt, *Vice President of HR at IPEX Group of Companies and the winner of the 2017 prestigious Canadian HR Leader of the Year Award*, states that “people want to be developed and I think it’s not about having the expectation that people are going to stay 10 or 15 years that they owe us something for developing them because everybody knows we start developing people, but I do think that’s what will retain people”. The key here is to internally integrate knowledge so that it is quickly retrievable at the right time and place. Knowledge cannot be used adequately if it takes time to acquire it. In doing this process, executives can particularly develop a workplace which is effective in:

- Monitoring or controlling organizational knowledge to keep product or services in line with market requirements.
- Regularly assessing knowledge requirements according to environmental changes.
- Linking the knowledge sharing system using various software and programmes.
- Defining “core knowledge” or “core competence” areas.
- Using expert groups to evaluate the quality and effectiveness of organizational knowledge.

- Disseminating organizational knowledge among employees.
- Rewarding individuals or teams based on the quality of knowledge generated.

### 3. Knowledge Reconfiguration

Moreover, competing organizations find ways to share common knowledge so that it can be used by industry alliance when the information is non-specific to a certain organization. Organizations must collaborate with other companies, and share their knowledge with them to improve community issues and global problems in a manner that solves problems and creates solutions when necessary. This is called knowledge reconfiguration. The key kernel for executives is that knowledge is shared with other organizations to recognize the changes occurring in external environments and respond to them quickly and effectively. In doing this process, executives can particularly develop a workplace which is effective in:

- Creating knowledge alliances with suppliers, customers, or other partners.
- Sharing knowledge visions and goals with external partners (such as suppliers and customers or other partners) to develop collaborative activities, shared goals and trust-based relationships with them.
- Extending (or linking) knowledge related policies or rules (measurement, rewards) with external partners (such as customers, suppliers or other partners).
- Linking our knowledge sharing system with external partners (such as customers, suppliers or other partners).
- Facilitating and implementing activities such as conferences, contests, seminars with external partners.

### In Conclusion

Executives now know that applying knowledge leadership using the process perspective is advantageous and good sound strategic implementation. I walk executives through a process of knowledge accumulation, integrating knowledge into day-to-day operations, and a continuous reconfiguration to recognize the changes occurring in external environments and respond to them more quickly and effectively in the post-Covid-19 world.



*Mostafa Sayyadi works with senior business leaders to effectively develop innovation in companies, and helps companies—from start-ups to the Fortune 100—succeed by improving the effectiveness of their leaders. He is a business book author and a long-time contributor to business publications and his work has been featured in top-flight business publications. He can be reached at [mostafasayyadi1@gmail.com](mailto:mostafasayyadi1@gmail.com)*

## Don't Be A Discovery Dinosaur

*By Amy Siegel Oran*



The claim investigations we did when I began practicing Workers' Compensation law twenty years ago seemed to expose valuable information; but, in 2021, those tried-and-true methods have, in large part, become obsolete. To avoid becoming a dinosaur on the brink of extinction myself, and to ensure my clients continue to get top-notch representation, I've had to up my game to become an even better legal archaeologist. Learning where and how to effectively dig in the dirt is the only path to discovery. My clients often have preferred vendors and do the outreach to arrange the background checks; for that reason, we all need to stay abreast of the latest and greatest in technology and the available options.

There are countless options and means of digging up useful information, but not every case justifies we pull out all the stops. A strong approach to the process as a team, including the HR representative, insurance adjuster, and defense attorney, will allow all concerns to be considered, the cost/benefit analyses to be performed and educated well-informed decisions to be reached without breaking the bank. Armed with a plan, a preferred vendor can be sent on a targeted mission, not a wild goose chase.

The first step to solving most problems is finding a competent partner with whom to work. There are a plethora of qualified companies, but as your success depends on the drive and dedication of someone else, you need to find a partner whose philosophy mirrors your own, especially when managing high cost, catastrophic injury claims. When faced with such situations, one of the specialists upon whom I rely is Susan van Waveren. Perhaps it is her backstory that leads me to understand her philosophy, as we share a unique childhood dream of being archaeologists. I came to love the discovery process after that plan met reality and my path instead took me to law school; but, my love of the hunt did not die with that childhood dream. Ms. van Waveren, too, had plans of spending her life digging in the dirt, but ultimately, she began her investigative career as a mom in a minivan. She found it a fit because seriously, who's going to suspect the mother interrogating her children

about who spilled the juice of being a P.I. tailing them? Now as the Director of National Accounts for Claims Bureau USA, Ms. van Waveren believes the key is a specialized, highly focused approach, tailored to the specific case. It's not just about who to investigate, but rather, it's also how to investigate. According to Ms. van Waveren, "Targeting the areas that produce the best results and keeping up with ever-changing times, trends, websites and ability to access certain information are key to keeping a competitive edge."

Like Ms. van Waveren, I have learned the path to success is not only knowing in what field to search, but it is knowing the precise square along the grid that is most likely going to reveal the most valuable finds. It is not walking the beach with a metal detector in hand, it is first finding the right quarry before the search for valuable stones begins. As an HR director or Risk Management specialist, you want a hard-core team doing its best work on your behalf; but, being an active participant of that team is always more likely to yield the outcome you desire.

In my evolution as a discovery fiend, I've learned some new tricks, but have also taken a hard look at refining my recommendations to clients. One of the hardest parts of any investigation is knowing when to say when. Cost has to be a factor, so you must spend your money wisely, not blindly. Some cases benefit from surveillance, but many do not; especially in a post-COVID world of mask-wearing. Beyond considering trying to catch your claimant on video, you have to know what exactly you would need to see on such a video to accomplish your goal. Whether you need proof of someone acting outside of their restrictions, of holding a job while collecting indemnity, or engaging in activities they swore they could not, it's impossible to find what you need if you do not know what you're looking for or where to look. It's always a bad bet to drop a few grand on surveillance you blindly arrange with a blanket email authorization to a large vendor. First, devote the time and that expense to communicate directly with a member of the vendor's investigation team to have the highest probability of acquiring useful discrediting video. Simply identifying your target as a 5'8" middle-aged male of average build, with dark hair and a knee injury might give you an adequate work product; but, it is unlikely to yield the weaponry you need to fight a catastrophic claim or request for life-long benefits.

Sharing the wealth of information the defense team already has and adding to that even a basic social media search before the hunt begins has an exponentially greater probability of being successful. Borrowing from an example Ms. van Waveren, it is not enough to know the claimant used to golf. Rather, if your team first finds one of the worker's Facebook pages reveals he hits the links every Wednesday afternoon at a specific course, then sending the investigator out an hour before to scope him out on the practice tees is far more likely to yield the results you need.

Figuring out I needed to hone my searches led me to learn there is more than one way to peel back an onion. Whether you love technology or loathe it, setting aside whatever concerns you may hold about "big brother" always watching, the scope of what is available to us today is well beyond anything I could have dreamed



about twenty years ago. Ms. van Waveren wrote, “we must take full advantage of the data available to us, get creative and produce maximum results all whilst staying within our legal limits. Social media outlets, court records, driving records, Geo fencing, computer-aided dispatch (911 call logs), bankruptcy reports and license plate tracking are just a few examples of the tools we use. That combined with phone calls, interviews and an experienced surveillance team we obtain results that surpass yesterday’s standards.”

Ms. van Waveren’s view is that “knowledge is power. The more information we obtain, the better our clients are able to make informed decisions on settling a claim.” For me, conducting a thorough investigation on behalf of my clients is always my goal; after all, it’s my job to ensure we properly provide benefits, but don’t pay more than we owe. Identifying that line is challenging, and it could be costly, but it is often case-changing; to be most successful you do not need to be the most aggressive, you need to be the most resourceful.



*Amy Siegel Oran is a Partner with Kelley Kronenberg, a multi-practice business law firm. She concentrates her practice exclusively on Workers’ Compensation defense. Amy may be reached at [asiegel@kklaw.com](mailto:asiegel@kklaw.com).*

UPCOMING EVENTS				
<b>JUNE</b>				
6/3/21	SHRM JACKSONVILLE	June Chapter Meeting	Virtual	<a href="http://www.shrmjax.org">www.shrmjax.org</a>
6/10/21	HR MIAMI	2nd Annual HR Miami Conference	Virtual	<a href="https://hrmiami.org/events/EventDetails.aspx?id=1518969&amp;group=">https://hrmiami.org/events/EventDetails.aspx?id=1518969&amp;group=</a>
6/16/21	VOLUSIA/FLAGLER SHRM	Chapter Meeting	Virtual & Daytona Beach, FL	<a href="https://volusiaflagler.shrm.org">https://volusiaflagler.shrm.org</a>
6/18/21	SHRA (SARASOTA MANATEE)	Adjusting to the New FL Minimum Wage	Sarasota, FL	<a href="https://www.myshra.org/events/EventDetails.aspx?id=1512268&amp;group=">https://www.myshra.org/events/EventDetails.aspx?id=1512268&amp;group=</a>
6/23/21	CHARLOTTE COUNTY SHRM	June Chapter Meeting	Virtual	<a href="https://ccshrm.shrm.org/events">https://ccshrm.shrm.org/events</a>
06/23/21	LAKE SUMTER SHRM	29th Annual Human Resources Leadership and Business Management Conference and Expo	Leesburg, FL	<a href="https://lakesumtershrm.org/meetinginfo.php">https://lakesumtershrm.org/meetinginfo.php</a>
<b>JULY</b>				
7/15/21	SHRM JACKSONVILLE	Mid-Year Legal Update	Virtual	<a href="http://www.shrmjax.org">www.shrmjax.org</a>
7/21/21	VOLUSIA/FLAGLER SHRM	Chapter Meeting	Virtual & Daytona Beach, FL	<a href="https://volusiaflagler.shrm.org">https://volusiaflagler.shrm.org</a>
7/22/21	SHRM JACKSONVILLE	CareerTalk	Virtual	<a href="https://www.shrmjax.org/">https://www.shrmjax.org/</a>

7/28/21	SHRM JACKSONVILLE	July Webinar Wednesday	Virtual	<a href="http://www.shrmjax.org">www.shrmjax.org</a>
7/28/21	CHARLOTTE COUNTY SHRM	July Chapter Meeting	Virtual	<a href="https://ccshrm.shrm.org/events">https://ccshrm.shrm.org/events</a>
<b>AUGUST</b>				
8/13/21	SHRM JACKSONVILLE	DEI Series in Partnership with DCSI: Session 3	Virtual	<a href="https://www.shrmjax.org/">https://www.shrmjax.org/</a>
8/19/21	SHRM JACKSONVILLE	August Chapter Meeting	Jacksonville, FL	<a href="http://www.shrmjax.org">www.shrmjax.org</a>
8/25/21	SHRM JACKSONVILLE	August Webinar Wednesday	Virtual	<a href="http://www.shrmjax.org">www.shrmjax.org</a>
8/30/21	VOLUSIA/FLAGLER SHRM	Chapter Meeting	Virtual & Daytona Beach, FL	<a href="https://volusiaflagler.shrm.org">https://volusiaflagler.shrm.org</a>
<b>SEPT</b>				
9/2/21	SHRM JACKSONVILLE	September Chapter Meeting	Jacksonville, FL	<a href="http://www.shrmjax.org">www.shrmjax.org</a>
9/22/21	CHARLOTTE COUNTY SHRM	September Chapter Meeting	Virtual	<a href="https://ccshrm.shrm.org/events">https://ccshrm.shrm.org/events</a>
9/22/21	VOLUSIA/FLAGLER SHRM	Chapter Meeting	Virtual & Daytona Beach, FL	<a href="https://volusiaflagler.shrm.org">https://volusiaflagler.shrm.org</a>
9/23/21	SHRM JACKSONVILLE	CareerTalk	Virtual	<a href="https://www.shrmjax.org/">https://www.shrmjax.org/</a>
9/24/21	SHRM JACKSONVILLE	People Manager Training (prev. Supervisor Training)	Jacksonville, FL	<a href="https://www.shrmjax.org/page/PMTraining">https://www.shrmjax.org/page/PMTraining</a>
9/27/21	HR COLLIER & CHARLOTTE COUNTY SHRM	1st Annual Conference	Naples, FL	<a href="https://www.hrcollier.org/">https://www.hrcollier.org/</a>
<b>OCT</b>				
10/21/21	SHRM JACKSONVILLE	SHRM Jacksonville 13th Annual Conference	Jacksonville, FL	<a href="https://www.shrmjacksonvilleconference.org/">https://www.shrmjacksonvilleconference.org/</a>
10/21/21	VOLUSIA/FLAGLER SHRM	Chapter Meeting	Virtual & Daytona Beach, FL	<a href="https://volusiaflagler.shrm.org">https://volusiaflagler.shrm.org</a>
10/21/21	SHRA (SARASOTA MANATEE)	SHRA Fall Conference 2021	Sarasota, FL	<a href="https://www.myshra.org/event/2021SHRAFALLCONFERENCE">https://www.myshra.org/event/2021SHRAFALLCONFERENCE</a>
10/27/21	CHARLOTTE COUNTY SHRM	October Chapter Meeting	Virtual	<a href="https://ccshrm.shrm.org/events">https://ccshrm.shrm.org/events</a>
10/29/21	HR TAMPA	HR Tampa Conference & Expo	Virtual	<a href="https://www.hrtampa.org/">https://www.hrtampa.org/</a>
<b>NOV</b>				
11/4/21	SHRM JACKSONVILLE	November Chapter Meeting	Jacksonville, FL	<a href="http://www.shrmjax.org">www.shrmjax.org</a>
11/17/21	SHRM JACKSONVILLE	November Webinar Wednesday	Virtual	<a href="http://www.shrmjax.org">www.shrmjax.org</a>
11/12/21	SHRM JACKSONVILLE	DEI Series in Partnership with DCSI: Session 4	Virtual	<a href="https://www.shrmjax.org/">https://www.shrmjax.org/</a>
11/17/21	CHARLOTTE COUNTY SHRM	November Chapter Meeting	Virtual	<a href="https://ccshrm.shrm.org/events">https://ccshrm.shrm.org/events</a>
11/17/21	VOLUSIA/FLAGLER SHRM	Chapter Meeting	Virtual & Daytona Beach, FL	<a href="https://volusiaflagler.shrm.org">https://volusiaflagler.shrm.org</a>
11/18/21	SHRM JACKSONVILLE	CareerTalk	Virtual	<a href="https://www.shrmjax.org/">https://www.shrmjax.org/</a>
<b>DEC</b>				
12/2/21	SHRM JACKSONVILLE	Annual Legal Update	Jacksonville, FL	<a href="http://www.shrmjax.org">www.shrmjax.org</a>

## EDITORIAL SUBMISSIONS

### HR Florida Review



[Submit an Article](#)

Share your expertise as an HR professional with over 16,000 other HR professionals! Encourage colleagues to submit articles. We are currently looking for content on topics ranging from Employee Relations, State & Federal Compliance, Inclusion & Diversity, Leadership, Organizational Development, & any other Best Practice Advice for HR Professionals.

**Submission:** Due now for Summer 2021. Send in your great article!

### HR Florida Newswire



**Purpose:** Share upcoming events, announcements, and recent news relevant to HR professionals and Chapter members.

**Style:** Brief, direct, summarized information (pictures appreciated).

**Submission deadline:** First Wednesday of every month.

**Format:** Send submissions in Word format to Eddie Safille at [editor@hrflorida.org](mailto:editor@hrflorida.org)

### Mouth of the South Blog



Share your interesting stories/tips from the HR Profession!

**Submissions:** ONGOING

[communications@hrflorida.org](mailto:communications@hrflorida.org)



**HR Florida State Council**

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