



# HUMAN RESOURCES ANNUAL REPORT

Fiscal Year 23

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## Mission

Human Resources (HR) builds strategic relationships throughout the College. HR partners with administration and employees in offering support, guidance, and clarity. Central to Human Resources' work is the desire for processes and solutions that are consistent, fair, customer focused, and add value.

## Vision

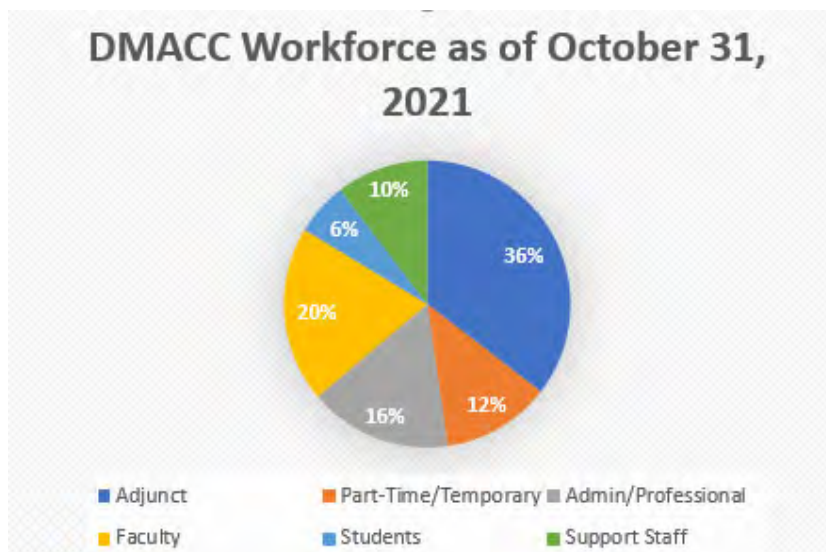
DMACC continues to be considered a preferred employer, where employees are fully equipped to perform their job responsibilities at high levels. The results are a successful, diverse, and quality workplace where employees are willing and able to carry out the DMACC mission.

## Beliefs

- Attracting, hiring, and retaining high quality employees is central to the College's ability to deliver its mission
- Insisting on an inclusive, diverse work environment for employees will propel DMACC forward in meeting student and stakeholder needs
- Operating with high standards, fairness, ethics, and integrity is essential
- Being transparent where possible, yet maintaining confidentiality where required
- Providing a competitive, comprehensive benefit and pay system which allows employees to meet their needs so they can be high functioning in the work environment
- Balancing the needs of employees with those of the College

## DMACC Workforce

DMACC's Workforce consists of full-time Faculty, Admin Professional, and Support Staff, along with Part-Time/Temporary, Adjunct, Work-Study and Student workers.



As of October 31, 2022, DMACC employed a total of 2087 employees working in 32 states. The HR team is made up of 14 full-time staff (10 admin professional & 4 support staff).

HR Staff Ratios	FY22	FY23
HR to Faculty	1 to 28	1 to 27
HR to Non-Faculty Full-Time Staff (Admin Professional/Support Staff)	1 to 38	1 to 37
HR to ALL Full-Time Staff & Faculty	1 to 66	1 to 64
HR to ALL Staff & Faculty	1 to 125	1 to 149
HR to Enrolled Students	1 to 1,639	1 to 1595

*Full-Time  
Employees*  
**895**

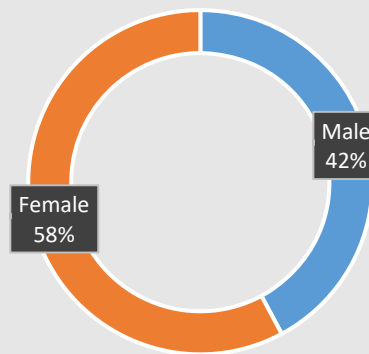
*Average Age of  
Full-Time  
Employees*  
**48**

*Average Years of  
Service for Full-  
Time Employees*  
**9.8**

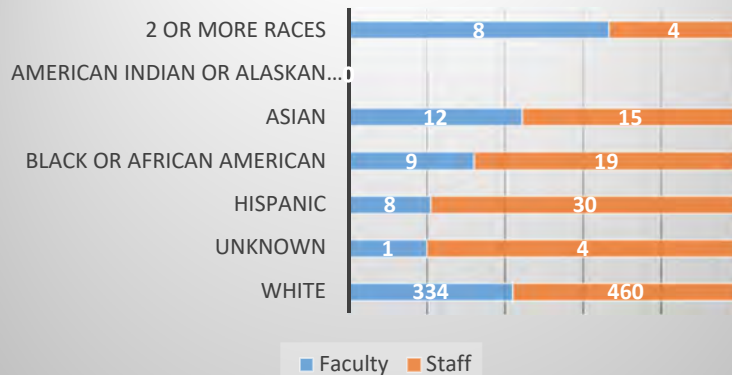
*Total Years of  
Service for Full-  
Time Employees*  
**8,738**

*Total Full-Time  
Faculty and Staff  
Turnover*  
**9.6%**

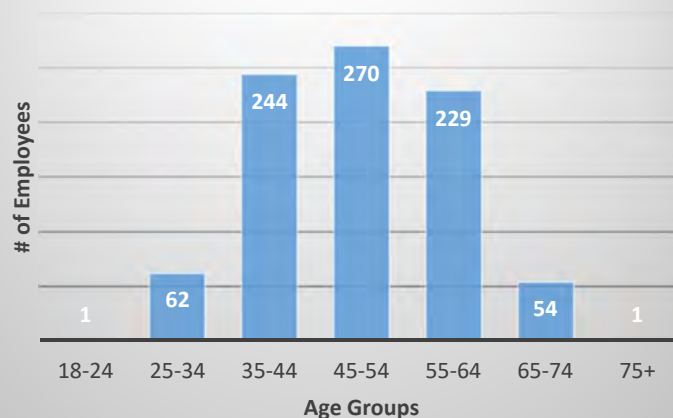
### Faculty & Staff Gender



### Faculty & Staff Race/Ethnicity



### Faculty & Staff Age



Departmental Goals in support of the College, and reflected in the Balanced Scorecard will be articulated for FY24. reflected in the Balanced Scorecard will be articulated for FY24.

*The following are departmental goals in furtherance of continuous improvement for the College:*

<b>Pillar 1: Stakeholders: Those who receive/benefit from work product or service.</b>	<b>Pillar 2: People and Innovation: the internal team members of a particular unit, their engagement, productivity and development.</b>	<b>Pillar 3: Internal Processes- How you do what you do and your efficiency and effectiveness.</b>	<b>Pillar 4: Stewardship: Management of your finances and resources</b>
<ul style="list-style-type: none"> <li>- Enhance Communication with full-time managers, supervisors, and employees on key issues relevant to Human Resources.</li> <li>- Track contact hours, newsletters, and number of attendees at trainings.</li> </ul>	<ul style="list-style-type: none"> <li>- Professional Development: Each HR staff member will track their PD towards their own personal learning on DEI, Pathways and technical systems HR uses.</li> <li>- Exit Survey: Track the number of DMACC employees that would recommend DMACC as a place to work.</li> </ul>	<ul style="list-style-type: none"> <li>- Improve Customer Services</li> <li>- Track Interactions with HR via email favorable and unfavorable</li> <li>- Customer Service Survey</li> <li>- Track high contact groups of people with a targeted survey</li> <li>- Review and Investigate the electronic Processes being used in HR and recommend enhancements</li> <li>- Increase number of performance evaluations completed on time yearly</li> <li>- Decrease time to fill</li> <li>- Decrease number of failed searches</li> </ul>	<ul style="list-style-type: none"> <li>- Maintain or increase HR staff ratio to staff employed by DMACC</li> <li>- Reduce the Cost of Turnover</li> </ul>

## Individual Goals for FY23

Human Resource staff created individual goals meant to improve processes for the College those include the following:

## Organizational Planning

The Human Resources office offers a unique combination of functions of Human Resources and strategic planning, all aimed to advance the organizational development of the College. HR has assisted the College in the review of newly revised mission, vision and values of the College. HR has also been involved in discussions about the desired metrics for College success.

Human Resources was involved in assisting to recommend and develop new positions and correlating job descriptions for areas within the College including: Career Advantage, Diversity, Equity & Inclusion (DEI) Director, Guided Pathways, Institutional Effectiveness, and Corrections.

## State and Federal Law Compliance

Human Resources assists the College to ensure that there is compliance with a wide range of federal statutes, state laws, regulations, and board policy and procedures.

A total of 732 background checks were run in Fiscal Year 23.

Affordable Care Act (ACA) work effort is monitored each year by Human Resources.

Work effort projections are completed in the fall. Any issues that arise are resolved with each department. Final calculations are run each summer at the end of the year to ensure DMACC was within the ACA guideline for part-time workloads.

## Employee Relations and Discipline

In conjunction with managing supervisors, investigations are conducted. Supervisors rely upon the Human Resources department to assist in discipline and crafting employee performance improvement plans. This year, the Human Resources Department

Consequences	Total
Improvement Plans	3
Investigated Formal Complaint	13
Letter of Reprimand	10
Notice to Remedy	17
Performance Management Consulting	40
Involuntary Terminations/Resignation	11

## Performance Evaluation

**Performance Evaluations Calendar Year 2023-** 350/382 or 91% Performance Evaluations Completed

**Calendar Year 2022 Faculty Performance Evaluations Completed** - 149/158 or 94% completed

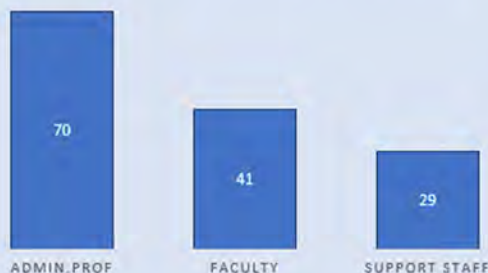
**Calendar Year Counselor Performance Evaluations Completed** - 5/5 or 100% completed

**Calendar Year 2022 Administrative Professional Performance Evaluations Completed** - 137/150 or 91% completed

**Calendar Year 2022 Support Performance Evaluations Completed** - 59/69 or 85% completed



#### FULL TIME POSITIONS FILLED



*Part-Time/Temporary or Adjunct  
Employees Hired into Full-Time  
Positions*  
37

*Job Evaluations Completed due to  
New Positions and Reclassifications*  
11

## Hiring

Hiring is a shared responsibility between Human Resources and departments within the College. This entails advertising open positions, assessing hiring rubrics, conducting background checks and processing hiring paperwork. The Iowa Department of Education (DOE), Higher Learning Commission (HLC) and accreditation standards require a certification process to assure all new faculty meet minimum competencies and credentialing requirements to be able to teach postsecondary. It is the responsibility of Human Resources to assure that the College, in partnership with Dean and Provosts, employ a qualified workforce.

All personnel files and confidential records are maintained in compliance with law and standard Human Resources practices.

Human Resources currently utilizes the PeopleAdmin system which includes Applicant Tracking, Position Management and Employee Records to hire all position types.

Positions Hired	Total
Full-Time	38
Admin Professional	29
Faculty	8
Support Staff	1
Adjuncts	242
Part-Time/Temporary	219
Student (Including Work Study)	53
Backfilled Positions Hired	Total
Full-Time	102
Admin Professional	40
Faculty	29
Support Staff	31
Promotions/Transfers	33
Applicants Interviewed per Position Type	Total
Administrative/Professional Positions	251
Faculty Positions	94
Support Staff Positions	85
Grand Total	430

## Benefits FY23

TYPE OF ACTIVITY	YEARLY TOTAL
Benefit Packets	110
New Employee Meeting	109
Deduction Entry-BANNER	1185
Life Insurance Claims	2
Wellness Reimbursements	69
COBRA Mailings	238
Early Retirement Notices	249
Early Retirement Elections	32
Request for Accommodation	26
Emeritus Status Requests	21
1095-C Mailings	1069
Benefit Statements Sent	883
Direct Bill Invoices Sent	81
FMLA Sent	118
FMLA Received/Processed	103
STD Sent	23
STD Received/Processed	23
LTD	0
Workers' Comp Claims	57
Professional Leave	20
Dependent Tuition Remission	131
<b>Insurance Balancing*</b>	<b>\$ 14,681,110</b>

\*Total number of dollars paid and balanced to insurance carriers for FY

## Risk Mitigation

Human Resources is involved in creating a safe working environment, free from discrimination and harassment. HR is the primary contact for legal counsel in risk mitigation activities and litigation pertaining to employee relation matters. This includes examining all current workplace policies and providing training to employees and managers on those policies to minimize the frequency of employee complaints due to misinterpretation or misunderstanding of College policies. New policies are crafted as new state and federal laws are enacted or litigation changes interpretation of existing law.

## Benefit Management

Maintaining a strong benefit system is key to assuring DMACC remains a strong and competitive employer. It is important that we continue to offer a medical benefit structure affordable to all employees.

Employees are continually provided with education and guidance regarding benefit options including but not limited to medical, dental, vision, life and disability insurance; flexible spending accounts; retirement planning; tuition waiver as well as an employee assistance program.

## Benefits Annual Work

- Manage and Maintain Electronic Benefits System
- OPEB Levy Actuarial Spreadsheet for Controller, Business Office
- State of IA 509A Certification for Self-funded Health and Dental Plans
- Affordable Care Act (ACA) PCORI fee for IRS
- Medicare Part D Certification for CMS
- Fiscal Year General Ledger Balancing of Insurance Accounts
- Wellmark Plan Document Review
- Facilitate Early Retirement Informational Meeting
- Flexible Spending Account Open Enrollment
- Flexible Spending Account Non-Discrimination Testing for IRS
- DMACC Farewell Reception and Gifts
- Facilitate Benefits Committee
- OSHA SOII Report



- Benefit Plans Open Enrollment
- Facilitate Employee Assistance Program Support for Crisis Situations
- Review and Update HR Procedures for Benefit Topics
- Review of Physical Requirements for Job Descriptions
- Committee Member Incident Command Team
- Committee Member DMACC Safety and Security
- Committee Member St of IA Higher Education Group to Support Mental Health
- Committee Member IACCT Advisory Committee
- Committee Member DMACC Well-Being Team
- Workers' Compensation Semi-Annual Review Meetings
- Present at New Supervisor Training
- Present at Advanced Supervisor Training
- Present at New Hire Orientation
- Outsourced COBRA Administration Project
- Outsourced Direct Billing Participants Project--Final Year

AVERAGE ENROLLEES BY FISCAL YR			
BENEFIT TYPE	FY21	FY22	FY23
HEALTH	941	947	966
DENTAL	944	915	961
VISION	396	417	478
BASIC LIFE	901	905	932
LONG TERM DISABILITY	856	852	883
SHORT TERM DISABILITY-A	121	97	84
SHORT TERM DISABILITY-B	221	223	239
EMPLOYEE VOL LIFE	350	366	388
SPOUSE VOL LIFE	192	198	207
DEPENDENT LIFE	240	238	240
FSA--DEPENDENT CARE	30	37	40
FSA--MEDICAL	204	223	243
ALLSTATE	101	107	136

DMACC Plan Year	Delta Dental
<b>FY19</b>	
Single	\$ 32.49
Family	\$ 97.46
0%	
<b>FY20</b>	
Single	\$ 32.49
Family	\$ 97.46
0%	
<b>FY21</b>	
Single	\$ 32.49
Family	\$ 97.46
0%	
<b>FY22</b>	
Single	\$ 32.49
Family	\$ 97.46
0%	
<b>FY23</b>	
Single	\$ 32.49
Family	\$ 97.46
0%	

### Service Award and Retirement Recognition

The College recognizes years of service awards and retirement. 133 employees were celebrated for their 5, 10, 15, 20, 25, 30, 35, and 40 years of service to the College. A farewell reception is held to honor all employees separating from the College who have at least 10 years of service and are separating in good standing with DMACC.

Years of Service Recipients	Total
5 years	55
10 years	26
15 years	30
20 years	11
25 years	5
30 years	3
35 years	3
Total	133

### Diversity, Equity & Inclusion (DEI)

The Human Resource Department was tasked with making changes that could impact DEI within the College workforce. These strategies continue to be used to assist the College to improve the experience for all employees and applicants: No internal only postings, unless there were reasons to do so such as grant continuation or President Rob Denson approved the exception

- Reviewed job descriptions with supervisors to determine whether the qualifications expected are more than needed and to include an alternative way to gain experience in the position
- Reformatted the executive hiring report to demonstrate the number of diverse applicants being collected per advertised position
- Purchased a diversity service that posts the position in other venues that appeal to diversity
- Required student and part-time positions to be posted using a more formal format so those jobs can be used as an entry pipeline for future jobs at the College
- Participated in the various professional development opportunities including the diversity challenge, town hall meeting, and workplace subgroup meetings
- Created a hiring recruitment network of diverse stakeholders that are emailed a list of open positions
- Revamped the Exit Survey to employees in a format that can be used to collect information regarding the reason for leaving the College
- Brought in a diversity consultant for a College-wide professional development opportunity around the concept of Unconscious Bias
- Re-wrote physical job responsibilities to reflect mobility as the descriptor for walking
- Put language on the Human Resources job announcement webpage that invites applicants of unrepresented groups to apply for positions
- Recommended the payment of shift differential for custodial staff during COVID
- Chaired the DEI Strategic Plan Task Force and updated DMACC's DEI goals in DMACC Strategic Plan.

## Affirmative Action Plan

The Affirmative Action Plan, a state required compliance document, was due to the board in June of 2024. The responsibility for the plan was a joint effort between the former Director of DEI and Human Resources. Human Resources will partner with the Office of Planning, Assessment and Data to provide accurate reporting of hires so that is reflected in the data. There will continue to be challenges in the availability of the census data. Since this is a report that is required once every two years, across the District, DMACC is underrepresented in the following areas:

Affirmative Action	Underrepresented
Group 10 - Executive, Administrative	Minority/Disabled
Group 20 - Faculty	Minority/Disabled
Group 30 - Other Professionals	Disabled
Group 40 - Tech/Paraprofessionals	Disabled
Group 50 - Secretarial/Clerical	Male/Disabled
Group 60 - Skilled Craft	Female/Disabled
Group 70 - Service/Maintenance	Female/Disabled

## Professional Development

*In-Service Days (February 2023 and October 2023)* 565 FTEs attended February 2023 In-Service; 903 FTEs attended October 2023 In-Service

Advanced Supervisor Excellency Training-65 supervisors attended

New employee and mandatory trainings were provided through SafeColleges/Vector Solutions and other sources. The following are numbers of training classes completed for items monitored by Human Resources.

Training Recorded in Banner for July 1, 2022 to June 30, 2023		Total
Bloodborne Pathogens Training		623
Right to Know Training		212
Formaldehyde Training		5
Mandatory Reporter Child Abuse Training		351
First Amendment Training		1,232

*Direct Payment of Gross  
Payroll*

**\$88,175,431**

*Payroll Checks Issued*

**46,738**

*W-2's Issued*

**2,971**

*Adjunct/ Overload  
Positions Set Up*

**7,077**

*Part-Time EPAF's  
Applied*

**3,282**

*W-4's & Direct Deposits  
Set Up*

**2,083**

*Unemployment Claims  
(July 2020-June 2021)*

**24**

**Pay and Classification Systems**


Human Resources holds responsibility for the maintenance of the classification and pay system. The FY23 salary increases are shown below for each employee group.

Salary Increases for FY23	%
Faculty Average	3%
On Schedule Average	2.99%
Off Schedule Average	2.529%
Admin/Professional	3%
ESA Support Staff (Including longevity pay)	3%
Increase on base salaries	2.9%
Non-bargaining Support Staff (Confidential Clerical & Trail Point Support)	3%
Temporary Pay Rates	\$3 on rates \$25 & below, 3% on rates above \$25
Adjunct Pay Rates	3%

Pay schedules can be accessed on the [Payroll Information](#) web page.

**Other activities:**

- Ended all deduction codes and direct deposits for annual file clean-up for 173 terminated employees
- Assisted with Ellucian upgrade to Banner 9 Self Service project –created training materials and trained 73 approvers



Des Moines Area Community College shall not engage in nor allow discrimination covered by law against any person, group or organization. This includes in its programs, activities, employment practices, or hiring practices, and harassment or discrimination based on race, color, national origin, creed, religion, sex, sexual orientation, gender identity, age, disability, genetic information (in employment) and actual or potential parental, family or marital status. Veteran status in educational programs, activities, employment practices, or admission procedures is also included to the extent covered by law.

Individuals who believe they have been discriminated against may file a complaint through the College Discrimination Complaint Procedure. Complaint forms may be obtained from the Campus Provost's office, the Academic Deans' office, the Judicial Officer, or the EEO/AA Officer, Human Resources. ADA questions and concerns may be directed to the Section 504/ADA Coordinator at 2006 S. Ankeny Blvd, Bldg 6, Ankeny, IA 50023, phone 515/964-6857, [dso@dmacc.edu](mailto:dso@dmacc.edu). Title IX questions and concerns may be directed to the Title IX Coordinator at 2006 S. Ankeny Blvd, Bldg 1, Ankeny, IA 50023, phone 515/964-6216, [Title9@dmacc.edu](mailto:Title9@dmacc.edu). Questions or complaints about this policy may be directed to the Director of the Office for Civil Rights, U.S. Department of Education, Citigroup Center, 500 W. Madison, Suite 1475, Chicago, IL 60661-7204, phone 312/730-1560, fax 312/730-1576, email [OCR.Chicago@ed.gov](mailto:OCR.Chicago@ed.gov).

