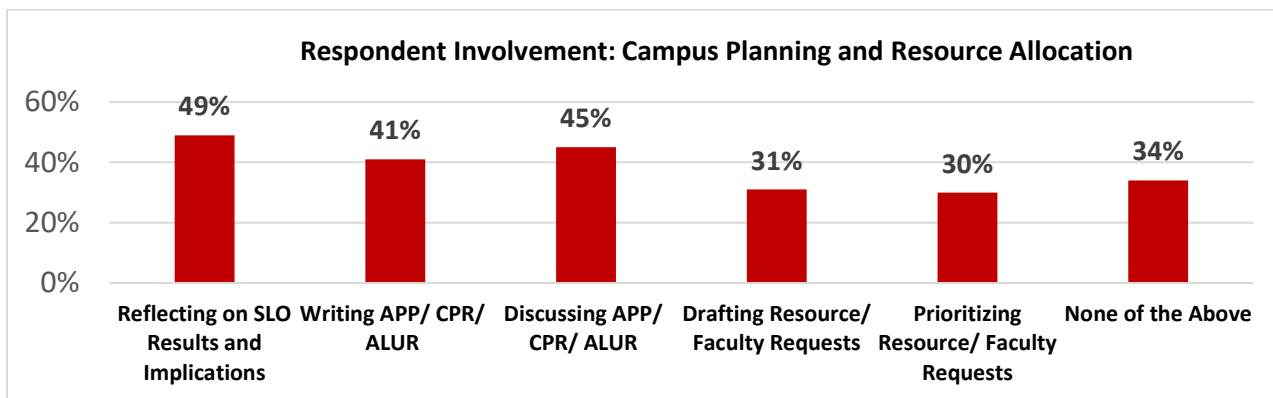## Fall 2015 Employee Voice Survey
Integrated Planning and Resource Allocation Cycle

Background: As part of a comprehensive response to the October 2013 Accreditation recommendation that the College complete a systematic review of its integrated planning and resource allocation cycle (Standards I.B, I.B.6, I.B.7), an online survey was administered in Fall 2015.

Respondent Profile: Of the approximately 43% of Skyline employees who took the survey, 52% were faculty, 36% were classified, and 12% were administrators/ managers. 55% have worked at Skyline College for six or more years, 26% for two to five years, and 19% for one year or less.
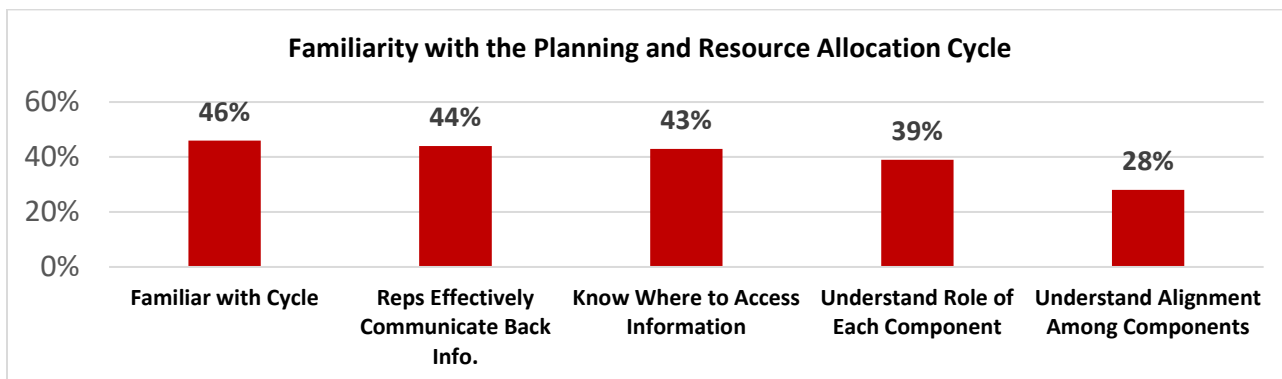
Over 40% of respondents are involved in processes that are central to planning and resource allocation: discussing and writing the Annual Program Plan (APP), which leads up to the Comprehensive Program Review (CPR) that is conducted every six years, and informs the more broad Administrative Leadership Unit Review (ALUR).

Respondent Involvement: Campus Planning and Resource Allocation

Category	Percentage
Reflecting on SLO Results and Implications	49%
Writing APP/ CPR/ ALUR	41%
Discussing APP/ CPR/ ALUR	45%
Drafting Resource/ Faculty Requests	31%
Prioritizing Resource/ Faculty Requests	30%
None of the Above	34%

Overall, 77% of the respondents "often" or "sometimes" access information about the planning and resource allocation process (e.g., planning templates and documents, "Skyline Shines," committee agendas and minutes, etc.).
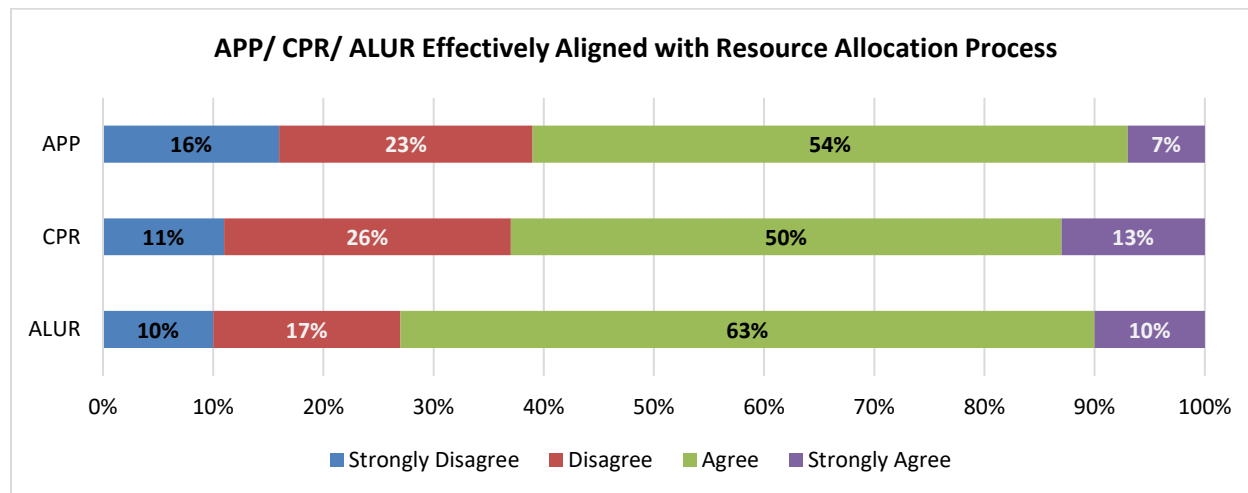
Findings:

Information is readily accessible, and constituent representatives that serve on governance committees appear to effectively communicate back information related to planning and resource allocation. Less clear to respondents was the role of each component in the cycle and how they're aligned (e.g., the APP/ CPR, ALUR, Educational Master Plan, Strategic Plan, Resource Allocation Processes for Budgeting and Staffing, and the Outcomes Assessments via the Balanced Scorecard).

Familiarity with the Planning and Resource Allocation Cycle

Category	Percentage
Familiar with Cycle	46%
Reps Effectively Communicate Back Info.	44%
Know Where to Access Information	43%
Understand Role of Each Component	39%
Understand Alignment Among Components	28%

For each of the major planning and resource allocation processes—APP, CPR, and ALUR, respondents were asked if they are actively involved, and if so, whether each is effectively aligned with the college resource allocation process.

A third or fewer of the respondents were actively involved: 33% with the APP, 27% with the CPR and 16% with the ALUR. The latter is likely due to fewer being submitted; division/ department deans and managers submit ALURS that are informed by departmental APPs and CPRs.

APP/ CPR/ ALUR Effectively Aligned with Resource Allocation Process

Process	Strongly Disagree	Disagree	Agree	Strongly Agree
APP	16%	23%	54%	7%
CPR	11%	26%	50%	13%
ALUR	10%	17%	63%	10%

Sixty one percent of those actively involved with the APP agreed or strongly agreed that it was effectively aligned with the resource allocation process, with slightly more from the other groups: 63% for the CPR, and 73% for the ALUR.

In the open ended responses, which are optional and open to anyone completing the survey, what emerged was the need for a better feedback loop: how priorities are set, when the resource allocation process takes place, who reviews the requests, and which resource requests were granted/ denied/ put on hold, and why.

Analysis and Implications:

With well over three-fourths of respondents accessing information about the planning and resource allocation process, information is readily available for those who wish to engage.

The responses revealed two areas in need of improvement:

Engagement: Just under half of the respondents are involved in processes directly related to planning and resource allocation. Additional efforts can be directed to engage more faculty and staff at the departmental, program, and institutional level.

Communication: What may provide more enticement to stay or get involved is a stronger feedback loop, in particular on resource allocation decision- making processes.

In terms of processes, more can be done to convey the role of each component and how each is aligned.