



OKLAHOMA
Workforce
Commission

WORKFORCE DATA ANALYSIS & FINDINGS

DECEMBER 2025

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OKLAHOMA WORKFORCE COMMISSION

Workforce Data Analysis & Findings

EXECUTIVE SUMMARY

Purpose Workforce development investments across the State of Oklahoma are dispersed across multiple agencies, programs, and departments resulting in limited visibility into the total cost of the investment and program outcomes. The Oklahoma Workforce Commission (OWC) engaged a third-party consulting firm to review agency budgets related to workforce development, understand data resources, summarize key insights, identify major gaps, and give prioritized recommendations for future reporting and coordination of workforce efforts across state agencies.

Objectives:

- **Inventory and Assess:** Catalog data sources (executive budgets FY24–FY26, OMES expenditure data for the "Expanding Economic Prosperity" statewide program, and other agency inputs), and evaluate quality, timeliness, and completeness.
- **Analyze and Contextualize:** Quantify investments (budgeted spend) by agency, investment type, and target audience; highlight concentration areas and crosswalk to a classification framework (e.g., General Health & Wellbeing).
- **Identify Gaps and Barriers:** Document omissions, cross-referencing limitations, and process bottlenecks (standards, identifiers, timeliness, consistency).
- **Recommend Actions:** Define coordination mechanisms and a roadmap to improve completeness, comparability, and automation for future reporting.

Scope Approximately 220 programs across 28 agencies were reviewed using FY24–FY26 executive budgets and agency submissions (program budget years 2023–2025) supplemented by FY25 actual expenditure data from OMES (Statewide Program: *Expanding Economic Prosperity*). The analysis focuses on financial data, specifically program budget data, as this was the most complete publicly available data set.

How we classified the broad workforce ecosystem — Investment Types (core to this report). Our classification framework distinguishes **direct** (Workforce Development) and **enabling** (Business Development, General Education, General Health & Wellbeing) investments allowing line of sight into the full ecosystem and sequence interventions appropriately. Focusing solely on **direct** efforts has the potential to overlook key drivers of workforce participation.

1. **Workforce Development (direct impact)** Programs that directly prepare, upskill, or place people into jobs (e.g., CareerTech training, apprenticeships, sector partnerships, professional development for teachers/physicians, STEM pipelines, incumbent worker training, and general workforce services for veterans, disability assistance, or general population).
2. **Business Development (demand-side activation)** Programs that stimulate firm creation/expansion and job demand, including entrepreneurship services, innovation/commercialization grants, cluster/industry initiatives (e.g., aerospace, cyber), trade/export support, capital access, site development, and investment attraction.
3. **General Education (talent pipeline foundations)** Investments in K-12, higher education, and learning support like training, libraries, and early education help develop long-term workforce readiness. These are indirect but material drivers of future labor supply and skills.
4. **General Health & Wellbeing (workforce enablement)** Programs that address barriers to work and sustain participation (e.g., mental health services, disability assistance, inmate & juvenile assistance, childcare, family services and other supports). While not occupational training per se, they directly influence workforce participation, stability, and wealth generation.

Known gaps to highlight Data was primarily sourced from the FY23-FY25 program budget details included in the executive budgets for the State of Oklahoma, allowing comparison between agencies. OESC provided supplemental information detailing ~\$98M in grants related to workforce development covering a three year period. Because OESC data did not report program budget details in the executive budgets referenced, the agency was not included in the program budget analysis. Overall agency responsiveness varied (timeliness, completeness, and consistency of format), limiting cross-agency comparability in this cycle.

LEGISLATIVE & STRATEGIC CONTEXT

Recent legislation establishing OWC (e.g., **SB621, SB662, SB663**) sets the intent for statewide coordination, transparency, and performance reporting across workforce programs. To address observed barriers, OWC's mandate should be operationalized through clear authorities and instruments that:

1. Define and disseminate a statewide workforce classification framework and data standards to clearly and consistently track and report financial and outcome data.
2. Require timely submissions and certify completeness/accuracy prior to the executive budget cycle.
3. Authorize data-sharing and interagency agreements with OMES to align budget structures with expenditure coding and to enable reconciliation.

4. Tie funding/reporting to compliance, including performance reporting requirements and corrective action plans.

Alignment Barriers The statutes' coordination and transparency goals directly address the barriers detailed next namely, inconsistent agency responsiveness, non-standard tags/templates, and incomplete budget ↔ actuals linkage.

DATA GAPS & BARRIERS

1. **Agency Responsiveness & Submission Quality** While many agencies were constructive partners, responsiveness varied materially:
 - **Timeliness** – Some submissions arrived after requested dates, compressing analysis time and increasing revision risk.
 - **Completeness** – Missing fields (e.g., workforce classification, funding source) and absent program narratives limited accurate classification. Executive budget program details were not available for OESC; however, OESC provided a separate response showing ~\$98M in workforce development related grants that have not been reconciled to the executive budgets this cycle.
 - **Consistency** – Divergent formats and inconsistent classification reduces comparability and accuracy across agencies and years.
 - **Responsiveness** – 28 agencies were identified in the review of executive budgets with programs impacting workforce development. OWC surveyed a number of these agencies and received a limited number of responses.
2. **Budget ↔ Actuals linkage**. Beyond the OMES FY25 extract for *Expanding Economic Prosperity*, many programs lack universal identifiers (Program ID/Grant ID) to tie budget lines to expenditures and outcomes.
3. **Tagging & classification framework adoption** – Not all agencies currently tag to an agreed upon classification framework or to Statewide Programs, limiting system-wide rollups and crosswalks.
4. **Timing differences** – Appropriations, encumbrances, and expenditures are recorded on different calendars, complicating trend comparability without standardized reporting conventions.

Mitigation Levers (policy & practice):

1. Establish submission Service Level Agreements (SLA) and a single point of contact per agency; require CFO/Program lead sign-off.
2. Mandate standardized templates for financial and programmatic data submission. Implement Program/Grant IDs and an interagency data dictionary; require version control.
3. Publish a quarterly data-quality scorecard (completeness, timeliness, accuracy) and escalate persistent non-compliance.

DATA SOURCES, METHODS & GOVERNANCE

Sources – FY24–FY26 executive budgets and agency submissions (~220 programs, 28 agencies); OMES FY25 expenditures for the statewide program *Expanding Economic Prosperity*.

Methods – Programs were mapped to **Investment Type** → **Activity Type** → **Target Audience**. We analyzed FY23–FY25 program budgets and FY25 expenditures at agency and topic levels, calling out reconciliation limitations.

Governance – OMES serves as the backbone for actuals; **OWC** curates the classification, data dictionary, and analytics. Standard identifiers (Program ID, Grant/Project ID) are required for future reconciliations.

CLASSIFICATION – INVESTMENT TYPES (WHAT'S INCLUDED)

Workforce Development (Direct)

Typical inclusions: Occupational training and credentials (CareerTech), apprenticeships and pre-apprenticeships, adult education and literacy that lead to employment, on-the-job/incumbent worker training, sector partnerships, short-cycle certifications (STEM, aerospace, cyber), advanced education, career services and job placement, professional development for critical occupations (teachers; physicians & nursing), and targeted workforce supports for veterans and individuals with disabilities.

Business Development (Demand & Innovation)

Typical inclusions: entrepreneurship and small business services; innovation, R&D, and commercialization grants; cluster and industry initiatives (aerospace/defense, cyber), capital access and finance tools, export/trade development, site development, and investment attraction.

General Education (Foundations)

Typical inclusions: K-12 and higher education base and instructional supports; general education and training & development; libraries; early education.

General Health & Wellbeing (Enablement)

Typical inclusions: mental and behavioral health, disability services, juvenile and inmate assistance, childcare and family support.

CROSSWALK TO OMES STATEWIDE PROGRAM TOPICS

OMES *Expanding Economic Prosperity* includes **Vitality** (Entrepreneurship, Business Vitality, Innovation), **Prosperity** (Wealth Generation, Employment Growth, Workforce Participation), and **Key Economic Systems** (Aerospace & Defense, Energy, Agriculture & Biosciences, Information & Financial Services, Tourism/Arts/Heritage).

Align Budget Mapping with Actuals:

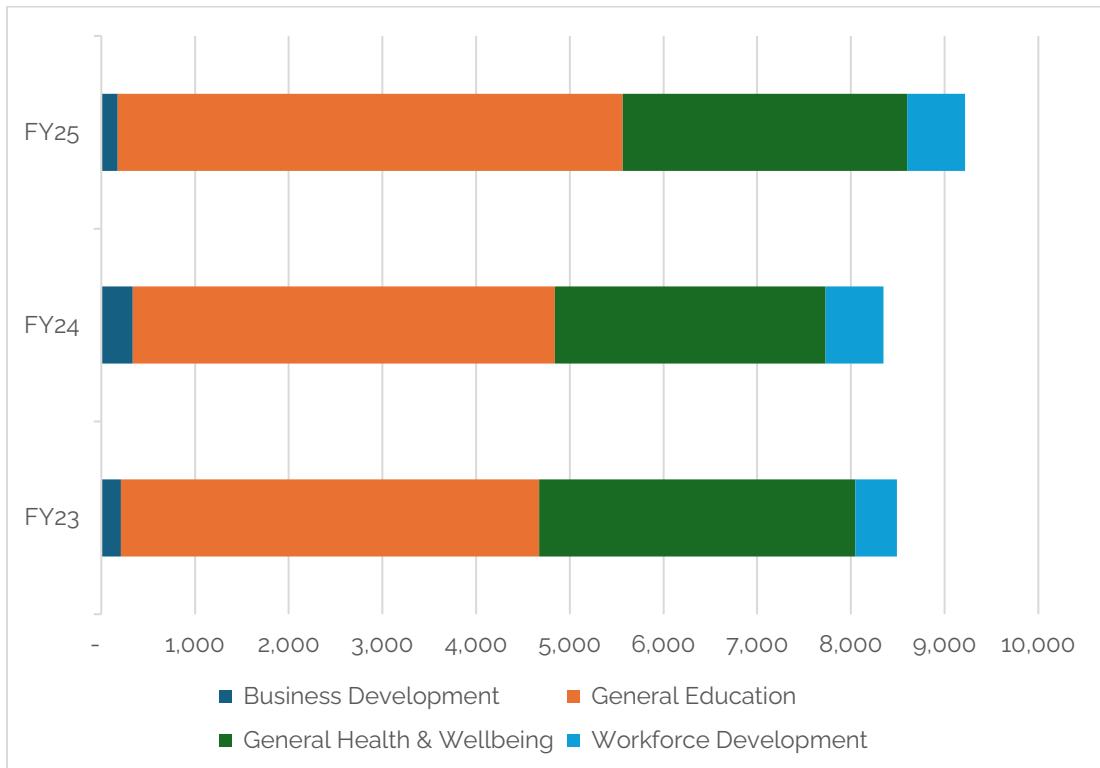
- **Workforce Development** → Prosperity (Employment Growth, Workforce Participation) and relevant Key Economic Systems.
- **Business Development** → Vitality (Entrepreneurship, Business Vitality, Innovation) and the targeted Key Economic Systems.
- **General Education** → Indirect to Prosperity and specific Key Economic Systems via program purpose.
- **General Health & Wellbeing** → Prosperity (Wealth Generation) through participation and stability effects.

PROGRAM BUDGET REVIEW (FY23-FY25)

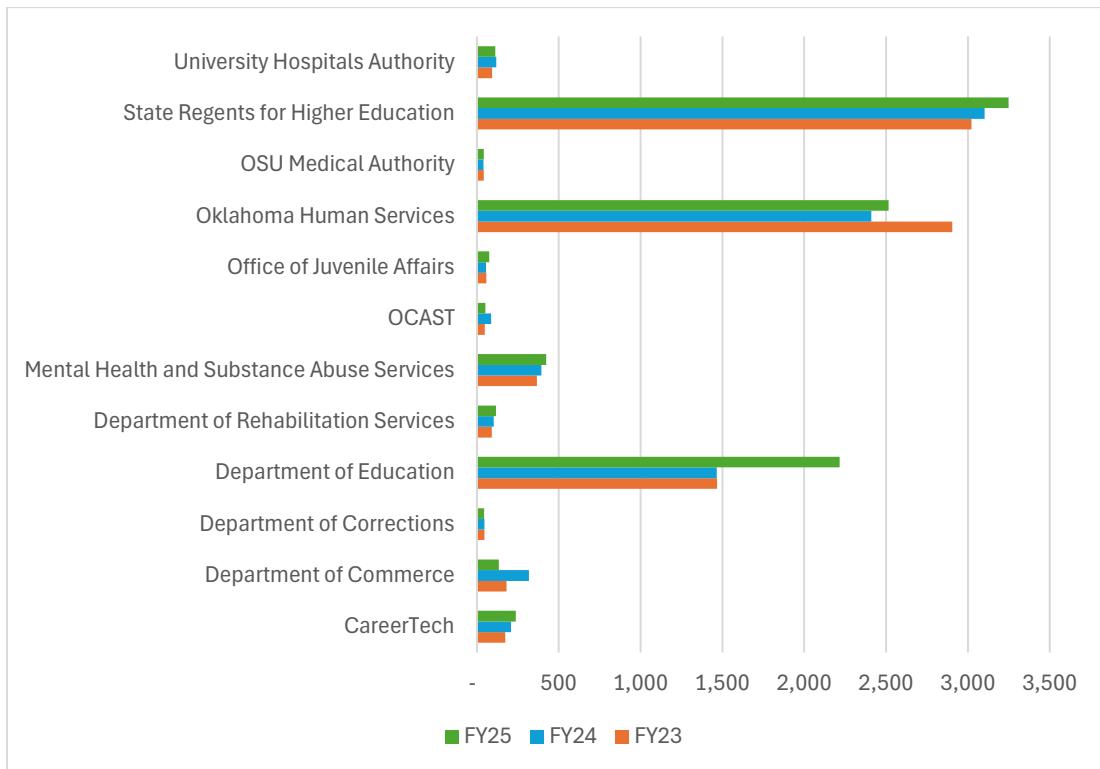
The synthesis of ~220 programs across 28 agencies from the Executive Budgets (FY23-FY25) and mapping each program to the proposed classification framework (Workforce Development, Business Development, General Education, General Health & Wellbeing) with associated Activity Types and Target Audiences.

At a glance, the portfolio shows stable core funding in foundational/enabling lines (General Education; General Health & Wellbeing) alongside notable growth in targeted Workforce Development programs—particularly CareerTech (Advanced Education) and STEM-oriented initiatives within education and select agencies. On the demand/economic side, Business Development displays year-to-year variability, reflecting cyclical investment and one-time initiatives (e.g., Commerce/OCAST). Where agency labels were ambiguous, we applied consistent classification framework rules to maintain comparability.

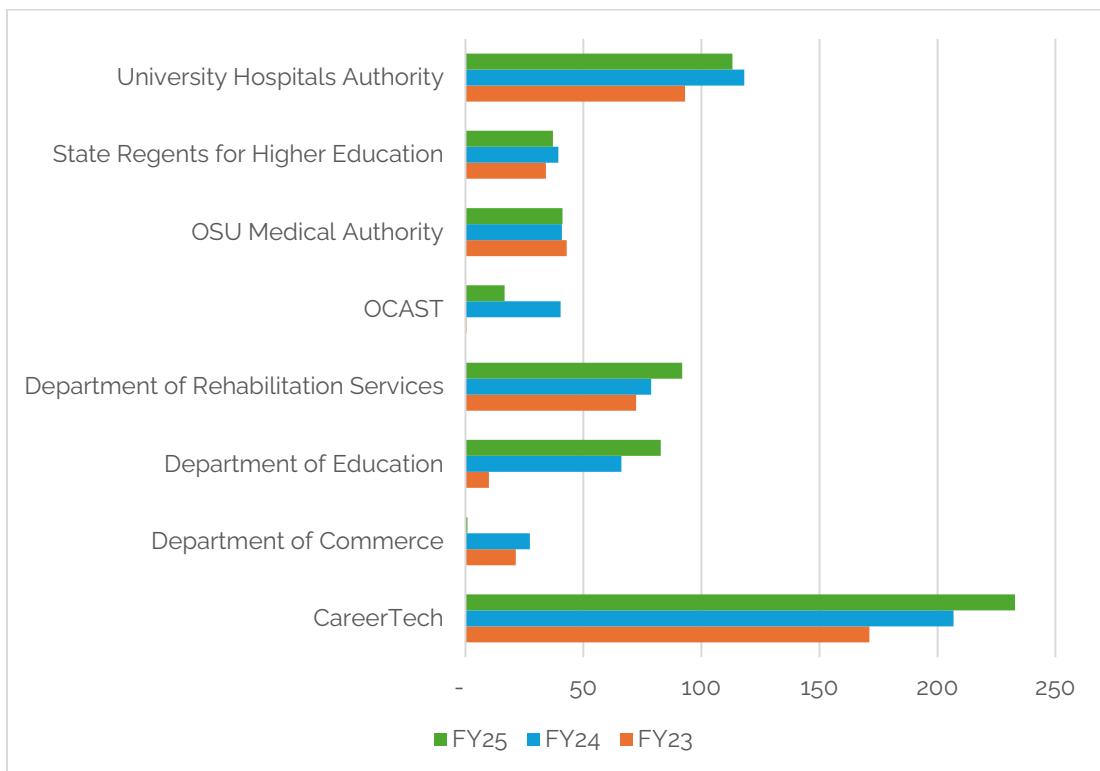
Workforce Ecosystem (\$mm):



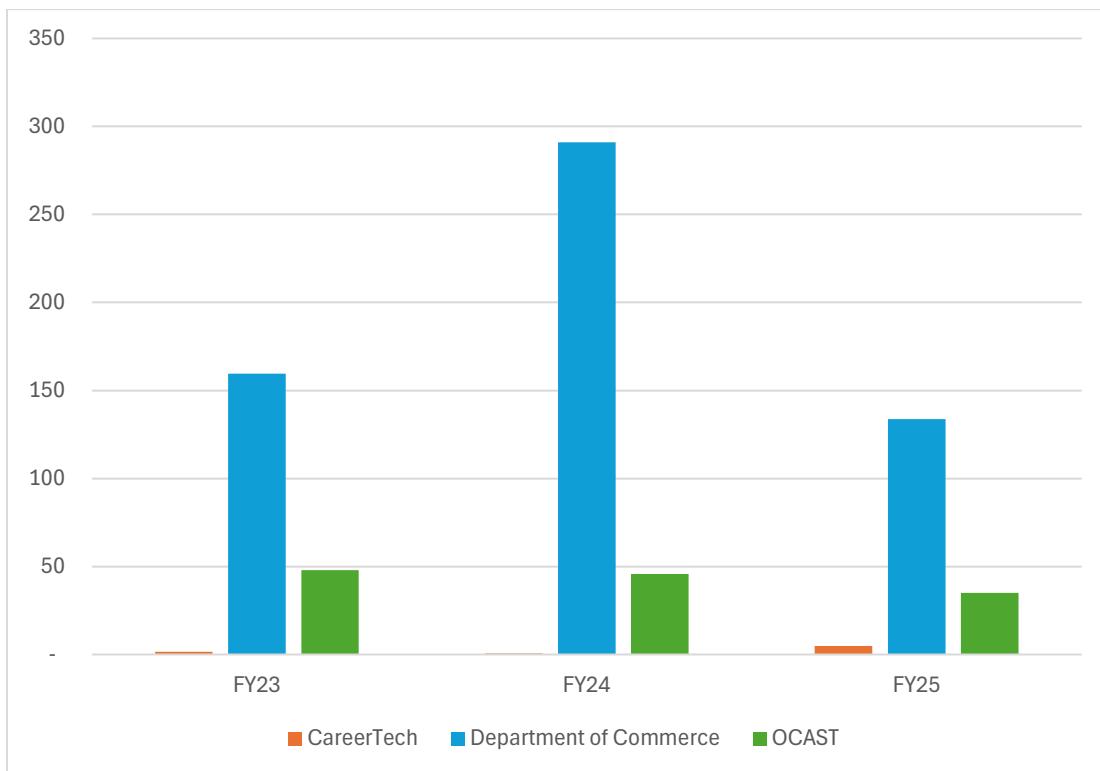
Workforce Ecosystem – Top Agencies (\$mm):



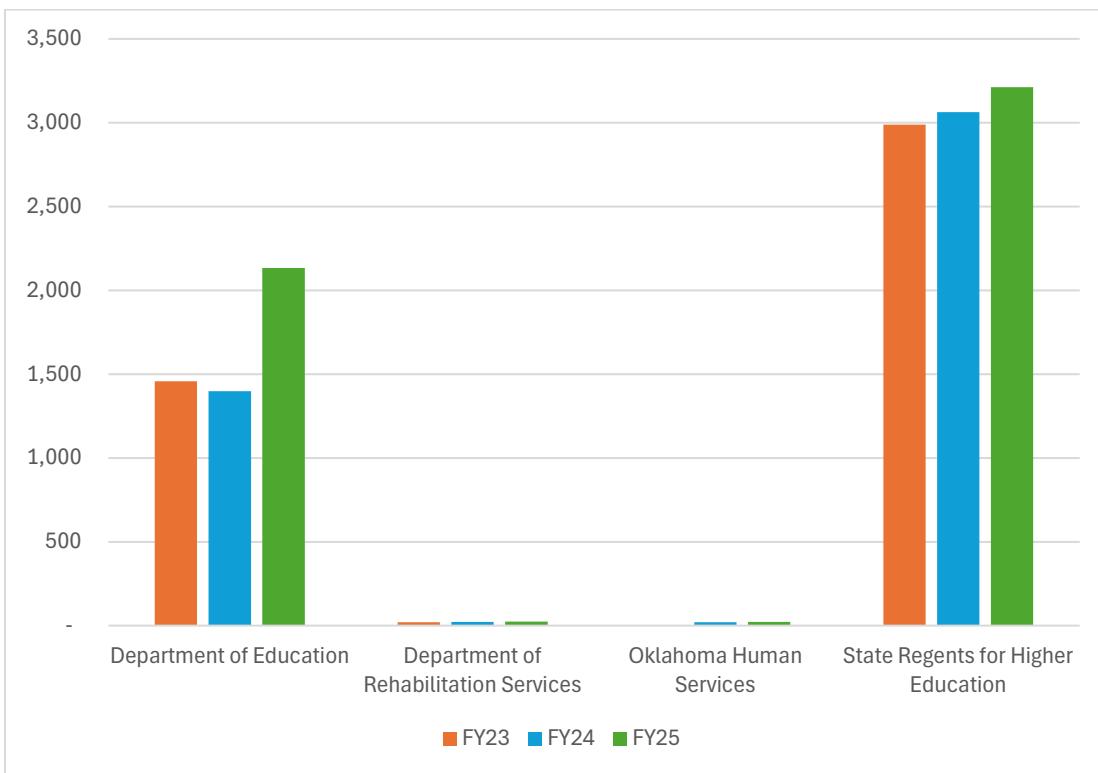
Workforce Development – Top Agencies (\$mm):



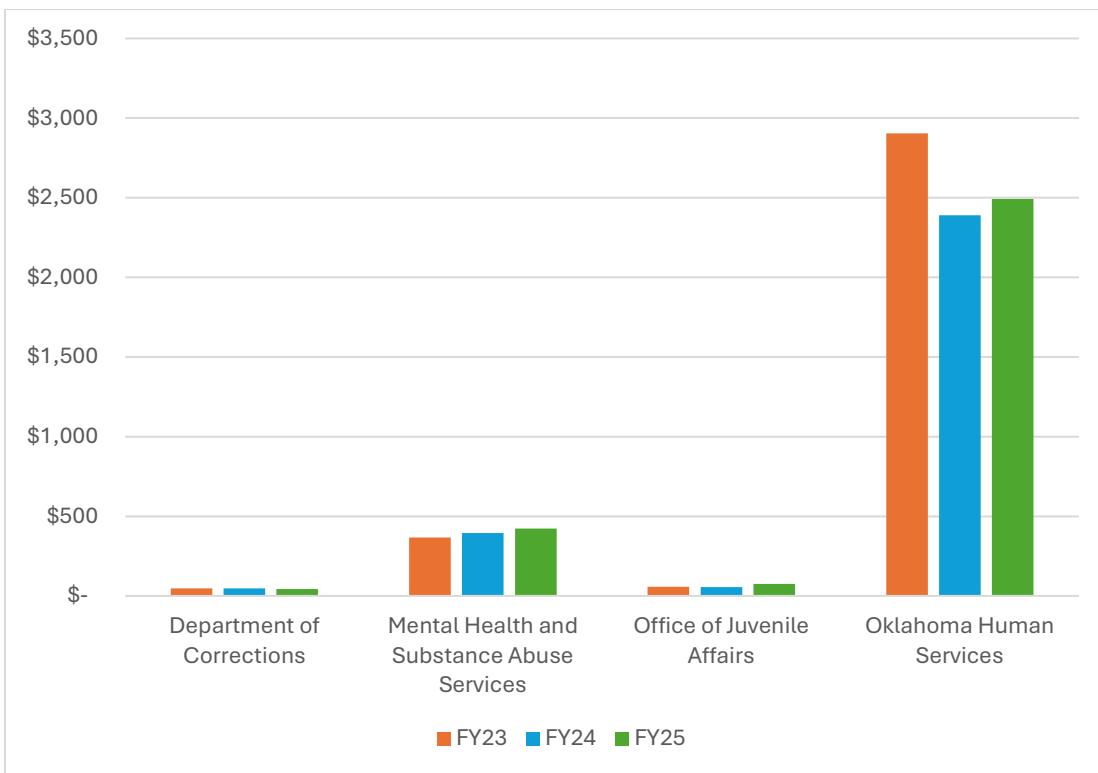
Business Development – Top Agencies (\$mm):



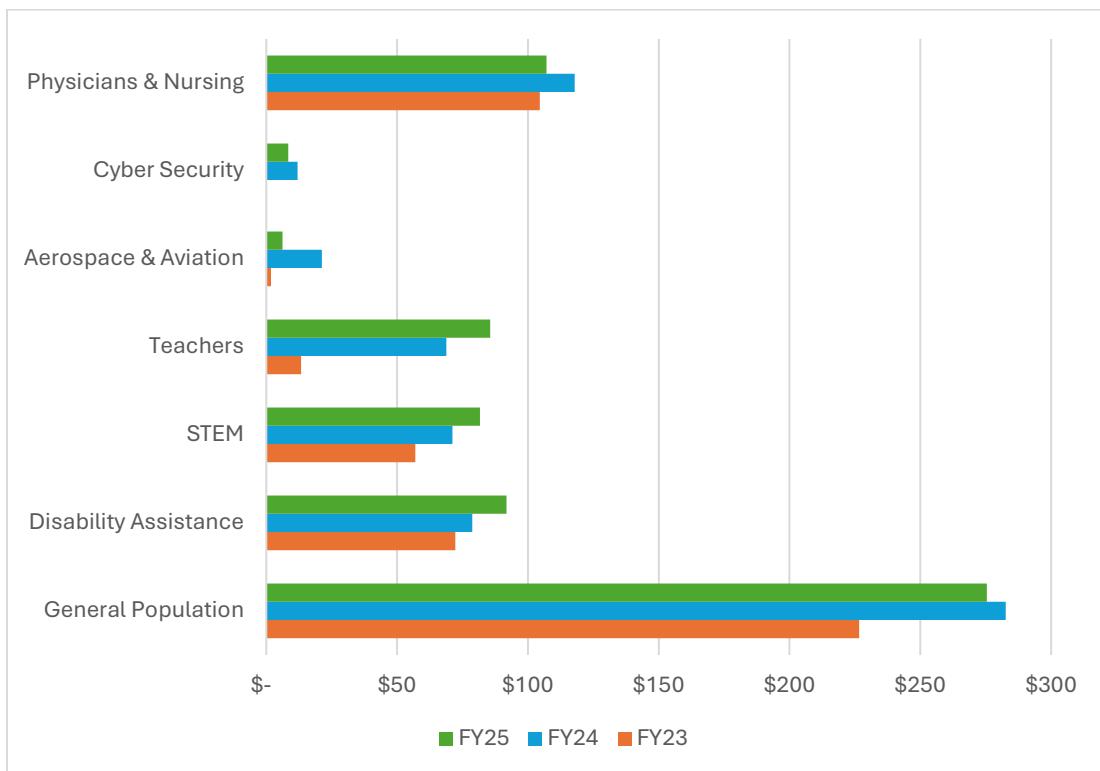
General Education – Top Agencies (\$mm):



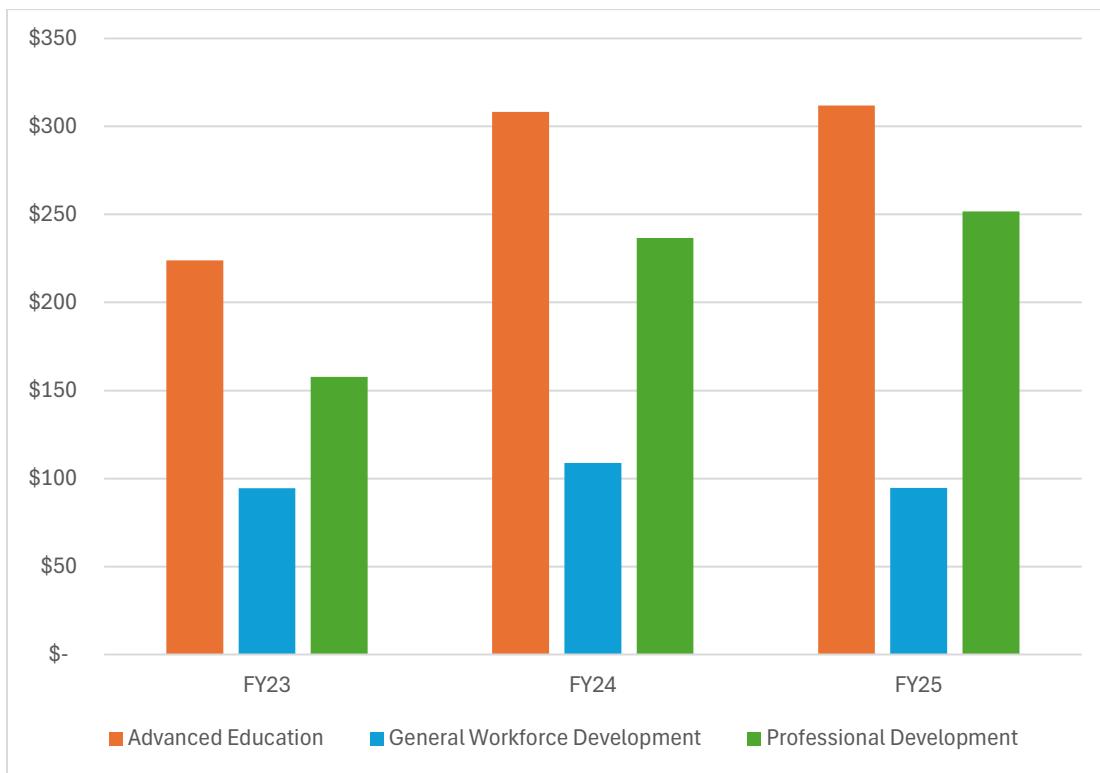
General Health & Wellbeing – Top Agencies (\$mm):



Workforce Development – Target Areas (\$mm):



Workforce Development – Activity Type (\$mm):



EXPENDITURE ANALYSIS FROM OMES (FY25)

OMES classifies agency expenditures under the statewide program Expanding Economic Prosperity, using standard codes across three lenses, Vitality (Entrepreneurship, Business Vitality, Innovation), Prosperity (Wealth Generation, Employment Growth, Workforce Participation), and Key Economic Systems (Aerospace & Defense, Energy, Agriculture & Biosciences, Information & Financial Services, Tourism/Arts/Heritage).

FY25 expenditures recorded to this program total \$2.676B, with OKDHS accounting for ~75%, primarily Wealth Generation, underscoring how household stability supports directly enable workforce participation. Direct workforce investments are concentrated in CareerTech, DRS, OESC, and sector initiatives in Aerospace/Defense, Tourism, Agriculture/Biosciences, and Innovation.

OWC should use the OMES codes as the crosswalk for future reporting and work with OMES to extend cost tracking to additional workforce-related activities and outcomes.

Total FY25 expenditures (Expanding Economic Prosperity) by topic:

Topic	Amount (\$mm)
Key Economic Systems	289
Prosperity	2,300
Vitality	87
Total	2,676

Total FY25 expenditures (Expanding Economic Prosperity) by program:

Topic	Program	Amount (\$mm)
Vitality	Business Vitality	43
	Entrepreneurship	3
	Innovation	41
Prosperity	Employment Growth	152
	Workforce Participation	142
	Wealth Generation	2,005
Key Economic Systems	Aerospace & Defense	63
	Agriculture & Biosciences	78
	Energy	11
	Information & Financial Services	28
	Tourism, Arts & Heritage	108
	Total	2,676

Total FY25 expenditures (Expanding Economic Prosperity) by agency:

Agency	Amount (\$mm)
Agriculture	42
Career Tech	160
Commerce	64
Department of Rehab Services	76
Historical Society	22
Military	44
OESC	57
Department of Human Services	1,993
OSU Vet Med Authority	39
Tourism	82
Total	2,578

RECOMMENDATIONS & ROADMAP

Guiding Principles

- One classification framework, many feeds.
- Reconcile by ID, not inference (Program/Grant ID links budgets → actuals → outcomes).
- Trust-but-verify data ops (validations, CFO sign-off, quarterly scorecard).
- Policy levers + partnerships (MOUs near-term; legislation mid-term).

Near-term (0–9 months): Establish Standards, Quick Wins

1. Standards & Classification Framework v1 - Publish a Data Dictionary & Tagging Guide; deploy validated templates (required fields, picklists, auto-checks).
2. MOUs & SLAs - Execute with OMES and top 12 agencies; codify the submission calendar and escalation plan.
3. Program/Grant ID registry + crosswalk - Stand up the registry and a v1 crosswalk to OMES (start with Expanding Economic Prosperity).
4. Intake & QA - Load FY23–FY25 program budgets, OESC grants (Provisional), and OMES FY25 Expanding Economic Prosperity; launch the Data-Quality Scorecard.
5. Dashboards & quick wins - Publish Phase-1 visuals: spend based on classification framework, OKDHS ≥75% callout, track three KPIs (Coverage, Reconciliation, Freshness).

Mid-term (9–18 months): Scale Reconciliation, Expand Coverage & Tighten Compliance

1. Reconciliation at scale - Extend crosswalks beyond statewide program; target ≥70% of workforce-related dollars reconciled by end of calendar year 2026, FY27.
2. Coverage expansion - Achieve ≥90% of workforce-relevant spend based on the classification framework; certify data stewards.
3. Policy & compliance - Adopt rules making standardized submissions mandatory; tie selected grant flows to data-quality thresholds.
4. Outcome alignment - Add outcomes mapped to WIOA/CFDA; publish first annual report with reconciled dollars & outcomes.

Long-term (18–30 months): Institutionalize Governance & Advance Analytics

1. Statutory reinforcement - Codify OWC standards and OMES data-sharing; formalize agency coordination expectations.
2. Advanced analytics - Build regional/industry supply-demand models, ROI evaluations, and scenario dashboards.
3. Open data & transparency - Public extracts and an annual State of the Workforce Finance report.

Success Metrics - Scorecard

Metric	Definition	Targets
Coverage	% of agencies submitting complete, on-time templates	80% in 9 months; 95% in 18 months
Reconciliation	% of dollars linked budget→actuals via Program/Grant ID	50% in 9 months; 70%+ in 18 months
Quality	Avg. scorecard grade; unresolved high-severity issues	B+ avg; <5 unresolved issues
Timeliness	Median days from agency close to OWC load based on service level agreement	≤15 days
Outcomes Readiness	% of programs with ≥1 outcomes field	≥60% in 18 months

APPENDICES

- **Appendix A** Executive Budget – Workforce Program Data (excel extract with classifications and program descriptions).
- **Appendix B** OMES FY25 Expenditure Detail (excel extract with classifications).
- **Appendix C** OESC Workforce Summary (2024–2027).