



**SXSW® Human Resources**  
**Austin, Texas**

***“The Business of Human Resources”***

**August 7, 2023 – 10:30am – Noon CDT**

**with**

**Milton *“Dr. P”* Perkins, PhD, SHRM-SCP, SPHR, CF-APMP, CPC**



# GUEST SPEAKER

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As the Senior Vice President of ActOne Government Solutions, Inc., (a subsidiary of The ActOne Group), responsible for delivering staffing solutions to government agencies, coordinating government talent solutions contracts for all other ActOne Group companies (AllsWELL, AllSTEM, AppleOne), and is the chief HR consulting architect for any entities, worldwide. Formerly he operated in executive HR/DEI leadership roles within several organizations. With over 44 years of human capital experience, Dr. P has a tremendous wealth of practical, research, teaching, and consulting experience developing innovative organizational outcomes through people. He is actively sought out to speak at business and human capital conferences, worldwide, in the areas of Leadership Development, Diversity, Equity & Inclusion, People Analytics, Bias in the workplace, Workforce Planning, and HR Strategy Development. He has spoken on these and other related topics in over forty-one countries and in every state and U.S. territory.



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# OUR JOURNEY TODAY

## OBJECTIVES

Today let's discuss the following items:

- HR Strategy – Why do we what we do?
- DE&I – Who are the humans we target, acquire, manage and develop?
- People Analytics – The business case for a DE&I focus and how to measure.
- HR Leadership Development – The model for how we should act.
- People Analytics – the proof we are good.
- Q&A

**BE PRESENT, BE ENGAGED, AND BE OPEN TO NEW IDEAS!**

# OUR HR WORK IS ALIGNED

A → B

- Organization Strategy Inputs**
- Environmental Assessment
  - Customer/Market Analysis
  - Organizational Assessment
  - Mission, Vision, Values
  - Intent statements, Q&A = Work and KPIs
  - Implement, Measure

- Organization Strategy**
- Strategic Goals
  - Key Performance Indicators (KPIs)

- People Strategy**
- Workforce Planning
  - Talent Acquisition
  - Performance Management
  - Total Rewards
  - Employee Engagement
  - Learning & Development

**Anchor: Employment Law, Diversity/Equity/Inclusion**

Work & People

## COMPLEX CHALLENGES WITH PEOPLE - DE&I

- Ignoring diverse experiences and adopting an unintentionally exclusive definition.
- Multi-generational labor market is the largest relationship and engagement challenge.
- Business case for DEI as an organizational imperative v. nice-to-have.
- Not understanding the correlation between engagement and productivity or turnover.

# THIS IS DIVERSITY, EQUITY AND INCLUSION

DARNSCARSS of Diversity™ - Disability, Age, Race, National Origin/ESL, Sex, Color, Armed Services Status, Religion, Sexual Orientation/Marital Status, Socioeconomic status.



## Diversity

Diversity is about the expanded "DARNSCARSS" framework a limited perspective. Diversity illustrates our **efforts** (verb) to increase and include the otherness of our employees, vendors, clients, and community representation.



## Equity v. Equality

Equity – Illustrates **efforts** to enhance opportunities for diverse talent career advancement and mitigate risks to the same; Everyone does not need the same level of support.



## Inclusion

Inclusion – Illustrates our **efforts** to ensure all employees feel comfortable exhibiting their authentic selves, are engaged, safe, and can participate in organizational efforts in an interdependent fashion.

# WHY FOCUS ON DE&I?

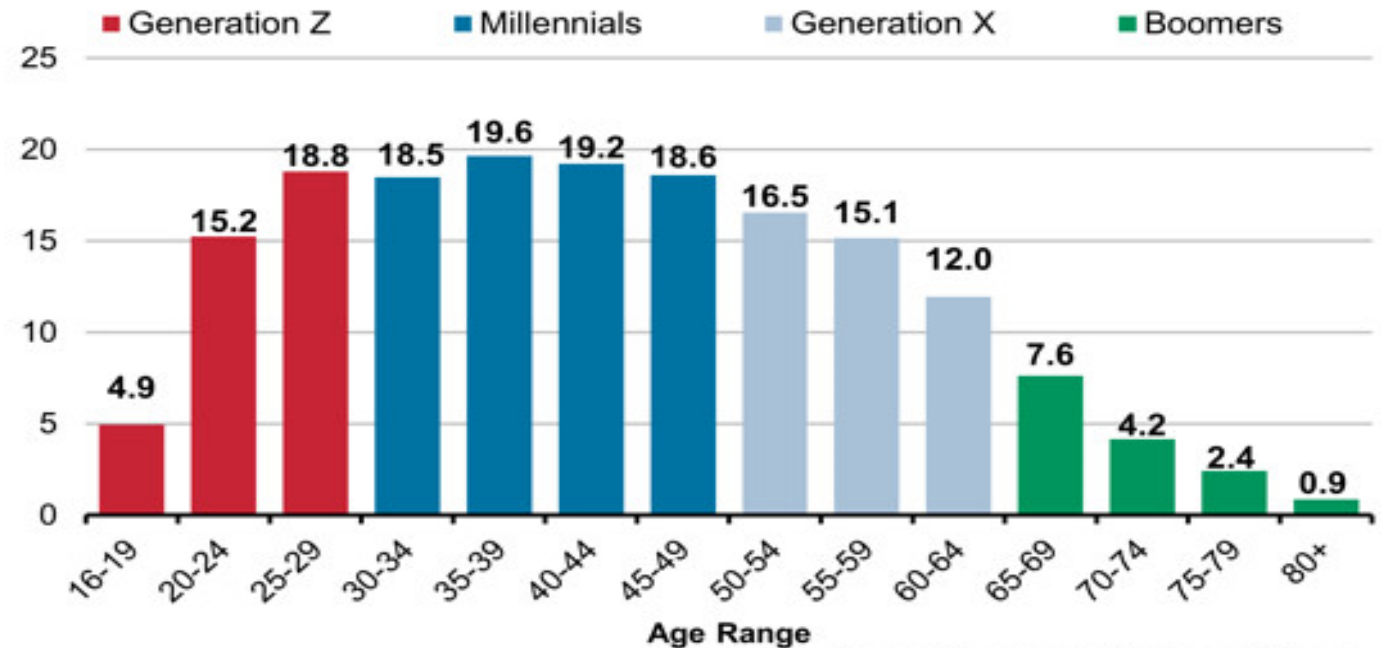
## BUSINESS CASE DATA - GENERATIONAL TRENDS

### Generations & Aging Workforce

- The majority of workforce will be GenY/Z within next 10 years.
- As the Great Resignation continues to manifest, the Silent generation will disappear and most of Boomers.
- Quantitative and Qualitative outcomes from this transition.

### The Workforce in 2030

Projected size of U.S. labor force (in millions) by age, for the year 2030



Source: Department of Labor | WSJ.com

# WHY FOCUS ON DE&I?

## BUSINESS CASE DATA - GENERATIONAL TRENDS

**19%**

Have greater well-being  
in their lives

**43%**

Are more committed  
to their environment  
(company, school,  
community)

**28%**

Are more  
engaged

**51%**

Are more likely to  
verbalize how great  
their experiences are

**3x**

More likely to stay  
with their company,  
perform better, etc.

Source: Limeade. (2019). *Inclusion in Your Workplace*. Retrieved from [https://www.limeade.com/content/uploads/2019/01/Limeade\\_Inclusion\\_eBook.pdf](https://www.limeade.com/content/uploads/2019/01/Limeade_Inclusion_eBook.pdf)



# WHY FOCUS ON DE&I?

## BUSINESS CASE DATA - GENERATIONAL TRENDS

**2X**

as likely to meet  
or exceed  
performance  
targets

**3X**

as likely to be  
high-  
performing

**6X**

as likely to be  
innovative and  
agile

**8X**

as likely to  
achieve better  
overall  
outcomes

Source: Jenkins, R. (2018, June). *Here Are the Benefits of Inclusion and How to Create an Inclusive Culture*. Inc.com. Retrieved from <https://www.inc.com/ryan-jenkins/here-are-benefits-of-inclusion-how-to-create-an-inclusive-culture.html>.

# WHY FOCUS ON DE&I? BUSINESS CASE DATA - GENERATIONAL TRENDS

## THE NEED IS REAL

**\$223B**

**lost by U.S. organizations in the past five years due to employee turnover**

**40%**

**of employees say their manager fails to frequently have honest or inclusive conversations about work topics**

**1 In 3**

**workers say their manager can't lead a team**

**28%**

**of HR professionals' time is spent addressing problems caused by poor People Managers**

# METRICS AND KPIs

## What is a KPI?

KPI stands for “key performance indicator,” and it is used to denote important landmarks in meeting business goals.

## What are metrics?

Metrics, sometimes called business metrics, are quantifiable measures used to gauge performance or progress. To create a metric, you take data from a live source and monitor it to track progress toward a business objective.

## What are People Analytics?

People analytics is the collection and application of talent data correlated to organizational KPIs improve business decision-making and outcomes.

Level 1  
Descriptive

Level 2  
Diagnostic

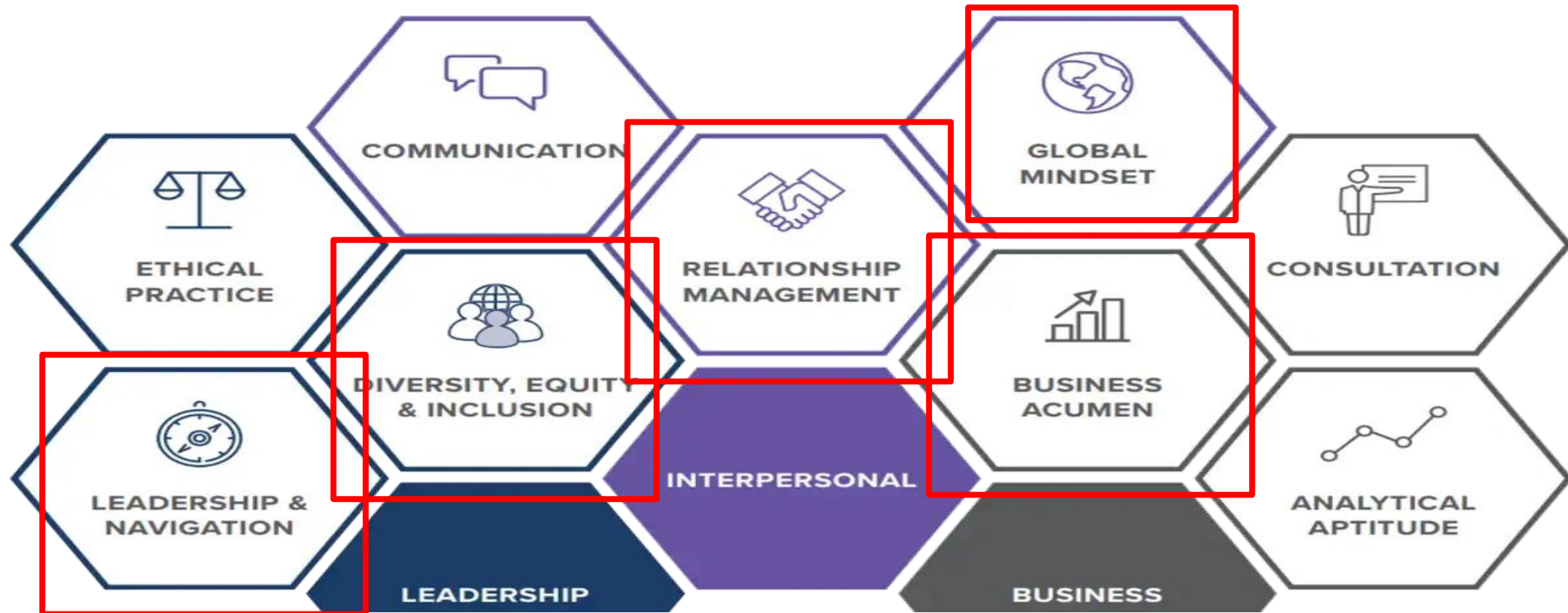
Level 3  
Predictive

Level 4  
Prescriptive

“The real value in HR analytics come from simple tools that can be deployed by average HR professionals. In fact, it’s not the analytical tools that really matter, it is the mindset of evidence-based practice, the attitude of ‘Hey we don’t know the answer. Let’s get some data and find out!’”

- David Creelman  
Researcher/Human Capital Consultant

# THE COMPETENCIES WE NEED TO DEVELOP



Employment Law

# LEADERSHIP SKILLS WE NEED TO TEACH

## Within Myself

Increase my awareness of diversity and inclusion	+
Advocate for diverse perspectives	+
Adjust and adapt communication styles to be effective in a diverse workplace	+
Model inclusive behaviour	+

## Within My Team

Contribute to inclusive workplace relationships	+
Collaborate in diverse teams to foster productive outcomes	+
Manage issues within diverse groups	+
Assess performance and capabilities in an inclusive way	+
Support learning and development	+

## Within My Organization, Workplace and Community

Foster, promote, support and drive inclusion in my organization	+
Achieve results through diversity and inclusion best practices	+
Respond to inappropriate and non-inclusive behaviour	+
Influence others to promote, embrace, and progress diversity and inclusion	+
Collaborate on and contribute to organizational and community diversity and inclusion efforts	+
Carry out "The Duty to Accommodate" diverse needs	+

# WHAT'S NEXT.....

- Read and execute your HR strategic plan aligned with organizational outcomes.
- Design, develop, implement and measure all work related to acquiring, engaging, rewarding, developing, managing, and retaining a more diverse workforce with equitable and inclusive people solutions.
- Work to create a simple, yet impactful, people analytics tool from which evidenced-based decision can be made.
- Select work that is measurable and takes smaller steps (work on analytics).
- Ensure all work is aligned with organizational values, behaviors, and is anchored on empirical evidence. Have a system of accountability!
- Enhance your HR competencies.



# Thank you

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