



December 11, 2025

# OKLAHOMA WORKFORCE TRANSFORMATION PLAN

**Our State. Our Strategy. Our Skilled Workforce.**



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## THE OKLAHOMA WORKFORCE TRANSFORMATION PLAN

The Oklahoma Workforce Transformation Plan (2025–2030) establishes a unified strategy to align education, workforce development, and economic development, securing Oklahoma’s long-term economic competitiveness. Developed by the Oklahoma Workforce Commission with statewide partners, the plan outlines a five-year road map to meet employer talent needs, expand opportunities for Oklahomans, and drive economic growth across all regions.

### EXECUTIVE SUMMARY

Oklahoma’s economy is growing, diverse, and increasingly competitive. Employers in every primary industry—aerospace & defense, energy, health care, technology, agriculture, manufacturing, and construction—identify workforce availability as the most significant influence on expansion and investment decisions. Talent is now the number one driver of economic competitiveness, and states that mobilize their workforce systems will define the next decade of growth.

For the first time in state history, Oklahoma is positioned to lead.

The Legislature created the Oklahoma Workforce Commission to unify and transform an ecosystem that has operated in silos. While Oklahoma’s workforce partners have achieved outcomes individually, the system has lacked the alignment and shared direction needed to keep pace with business demand. The Workforce Transformation Plan addresses that challenge.

This plan realigns the entire workforce ecosystem—K–12, higher education, CareerTech, public workforce programs, economic development partners, and employers—around three pillars:

- **One System:** A unified and coordinated statewide workforce structure
- **Industry-Driven:** Training and credentials aligned to real labor-market demand
- **Results-Based & Data-Powered:** Accountability for outcomes and return on investment

Over the next five years, Oklahoma will shift from a program-centric workforce model to a talent pipeline model that starts with business demand, prepares Oklahomans for high-value careers, and accelerates economic mobility statewide.

#### **By 2030, success will be visible and measurable as:**

- Employers fill roles faster and more efficiently
- Individuals access careers and advancement through a single statewide entry point
- Every credential earned aligns with real job opportunities
- Workforce investments generate verifiable return on investment (ROI)
- Oklahoma becomes a destination for talent and business growth

The impact goes beyond industry competitiveness. When the workforce system works, families earn more, communities prosper, and the state benefits from stronger tax revenue, less program churn, and long-term economic momentum.

This transformation is not about adding programs; it is about aligning people, systems, and investments for maximum impact. With proper execution, Oklahoma will become the national benchmark for workforce performance.

## MISSION

The mission of the Oklahoma Workforce Commission is to align, coordinate, and accelerate the state's public-private workforce ecosystem to ensure every employer has access to the talent they need, and every Oklahoman has access to high-value career opportunities.

## VISION

Oklahoma will be the best place in the nation to live, work, and do business, powered by a strong workforce, aligned systems, and shared prosperity.

## VALUES



### Access

Every Oklahoman deserves access, exposure, and opportunity to pursue a high-quality career with economic stability.



### Attraction

Oklahoma will be a destination of economic prosperity for employers to locate, operate, and expand with an available pipeline of skilled workers.



### Alignment

Education, training, credentials, work-based learning, and apprenticeships will be independently validated and directly aligned with meaningful skills to meet Oklahoma's workforce needs.



### Accountability

The financial investment and performance of workforce development projects and initiatives will be accurate, relevant, and transparent—with clear and accessible data available for open evaluation.

## PILLARS OF THE WORKFORCE TRANSFORMATION

**One System:** Oklahoma will unify its workforce ecosystem by bringing agencies, education, and partners under shared models for strategy, reporting, and service.

**Industry-Driven:** Workforce development will begin with employer demand. Training content, credentials, and pathways will be designed with direct industry input to ensure job-ready talent and faster hiring pipelines.

**Results-Based & Data-Powered:** Workforce performance will be measured by outcomes (employment, retention, wage gains, employer value, and ROI), not by program activity. Transparent tracking through the Workforce Insight Reporting Engine (WIRE) will ensure statewide accountability.

## WORKFORCE TRANSFORMATION ROAD MAP

### Oklahoma Will Transform Workforce Governance, Alignment, and Service Delivery in Sequential Phases

The Workforce Transformation Plan follows a five-year road map that builds momentum year over year. The strategy begins with alignment and infrastructure, followed by modernization, workforce pipeline expansion, and outcome-based funding, resulting in a nationally recognized model of employer-driven talent development.

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## 2026 — Oklahoma Will Establish Alignment and Launch Systemwide Infrastructure

The year 2026 establishes the foundation for statewide transformation, with focus on aligning partners across agencies and education systems, building shared definitions, launching employer-driven engagement structures, and creating the technology layer needed for system modernization.

### Key milestones include:

- Activation of an inter-agency collaboration committee to coordinate state and regional partners
- Launch of a shared dictionary, standardizing common workforce terms, definitions, and language across programs and agencies
- Selection of a platform partner and development of the Oklahoma Opportunity Portal and COMPASS (system navigation tool)
- Develop the Oklahoma Opportunity Kiosks plan, including a location map, training plan, and 10-unit pilot.
- Finalization of Key System Indicators (KSI) to govern performance and reporting
- Launch of the first statewide Industry Sector Partnerships (aerospace & defense, health care, energy)
- Establishment of a coordinated legislative policy agenda aligned to talent and economic competitiveness
- Publication of the first Oklahoma Workforce System Report
- Planning and procurement of Opportunity Kiosks to expand access in rural and underserved areas
- Development of the Work-Based Learning Lab and employer tool kits to accelerate and expand paid learning models
- Launch of the Workforce Insight Reporting Engine (WIRE) for real-time metrics, ROI insights, and system performance
- Creation of a career coach framework for statewide deployment in schools
- Refinement of the graduation designation model policy and framework linking academics, credentials, and employability
- Development of a talent strategy to increase workforce population by attracting skilled talent to Oklahoma and encouraging Oklahomans to return to the state

By the end of 2026, Oklahoma will have a unified statewide workforce strategy, coordinated governance model, defined accountability infrastructure, early employer partnerships, and the digital foundation for transformation.

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## 2027 — Oklahoma Will Modernize Workforce Access and Expand Digital Navigation

In 2027, the workforce system will become modern, accessible, and intuitive for job seekers, students, and employers. The transformation will focus on usability, accessibility, and transparency.

### Key milestones include:

- Public beta of the Oklahoma Opportunity Portal to unify access to careers, programs, and services
- Deployment of Opportunity Kiosks statewide, including rural communities and tribal regions
- Expansion of Sector Partnerships to construction, technology, and rural workforce initiatives
- Expansion of the Work-Based Learning Lab to support scalable internships, apprenticeships, and on-the-job training
- Deployment of the Statewide Data Governance Structure to ensure consistent reporting across agencies
- Pilot implementation of an outcome-based funding model to reward high-impact training providers and workforce partners
- Pilot implementation of CareerLaunch in 10 school districts
- Development of a statewide AI Workplace Readiness Framework to prepare learners for the future of work
- Introduction to the Oklahoma Youth Employment Challenge for 200 students
- Expansion of WIRE for real-time metrics, ROI insights, and system performance
- Publication of the second Oklahoma Workforce System Report with year-over-year metrics

By the end of 2027, Oklahoma will have a modernized and accessible workforce interface, employer collaboration structures across all major sectors, and transparent reporting that positions the state as a national leader in accountability.

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## 2028 — Oklahoma Will Rapidly Expand Talent Pipelines in Priority Sectors

In 2028, the focus will shift from access modernization to workforce production.

### Key milestones include:

- Statewide deployment of career coaches in high schools across Oklahoma
- Implementation of the CareerLaunch curriculum in K–5 and middle schools to introduce students to industries and pathways
- Broad deployment of the Oklahoma Youth Employment Challenge to expand work-based learning for young people

- Scaling of apprenticeship and internship incentives to deepen industry talent pipelines
  - Operational launch of the talent relocation and returning Oklahomans strategy
  - Publication of the third Oklahoma Workforce System Report
  - By the end of 2028, Oklahoma will be generating talent pipelines at an unprecedented scale, serving youth and adults, and building direct bridges between education and employment.
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## **2029 — Oklahoma Will Launch Outcome-Based Funding and Performance Accountability**

In 2029, the transformation will fully implement its accountability model.

### **Key milestones include:**

- Full implementation of an outcome-based funding model to reward high-impact training providers and workforce partners
- Launch of independent statewide evaluation cycle to validate workforce ROI
- Expansion of innovation grants tied to measurable performance and replicable innovation
- Launch of the funding and program alignment assessments to analyze duplication and costs across agencies and report ROI per program
- Publication of the fourth Oklahoma Workforce System Report

By the end of 2029, workforce investments will follow outcomes instead of activities, ensuring that taxpayer dollars drive verifiable economic and employment impact.

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## **2030 — Oklahoma Will Become a National Leader in Workforce Performance**

In 2030, the focus will be on sustaining results at scale.

### **Outcomes expected by the end of 2030 include:**

- Significant increases in labor force participation
- Major gains in STEM and high-demand credentials
- Strong increases in employment and retention in priority sectors
- WIRE and the Workforce System Report serving as a national benchmark
- Employers reporting improved hiring pipelines and reduced time-to-placement
- Institutionalized talent-pipeline partnership between employers and education systems

The 2030 workforce model is not a program; it is a permanent operating system that continuously aligns talent supply with business demand and sustains Oklahoma's long-term economic competitiveness.

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## WORKFORCE SCORECARD

### Oklahoma Will Measure Workforce Success Through Outcomes, Not Activity

The workforce system of the future must deliver measurable economic value for employers, individuals, and the state. Traditional workforce reporting—focused on enrollments, program activity, and compliance—has not kept pace with the decision-making needs of business leaders or policymakers. To become nationally competitive, Oklahoma will shift to an outcomes-based model that tracks employment, earnings, retention, employer engagement, and return on investment.

The Workforce Scorecard is the cornerstone of that shift. It serves as the central measurement framework for the Oklahoma workforce ecosystem, establishing clear statewide performance expectations and a unified set of success indicators across agencies, education systems, workforce programs, and partners.

### The Scorecard Will Align Partners Around Shared Economic Outcomes

The Scorecard defines what success looks like, how it is measured, and how progress is communicated to the public. It ensures every training program, credential, initiative, and investment is tied to the same statewide objective: preparing Oklahomans for high-value, in-demand careers and supporting employers with the talent they need to remain competitive.

#### Each indicator was selected because:

- It can be measured objectively and consistently statewide
- It is meaningful to employers and economic development partners
- It reflects results that directly impact household prosperity
- It can be improved through strategic collaboration across partners

The Scorecard also creates transparency. Employers, residents, and policymakers will have clear visibility into the performance of the statewide workforce system, enabling evidence-based decision-making and accelerating continuous improvement.

### The Scorecard Will Track Five Dimensions of Workforce Transformation

The Scorecard evaluates performance across five interconnected dimensions that drive long-term economic competitiveness.

- **Economic Impact:** Growth in labor force participation, employment in priority sectors, GDP contribution, and earnings
- **Employment Outcomes:** Job placement, retention, wage gains, and time-to-placement for Oklahomans
- **System Efficiency:** Usability, duplication reduction, cost per outcome, and portal adoption
- **Employer Engagement & Value:** Depth and consistency of employer participation and satisfaction with the workforce system
- **Innovation & Continuous Improvement:** Speed at which the system evolves to meet business needs and new technologies

### WIRE Will Support Real-Time Transparency and Accountability

To ensure the Scorecard drives meaningful change, data must be accessible, timely, and actionable. The Workforce Insight Reporting Engine (WIRE) will serve as the reporting mechanism

for the Scorecard, providing real-time performance visibility to policymakers, employers, practitioners, and the public.

Annual performance will also be documented in the Oklahoma Workforce System Report (beginning in 2026), which will include year-over-year trend analysis, performance by region and population, employer satisfaction insights, and return-on-investment evidence.

### **The Scorecard Will Drive Outcomes-Based Funding and Policy Alignment**

By 2029, Oklahoma will implement an outcome-based workforce funding model. Training providers and partners demonstrating strong employment and earnings outcomes will be prioritized for competitive workforce investment. This aligns taxpayer dollars with measurable economic impact and rewards innovation, industry partnership, and efficiency.

The Scorecard will also inform policy decisions, enabling the legislature and the governor to align laws and appropriations to strategies that demonstrate return on investment.

### **The Scorecard Will Create Shared Accountability Across the System**

The Scorecard is a performance partnership, not a compliance tool. Each agency, institution, and workforce partner retains its mission, but all share responsibility for supporting the statewide economic agenda. The Scorecard provides a common metric framework that allows agencies and partners to work toward complementary goals—instead of competing priorities.

This shared accountability approach will make Oklahoma’s workforce ecosystem more coordinated, efficient, and competitive for business investment.

### **The Scorecard Will Also Track Fiscal Accountability and Investment Returns**

Currently, workforce-related funding is spread across 28 agencies and over 200 fund streams. To meaningfully measure the success and effectiveness of the system, the Oklahoma Workforce Commission will collect annual budget and expenditure data, along with performance outcomes, to produce a Return on Investment (ROI) Score. This grading system becomes another way Oklahoma is ensuring transparency and accountability.

### **The Scorecard Will Grow Over Time**

The Scorecard is intentionally built to evolve. Economic conditions, industry needs, technologies, and labor-market trends will change, and Oklahoma’s workforce strategy must adapt. Each year, the Oklahoma Workforce Commission will evaluate Scorecard indicators and recommend refinements to ensure continued alignment with emerging workforce needs and opportunities.

## **GOVERNANCE & ACCOUNTABILITY**

### **Oklahoma Will Sustain Workforce Transformation Through Clear Governance, Shared Accountability, and Transparent Reporting**

A statewide workforce strategy is only effective when governance structures support alignment, execution, and accountability. The Oklahoma Workforce Transformation Plan establishes a durable governance model that enables coordinated action across agencies, education systems, Workforce Practitioners, and employers—and ensures that progress is measured and publicly reported.

### **The Oklahoma Workforce Commission Will Lead Systemwide Strategy and Oversight**

The Oklahoma Workforce Commission (OWC) is responsible for setting the strategic direction for the statewide workforce ecosystem. The Commission ensures that the workforce agenda remains

driven by employer needs, informed by data, and aligned to the state’s long-term economic strategy.

OWC does not replace existing programs or institutions; instead, it provides cohesive strategy, coordination, and accountability across them. The Commission’s leadership ensures the state speaks with one voice on workforce priorities.

### **The System Collaboration Committee Will Align State and Regional Execution**

Operational alignment will be led through a system Collaboration Committee, bringing state agencies, workforce partners, and regional leadership together to coordinate implementation of the strategic plan. The Committee serves as the primary mechanism for aligning service delivery, data standards, policy recommendations, and coordinated investments.

The Collaboration Committee reduces duplication, accelerates best-practice adoption, and ensures that local and regional needs shape statewide execution.

### **The Governor’s Office and Legislative Leadership Will Receive Direct and Recurring Progress Reports**

Because workforce competitiveness is an economic imperative, progress will be tracked and reported in regular intervals:

- Quarterly performance and milestone updates to the Oklahoma Workforce Commission
- Bi-annual updates to the governor and legislative leaders on statewide progress, key challenges, and legislative opportunities
- Annual publication of the Oklahoma Workforce System Report, which will be available to the Oklahoma Legislature and the public

These reporting mechanisms ensure that workforce strategy remains visible, measurable, and accountable at the highest levels of state leadership.

### **System Partners Will Retain Their Missions While Sharing Responsibility for Outcomes**

The governance model reinforces collaboration rather than consolidation. Agencies, education systems, workforce practitioners, and community partners continue to operate within their statutory missions—but all share responsibility for measurable statewide outcomes.

The Scorecard, with Key System Indicators, establishes shared definitions of success and ensures every partner, regardless of role, contributes to the same strategic objectives: improving economic competitiveness, supporting employers, and expanding opportunity for all Oklahomans.

### **Public Transparency Will Protect the Long-Term Integrity of the Workforce Strategy**

Transparency is fundamental to sustained transformation. Every Oklahoman deserves to understand how investments are performing, how outcomes are changing over time, and how the workforce system is evolving to meet industry needs.

WIRE (Workforce Insight Reporting Engine) and the Oklahoma Workforce System Report will deliver that transparency. These tools provide policymakers, employers, workforce partners, and residents with clear, accessible data on outcomes, not activity—ensuring continued confidence in the state’s talent strategy.

### **Continuous Evaluation Will Strengthen the System Each Year**

Beginning in 2027, the Commission will implement a continuous improvement cycle to evaluate performance trends, identify policy and funding barriers, elevate successful practices, and recommend strategic adjustments. This ensures that the state remains proactive in responding to economic shifts, emerging industries, and technological change.

By 2030, the governance model will be institutionalized, enabling Oklahoma to sustain workforce transformation long after the initial implementation cycle concludes.

## **COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT STRATEGY**

### **Oklahoma Will Build Statewide Understanding, Participation, and Momentum Behind Workforce Transformation**

A strategic plan succeeds when stakeholders understand the vision, see their role in it, and can track progress in real time. Workforce transformation requires active participation among employers, education systems, state agencies, workforce practitioners, policymakers, and the public. To support systemwide adoption, Oklahoma will implement a comprehensive communications and engagement strategy that builds sustained buy-in, reinforces shared priorities, and activates partners across all regions of the state.

### **The Communications Strategy Will Align Messaging to Each Priority Audience**

Different partners engage with the workforce system for different reasons. Employers focus on talent; educators focus on learning pathways; workforce partners focus on service delivery; and policymakers focus on economic competitiveness and return on investment.

The communications strategy acknowledges these differences while reinforcing one unified message:

Oklahoma is building the most employer-responsive, outcome-driven workforce system in the nation—one that creates opportunity for individuals and competitiveness for business.

### **Priority audiences and communications focuses are:**

- **Employers:** Talent pipelines, sector partnerships, work-based learning, and hiring outcomes
- **K-12, CareerTech, and Higher Education:** Alignment to career pathways, credentials of value, CareerLaunch, and career coaches
- **Workforce Practitioners:** Streamlined and simplified intake and referral, reporting, and partnership expectations
- **State Agencies:** Role clarity, coordination, and contribution to Key System Indicators
- **Policymakers:** Return on investment, workforce as economic engine
- **Oklahomans & Job Seekers:** Clear guidance to opportunity through the Opportunity Portal

The messaging framework ensures that all audiences hear the same story through the unique lens that resonates most with their goals.

### **The Workforce Transformation Will Be Announced Through a Phased Communications Rollout**

The launch of the Oklahoma Workforce Transformation Plan will mark the start of a long-term communications strategy designed to build confidence and accelerate adoption.

**Communications will follow a phased structure:**

- Phase 1 — Executive launch and legislative briefings
- Phase 2 — Employer-focused rollout and sector partnership activation
- Phase 3 — Education and training partner orientation
- Phase 4 — Public availability of the Opportunity Portal and WIRE
- Phase 5 — Annual Workforce System Report release and outcomes showcase

Each phase reinforces the pillars of the transformation and accelerates partner participation.

**Engagement Will Be Structured, Consistent, and Predictable**

Systemwide change requires communication that is not one-time or episodic. Partners and stakeholders will receive regular updates on milestones, outcomes, and opportunities to engage. These updates serve as leadership communications that reinforce direction, momentum, and accountability.

**The implementation cadence is:**

- Quarterly updates shared formally to the Workforce Commission and statewide across all partners
- Bi-annual progress updates to the governor and legislative leadership
- Annual Oklahoma Workforce System Report (public release)
- Monthly employer and education partner briefings during major rollout periods

This cadence ensures that every stakeholder understands progress, expectations, and opportunities to contribute.

**Employer Engagement Will Be Central to Workforce Communications**

Because employer demand drives the workforce strategy, employers must be informed and empowered to shape solutions. The communications strategy places employers at the center of the workforce narrative and reinforces their role in sector partnerships, curriculum alignment, and work-based learning.

**Examples of employer-focused communications mechanisms include:**

- Leadership of sector partnership meetings and quarterly industry engagements
- State-level expert employer advisory groups for high-growth industries
- Employer success stories highlighted in public reports
- Dedicated communication line to OWC team for continuous feedback loop and responsive action
- Focused employer briefings and opportunities for engagement through the business and industry side of the Oklahoma Opportunity Portal
- Annual business survey integrated into the Workforce System Report

Employers will not be passive recipients of updates; they will be co-architects of the workforce strategy.

### **The Public Will Have Clear, Accessible Visibility Into Workforce Progress**

The workforce system exists to serve Oklahomans. Every Oklahoman should understand how to access opportunities and information about how well the system is performing. WIRE (Workforce Insight Reporting Engine) and the Workforce System Report create visibility, enabling residents to track performance over time and hold the system accountable for results.

By normalizing transparency and open performance data, Oklahoma will distinguish itself as a national leader in workforce honesty, discipline, and continuous improvement.

### **The Communications Strategy Will Shift the Culture of the Workforce System**

Transformation requires cultural change, on top of new programs and platforms. Communications will directly shape a system identity focused on collaboration, business responsiveness, innovation, and measurable results.

Over time, the message will become the mindset: workforce is not a compliance function, but an economic catalyst.

## **FUNDING AND THE COST OF INACTION**

### **Oklahoma Will Align Workforce Investment to Outcomes That Strengthen the Economy**

A high-performing workforce system is not defined by how much it spends, but by the economic value it creates. In the most recent three fiscal years, Oklahoma has spent over \$26 billion on expenditures tied to improving skills, education, and workforce training and mitigating prosperity barriers. The FY2025 expenditure topped \$9.3 billion alone. Yet, in a disparate and disconnected system, no one is tracking the value of these expenditures or their combined impact on Oklahomans. Workforce investments must measurably increase employment, earnings, talent availability, and business competitiveness. To secure Oklahoma's long-term economic future, the state will align funding with strategies that deliver the strongest return on investment for employers, taxpayers, and individuals.

### **Oklahoma Will Prioritize Investments That Strengthen Talent Pipelines in High-Demand Sectors**

The skills required for competitiveness are evolving faster than traditional funding models. Investments will focus on talent development that:

- Aligns with sectors critical to Oklahoma's economic trajectory
- Accelerates business expansion and site-selection advantages
- Provides Oklahomans pathways to high-value careers with upward mobility

Funding will support strategies that increase available workforce supply in aerospace & defense, health care, energy, technology, advanced manufacturing, agriculture, construction, and related clusters.

### **Funding Will Follow Impact, Not Activity**

Traditional workforce funding has rewarded activity (enrollments, service hours, and/or program participation), rather than meaningful outcomes. Oklahoma will shift to a performance-driven model that expands investment in solutions that deliver verifiable economic results.

Providers and partners that demonstrate strong job placement in key priority occupations, living-wage earnings, and consistent employer satisfaction will be prioritized for competitive workforce investment. This model will reward innovation, efficiency, and value rather than size, structure, or tenure. This model pushes each part of the collective system to reach higher and drive harder for the impact that matters most to meaningful economic advancement.

### **Outcome-Based Funding Will Improve Return on Investment for Taxpayers**

By tying funding to employment outcomes and wage gains, the state ensures that every dollar invested supports a talent strategy that grows the economy.

- When more Oklahomans work, tax revenue increases
- When people earn more, reliance on safety-net programs declines
- When companies expand, new jobs and capital investment follow
- When talent supply grows, site-selection opportunities accelerate

The benefits are mutual: employers gain talent, Oklahomans gain opportunity, and the state gains economic momentum.

### **Shared Accountability Will Reduce Duplication and Increase Efficiency**

Oklahoma's workforce ecosystem includes high-performing agencies and organizations across the state, but historical fragmentation has resulted in duplicated services, limited impact, and sub-optimal outcomes for employers and job seekers.

Alignment through OWC and Scorecard will reduce overlapping efforts and enable the strategic pooling of resources to support high-impact priorities. Funding will reinforce collaboration by incentivizing shared delivery models and multi-partner innovation projects. Partners will be challenged to think beyond limited, eligibility-based work and prioritize projects that meet the needs of Oklahomans at scale.

### **The Cost of Inaction Far Exceeds the Cost of Transformation**

Without transformation, workforce shortages will continue to constrain business expansion, restrict wages, reduce tax revenue, and limit economic mobility for Oklahoma families. Employers will struggle to fill critical roles, job seekers will continue navigating fragmented systems, and communities will miss opportunities to capitalize on economic growth.

States that modernize now will lead the next decade of economic competitiveness. Delaying transformation would place Oklahoma at a strategic disadvantage during a period of rapid business investment and emerging industry growth.

### **Workforce Investment Is an Economic Strategy, Not a Social Program**

The workforce system is fundamental to the state's economic future. When aligned to business needs and labor-market demand, it attracts employers, retains young talent, strengthens rural economies, and positions Oklahoma as a global competitor.

The Oklahoma Workforce Transformation Plan recognizes workforce as a critical part of the state's economic infrastructure, akin to roads, airports, energy, and broadband. It's a talent "superhighway" that enables the free and efficient flow of skills necessary for growth and innovation. Investing in talent development today helps us build that superhighway, ensuring Oklahoma remains competitive in the long term.

## **RISK AND MITIGATION STRATEGY**

### **Oklahoma Will Anticipate Barriers and Proactively Mitigate Risks to Ensure Workforce Transformation Succeeds**

Transforming a statewide workforce system is an ambitious endeavor that requires coordination across agencies, education partners, employers, and regions. The scale of change is significant, and success depends on identifying risks early and putting the right mitigation strategies in place. The Workforce Transformation Plan embeds risk management throughout implementation to ensure sustained momentum and long-term success.

#### **Risk: Fragmentation Across Agencies and Partners Could Slow Alignment**

Historically, the workforce ecosystem has operated through multiple funding streams, compliance structures, and agency priorities. Without proactive alignment, the system could revert to siloed execution and protect legacy structures rather than accelerate shared outcomes.

- **Mitigation Strategy:** The System Collaboration Committee and the Scorecard create structured alignment, shared definitions of success, and recurring communication across partners. Quarterly reporting to the Commission and bi-annual reporting to the governor and legislative leaders ensure ongoing accountability for progress and reinforce the mandate for unified execution.

#### **Risk: Employers Could Lose Confidence if Outcomes Do Not Materialize Quickly**

Employers have consistently reported that hiring challenges are urgent. If early implementation does not demonstrate improved responsiveness and faster talent pipelines, business confidence could erode, and employer participation could decline.

- **Mitigation Strategy:** Employers will be at the center of the system rollout. Sector partnerships, employer advisory groups, and work-based learning pilots begin early in the road map to demonstrate immediate value. Employer success stories and performance feedback will be featured in public reporting to reinforce continuous partnership.

#### **Risk: Digital Modernization May Face Adoption Challenges**

Technology does not transform systems unless people adopt and use it. If job seekers, employers, or workforce practitioners do not transition to the Opportunity Portal and related tools, fragmentation in customer experience and reporting will continue.

- **Mitigation Strategy:** The digital rollout includes statewide training, user-tested interface design, real-time support, and built-in incentives. Opportunity Kiosks and career coaches ensure equitable access for communities without broadband or digital fluency. Portal adoption will be monitored through the Scorecard to ensure accountability.

#### **Risk: Funding Could Limit Scale and Speed of Innovation**

Maintaining the status quo funding structure would restrict workforce training providers' ability to modernize and innovate. Without meaningful funding reform, legacy structures may continue to consume the majority of public investment, whether or not it is the best utilization of the resource.

- **Mitigation Strategy:** Outcome-based funding and innovation grants will prioritize high-impact providers that demonstrate measurable results. The Funding and Program Alignment Assessment will identify duplication and redirect resources to proven strategies, ensuring long-term sustainability.

### **Risk: Large-Scale Change May Face Cultural Resistance**

Transformation requires shifts in identity and behavior across systems. Some partners may be reluctant to restructure processes, pool resources, or adopt the Scorecard and shared accountability framework.

- **Mitigation Strategy:** Communications and training will reinforce workforce as an economic catalyst, rather than a compliance function. Stakeholder engagement mechanisms, leadership briefings, and continuous learning communities will support cultural adoption and celebrate shared wins during implementation.

### **Risk: Economic and Labor Market Conditions May Shift**

External forces such as economic downturns, industry disruptions, demographic shifts, or technological change could impact workforce needs and challenge long-term planning.

- **Mitigation Strategy:** The road map and Scorecard are designed to evolve each year. The annual Workforce System Report will drive evidence-based adjustments, ensuring the state is responsive to changing labor market conditions and employer needs. Scenario planning will be embedded into yearly review cycles.

### **The Strategic Plan Is Built for Resilience, Adaptation, and Long-Term Continuity**

Workforce transformation is a permanent approach to economic strategy, not a one-time change. The governance model, Scorecard, accountability cadence, and annual public reporting ensure the system continues to improve, regardless of leadership transitions, economic cycles, or policy shifts.

Oklahoma's advantage will be consistency. By protecting discipline, transparency, and employer-driven strategy, the state will build a talent engine that supports economic prosperity for decades to come.



# **APPENDICES**

## **APPENDIX A — STAKEHOLDER ENGAGEMENT SUMMARY**

### **Purpose of Engagement**

Gather direct input from employers, educators, workforce practitioners, community partners, and job seekers to inform the priorities and execution of the Oklahoma Workforce Transformation Plan.

### **Stakeholder Input Summary and Attendees**

#### **Supply Side / Regional Listening Sessions**

##### **Ardmore – July 16, 2025 | Murray on Main**

Attendees represented: Lake Mercy, Ardmore Chamber of Commerce, Ardmore City Schools, Southern Tech, South Central Oklahoma Regional Development, Connors State College

##### **Enid – July 15, 2025 | Northern Oklahoma College**

Attendees represented: Oklahoma City Center, OC Technology Center, Cowboy Bank, Archer Technology, Stride Bank, Rural Health Projects, Inc., The Rural Health Association of Oklahoma, Western Oklahoma Workforce Development Board, Oklahoma State Regents for Higher Education, Work Ready Oklahoma – Enid, Community Development Support Association (CDSA), Oklahoma Employment Security Commission (OESC), State Farm Insurance

##### **Tulsa – July 14, 2025 | Thomas K. McKeon Center for Creativity**

Attendees represented: i2E, Oklahoma State Regents for Higher Education, Tulsa Higher Education Consortium, Tulsa Innovation Labs, Tulsa Community College, State Department, Agency Alliance Longboard, Green Country Workforce Development Board, Ascension St. John - Oklahoma Campus, Oklahoma Employment Security Commission (OESC), Oklahoma Department of Education - Office of Biology, Gender People Solutions

##### **Lawton – July 22, 2025 | Lawton Fort Sill Chamber**

Attendees represented: Great Plains Technology Center, Sigma Healthcare, FAR - Fort Sill, Oklahoma Department of Human Services, Lawton-Ft. Sill Economic Development Corporation, Bob Ports Hill Economic Development Corporation, Lawton Public Library, Bank of Commerce, Oklahoma Employment Security Commission (OESC), Oklahoma Center for Advancement of Science and Technology, Oklahoma Department of Rehabilitation Services

##### **Oklahoma City – August 25, 2025 | Oklahoma Science Museum**

Attendees represented: Work Ready Oklahoma, Oklahoma Department of Rehabilitation Services, Oklahoma Department of Career and Technology Education, State Chamber of Oklahoma, Goodwill Central Oklahoma

#### **Demand Side / Industry-Specific Listening Sessions**

##### **Construction Sector – September 11, 2025 | University of Oklahoma, Thurman J. White Forum Building**

Attendees represented: Moss Construction Specialties, Ideal Homes, JE Dunn Construction, TEIM Design, CORD Construction Services, University of Oklahoma, Hensel Phelps, Lennar, AtkinsRéalis, McIntosh Corporation, AC Owen Construction, Van Hoose Construction, Dolese, Whiting-Turner Contracting Company, NSC Solutions, Association of General Contractors (AOGC), Haskell Lemon Construction Co., Cowen Construction, Manhattan Construction Company, Brandt Companies, Fleming Construction Group, Steele & Freeman Inc., Work Ready Oklahoma, Oklahoma State Capitol, Archer Western Construction, QUAD Construction, Associated General

Contractors (AGC), Birch Construction, ABC of Oklahoma, Burns & McDonnell, Austin Commercial, Shawver and Son Inc., SFI Construction, ACLP, Plumbing-Heating-Cooling Contractors Association (PHCC), Direct 2 Completion, ICAP

### **Aerospace and Defense Sector – September 29, 2025 | Oklahoma City Innovation Hall**

Attendees represented: Federal Aviation Administration (FAA), L3Harris, American Airlines, AAR Corporation, Mint Turbines LLC, King Aerospace, Duncan Machine Products, CTSKratos, Oklahoma State Department of Education, Frontier Electronic Systems, Oklahoma Department of Aerospace and Aeronautics (ODAA), Critical Components Aeros, Aviation Defense, Tulsa Airports, Aircraft Structures International Corp., Oklahoma Department of Commerce

### **Health Care Sector – October 22, 2025 | Oklahoma Hospital Association**

Attendees represented: Save, Youth Medical Mentorship, Metro Tech, Oklahoma State Medical Board, INTEGRIS Health, Ascension St. John, American Association for Respiratory Care (AARC), Oklahoma Department of Career and Technology Education, Oklahoma Nurses Association, Oklahoma State Department of Health, Oklahoma Hospital Association (OHA), Oklahoma City Community College (OCCC), University of Oklahoma College of Nursing, Mercy Hospital, Purcell Municipal Hospital, Health Care Workforce Training Commission, Oklahoma City Public Schools, Oklahoma Office of Primary Care and Rural Health Development

### **Energy Sector – October 14, 2025 | The Petroleum Alliance**

Attendees represented: Williams Companies, ONEOK, Public Service Company of Oklahoma, Mewbourne Oil Company, NextEra Energy, Phillips 66, Continental Resources, State of Oklahoma, Halliburton, ONE Gas, Petroleum Alliance of Oklahoma, Devon Energy, ITC Great Plains, University of Oklahoma, Hamm Institute, Crawley Petroleum, Oklahoma Department of Commerce, OWV, Greater Oklahoma City Chamber, Quanta Services Brink, Oklahoma State University, Mack Energy Company, Oklahoma Energy Producers Alliance (OEPA)

### **Agriculture and Rural Development Sector – October 6, 2025 | Oklahoma Department of Agriculture, Food and Forestry**

Attendees represented: Oklahoma Farm Bureau, Oklahoma Department of Agriculture, Oklahoma Pork Council, Oklahoma Youth Expo, Oklahoma Agricultural and Mechanical College (OSU AM) Board of Regents, Oklahoma National Stockyards, Oklahoma Pork Council, OSU Ferguson College of Agriculture, Oklahoma State University (OSU), Oklahoma Grain and Feed Association

### **Innovation Economy Sector – September 30, 2025 | Oklahoma City Innovation Hall**

Attendees represented: ZDEN Technologies, Cortado Ventures, Clevyr, Inc., OKC Innovation District, BioTC Training Center, Build in Tulsa, Cadenza Bio, Oklahoma Farm Bureau, TEDC Creative Capital, BBB Central Oklahoma, The Verge OKC, OMRP, MetaFund, Gradient, Moleculera Biosciences, Oklahoma Small Business Development Center (OKSBDC), ARL Bio Pharma

### **Engineering Sector – November 5, 2025 | Oklahoma Home Builders Association**

Attendees represented: American Council of Engineering Companies (ACEC), American Council of Engineering Companies of Oklahoma, Garver, American Society of Civil Engineers (ASCE), Oklahoma Department of Transportation, HNTB Corporation, City of Oklahoma City, OJT

## Stakeholder Engagement Themes by Listening Session - Supply Side

	IMPACT BY LOCATION					
	Ardmore	Enid	Lawton	OKC	Tulsa	WIOA Partners
Data-Driven Decision Making	2	2	3	5	4	5
Private Sector Engagement	3	3	3	5	4	4
Work-Based Learning/ Education Alignment	3	3	4	4	4	5
Unified Statewide Strategy	2	2	3	5	4	4
Workforce Retention & Talent Pipelines	5	3	4	4	5	3
Rural Access & Unique Populations	5	5	5	3	3	5
Funding Accountability	4	5	4	4	4	4
Foundational Skills Lacking	3	3	4	5	3	3

## Stakeholder Engagement Themes by Industry Sector - Demand Side

	IMPACT BY INDUSTRY						
	Innovation Economy	Health Care	Energy	Agriculture	Aerospace & Defense	Construction	Engineering
Data-Driven Decision Making	3	4	4	3	3	3	4
Private Sector Engagement	5	4	4	3	4	4	4
Work-Based Learning/Education Alignment	4	5	5	4	5	5	4
Unified Statewide Strategy	3	4	3	3	4	3	3
Workforce Retention & Talent Pipelines	4	3	5	4	5	4	5
Rural Access & Unique Populations	2	3	4	5	3	3	2
Funding Accountability	3	4	4	3	4	3	3
Foundational Skills Lacking	4	4	4	5	5	4	3

1 = least discussed/lowest importance

5 = most discussed/highest importance

## Key Takeaways — What Stakeholders Agree On

### System Change Priorities

#### Shared Agreement Across All Stakeholder Groups

- One coordinated statewide workforce system
- Training and credentials co-designed with employers
- Work-based learning scaled across the state
- Real-time labor-market data and outcome reporting
- Clear accountability and measurement

#### How Stakeholder Input Shaped the Plan

Stakeholder Message	Resulting Strategy Element
“We need one system, not many.”	ONE SYSTEM pillar + Opportunity Portal + WIRE
“Training must align with real job tasks.”	INDUSTRY DRIVEN pillar + Sector Partnerships
“Measure impact, not activity.”	RESULTS-BASED & DATA-POWERED pillar + Scorecard
“Hiring pipelines must start early.”	K–12 CareerLaunch + Career Coaches + WBL
“Support for job seekers must be seamless.”	Shared intake, referrals, and career navigation

#### Stakeholder Engagement Will Continue

- Ongoing employer sector councils
- Education partner implementation cohort
- Practitioner advisory roundtable
- Annual public survey and focus groups
- Continuous improvement through pilot feedback

## APPENDIX B — ENVIRONMENTAL SCAN

### Oklahoma’s Workforce Strategy Must Respond to Rapid Shifts in Labor-Market Dynamics, Demographics, and Industry Demand

The Workforce Transformation Plan is built on an evidence-based understanding of economic, demographic, and labor-market trends that will shape the state’s competitiveness over the next decade. This environmental scan summarizes the key factors influencing workforce demand and supply, identifies strategic risks and opportunities, and informs the priorities of the five-year roadmap.

### Oklahoma’s Economic Growth Is Strong but Threatened by Persistent Talent Shortages

Oklahoma has experienced sustained economic growth and business investment across multiple sectors, with major announcements in aerospace, defense, advanced manufacturing, health care, and energy technology. However, employers consistently cite workforce availability as the single most significant constraint on expansion.

The state has more job openings than available workers in high-demand sectors, and talent shortages are projected to intensify without targeted intervention. These shortages are not isolated to specialized fields; they affect entry-level, middle-skill, and advanced occupations alike.

*Strategic implication: Workforce is now the deciding factor in business expansion, site selection, and job creation.*

### Priority Sectors Will Continue to Drive Workforce Demand

Oklahoma’s future competitiveness depends on growing talent pipelines in sectors that contribute most significantly to GDP, export value, and job creation. The Workforce Transformation Plan aligns directly with this demand pattern.

Sector	Drivers of Demand	Talent Pressure Points
<b>Aerospace &amp; Defense</b>	Federal contracts, maintenance & overhaul, engineering	Skilled technicians, engineers, machinists
<b>Health Care</b>	Aging population, rural access needs, clinical workforce shortages	Nurses, allied health, behavioral health
<b>Energy</b>	LNG export growth, renewables integration, grid modernization	Field technicians, engineers, trades
<b>Advanced Manufacturing</b>	Automation, materials tech, supply-chain reshoring	Technologists, operators, robotics
<b>Technology</b>	AI adoption, cybersecurity, digital systems	Cybersecurity, software, data analytics
<b>Agriculture &amp; AgTech</b>	Precision agriculture, value-add processing	Equipment specialists, tech-enabled operations
<b>Construction &amp; Skilled Trades</b>	Infrastructure investment, housing demand	Electricians, HVAC, welders, carpenters

*Strategic implication: Workforce development must be sector-driven and co-designed with employers to remain relevant and scalable.*

## **Labor Force Participation Is Improving Slowly but Below Competitive States**

Although unemployment remains low, Oklahoma's labor force participation rate lags behind fast-growing competitor states. Key contributing factors include child care access, transportation barriers, credential gaps, disability, and justice-involved populations, as well as regional variation in job access.

*Strategic implication: Expanding workforce participation requires career navigation and barrier-removal strategies, not just training.*

## **Demographic Shifts Will Shape Workforce Supply Over the Next Decade**

Oklahoma is experiencing a tightening labor market as retirements accelerate and population growth slows. If unaddressed, demographic trends will further constrain the availability of skilled talent.

However, the state has an opportunity to attract returning Oklahomans, transitioning military personnel, and workers seeking lower costs of living and quality-of-life benefits—if workforce access and employer responsiveness are strong enough to compete nationally.

*Strategic opportunity: Workforce competitiveness will directly influence population competitiveness.*

## **Technology and Automation Will Redefine Job Functions Rather Than Eliminate Demand**

AI, automation, and digital systems are reshaping the nature of work in every primary sector. The challenge for Oklahoma is not job loss, but skills mismatch: the fastest-growing occupations require new technical, analytical, and digital competencies. At this time, there is no post-secondary institution in Oklahoma with a robust AI credentialing program. This skill set will need to be woven into worker skills at all occupational levels and Oklahoma must move rapidly to catch up and gain an advantage in this seismic skills gap shift.

Employers will increasingly hire based on verifiable skills, applied learning experiences, and career pathway achievement rather than time-based education metrics. This reinforces the importance of work-based learning, credential quality, competency-based skills attainment, and matched hiring.

*Strategic implication: Workforce training must evolve faster than industry change—and must include reskilling and upskilling for current workers.*

## **Education and Workforce Outputs Are Not Yet Scaling to Meet Demand**

CareerTech and higher education produce strong graduates, but total credential output in high-demand fields is not keeping pace with employer needs. Enrollment in these programs has remained lower than the market demand, indicating that job seekers may still be more likely to pursue training in other fields.

At scale, the long-term economic cost of credentials not connected to the highest-demand labor-market value includes extended job searches, lower earnings, and reduced returns on taxpayer investment.

*Strategic implication: Oklahoma needs greater volume and alignment—not simply more training.*

## The Competitive Landscape Is Changing

States are aggressively competing for talent, capital investment, and industrial growth. Workforce incentives, talent relocation programs, youth apprenticeship models, and AI-readiness initiatives are becoming central to economic development strategies.

Site selection consultants and corporate investors consistently identify talent availability, as opposed to tax rates or incentives, as the top driver of decision-making. The first states to modernize workforce systems will capture disproportionate economic advantage.

*Strategic implication: Workforce transformation is an economic race—and the winners will separate quickly.*

## Why This Environmental Scan Matters to Oklahoma’s Strategy

These external pressures—demographic shifts, sector growth, talent shortages, and technology-driven disruption—reinforce the urgency and relevance of the Workforce Transformation Plan. Workforce is not an isolated social system; it is the engine of economic growth.

The Roadmap, Scorecard, sector strategy, K–12 and adult talent pipelines, and outcome-based funding models are direct responses to the forces shaping the next decade of opportunity. Without decisive action, talent shortages will continue to constrain Oklahoma’s economic potential. With strategic alignment and execution, Oklahoma can redefine national expectations for workforce performance.

## APPENDIX C — KEY SYSTEM INDICATORS

### Oklahoma Will Measure Workforce Performance Through a Unified Set of Key System Indicators That Reflect Economic Impact and Employer Value

To transform workforce performance, Oklahoma must measure the right things—not just those that have historically been measured. The Key System Indicators provide a shared, statewide language for success, enabling every agency, education system, and workforce partner to align execution to the same outcomes. These indicators form the operational layer beneath the Scorecard and are the foundation for accountability, public reporting, and continuous improvement.

### The Key System Indicators Operationalize the Workforce Scorecard

The Workforce Scorecard defines five broad dimensions of success; the Key System Indicators translate those dimensions into specific, measurable metrics that can be tracked consistently and transparently. Each indicator reflects a performance attribute that employers, policymakers, and residents care about—and that can be improved through coordinated action across systems. Performance targets will further specify which data points are needed, and which agencies are best positioned to collect them. Each agency has clear goals assigned to better define how individual work contributes to our collective workforce and economic progress.

Scorecard Dimension	Key System Indicator Category
Economic Impact	Workforce Participation & Sector Employment
Employment Outcomes	Job Placement, Retention & Earnings
System Efficiency	Cost Efficiency, Access & Navigation
Employer Engagement & Value	Employer Participation & Satisfaction
Innovation & Continuous Improvement	Pilot Deployment & Evaluation

Together, these indicators describe how well the workforce system is performing and how outcomes are improving over time.

### Each Key System Indicator Includes Clear Definitions and Data Standards

Shared definitions are essential to measuring progress consistently across the state. Every indicator includes:

- A plain-language definition
- The formula and data sources used to calculate it
- The reporting cadence and responsible partners
- Notes on data quality and standardization when necessary

This structure ensures alignment and eliminates ambiguity across agencies, providers, regions, and institutions.

### General Key System Indicator Reference Table

Indicator Name	Definition	Calculation Summary	Reporting Cadence
<b>Labor Force Participation</b>	% of adults working or actively seeking work	Working + actively seeking / working-age population	Quarterly
<b>Employment in Priority Sectors</b>	% employment growth in targeted industries	Sector employment trend over baseline	Quarterly
<b>Job Placement Rate</b>	% completing training who enter unsubsidized employment	Training completers entering employment / total completers	Quarterly
<b>Wage Gain</b>	% increase in earnings after training	Post-training earnings vs. pre-training baseline	Annually
<b>Retention at 6 Months</b>	% of job placements still employed after 6 months	Employed at 6 months / total placements	Quarterly
<b>Time-to-Placement</b>	Average time from program completion to employment	Days between completion and first employment	Quarterly
<b>Cost per Employment Outcome</b>	Program cost / # of verified placements	Total cost / total placements	Annually
<b>Access Friction</b>	# of steps between job seeker and employment/training	Digital + in-person touchpoints	Quarterly
<b>Employer Participation</b>	# of employers engaged in sector partnerships or WBL	Total engaged employers statewide	Quarterly
<b>Employer Satisfaction</b>	% of employers reporting positive experience with system	Standardized annual feedback survey	Annually
<b>Innovation Pipeline</b>	# of pilots launched, scaled, or sunset based on results	Total pilots by category	Annually

<b>Duplicate Program Reduction</b>	Reduction in overlapping services and operating costs	Baseline duplication vs. reallocation	Annually
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### Targeted Key System Indicators

<b>Economic Impact</b>		
<b>KSI</b>	<b>Description</b>	<b>Why It Matters</b>
<b>Wage Growth Index (Regional or Sectoral)</b>	Tracks average wage increases across key industries or regions participating in workforce programs	Measures program impact on wage competitiveness and living standards
<b>Employer Productivity Gains</b>	% of employers reporting improved productivity or reduced turnover after engaging with workforce programs	Demonstrates ROI to businesses
<b>Business Formation or Expansion Rate</b>	# or % of businesses started or expanded by program graduates or supported firms	Links workforce readiness to entrepreneurship and local growth
<b>Tax Revenue Growth from Program Graduates</b>	Increase in income and sales tax revenues from employed participants	Quantifies fiscal return on workforce investment
<b>Poverty Reduction Impact</b>	Change in % of program participants moving above the poverty threshold within 12 months	Ties outcomes to quality of life and social impact
<b>Unemployment Insurance (UI) Savings</b>	Reduction in unemployment benefits paid due to successful job placements	Shows program effectiveness in reducing public spending
<b>Sector Output Growth</b>	Value-added growth in sectors prioritized by the workforce strategy (e.g., manufacturing, health care, tech)	Connects workforce development directly to GDP growth
<b>Local Hiring Ratio</b>	% of hires coming from local training pipelines vs. out-of-state hires	Indicates how well state programs meet local labor needs
<b>System Efficiency</b>		
<b>KSI</b>	<b>Description</b>	<b>Why It Matters</b>
<b>Cost per Credential Earned</b>	Program cost divided by # of credentials awarded	Complements cost per placement; helps assess training value
<b>Participant-to-Staff Ratio</b>	Average caseload per workforce staff member	Tracks administrative efficiency and service reach
<b>Average Time to Placement</b>	Time (in days) from program enrollment to employment	Reflects responsiveness and system agility
<b>Funding Leverage Ratio</b>	Total leveraged funds (federal, private, philanthropic) per \$1 state funding	Indicates fiscal sustainability and partnership strength

<b>Service Duplication Index</b>	% of clients served by multiple agencies for the same service	Identifies coordination inefficiencies
<b>System Integration Score</b>	Extent to which agencies share data systems, intake portals, or case management	Encourages digital transformation and data-driven decision-making
<b>Customer Satisfaction (Participant)</b>	% of participants rating experience as “satisfied” or higher	Direct measure of system usability and service quality
<b>Process Automation Index</b>	% of routine administrative processes digitized or automated	Tracks modernization and efficiency gains
<b>Employment Outcomes</b>		
<b>KSI</b>	<b>Description</b>	<b>Why It Matters</b>
<b>Employment Rate (30/90/180 Days Post-Exit)</b>	Tracks % of program completers employed within 30, 90, and 180 days of exit	Measures short- and medium-term employment success
<b>Full-Time Employment Rate</b>	% of employed participants working full-time vs. part-time	Indicates job quality and stability
<b>Median Hourly Wage at Placement</b>	Average hourly wage for placed participants	Assesses the earning potential of placements
<b>Wage Growth After 12 Months</b>	% increase in participant wages after one year of employment	Measures long-term career progression
<b>Job Retention at 6/12/18 Months</b>	% of participants still employed after key milestones	Shows employment durability and job matching quality
<b>Employment in High-Demand Sectors</b>	% employed in state-designated priority industries	Encourages alignment with economic development goals
<b>Employment Quality Index</b>	Composite score including wages, benefits, and stability of placements	Tracks whether jobs meet “good job” standards
<b>Reemployment Rate (Dislocated Workers)</b>	% of laid-off workers reemployed within a year	Evaluates effectiveness of rapid response and reskilling programs
<b>Average Time to Employment</b>	Average duration from enrollment to placement	Indicates program responsiveness and pipeline efficiency
<b>Employment Match Quality</b>	% of placements related to field of training or participant skillset	Reflects alignment of training investments with outcomes
<b>Employment Advancement Rate</b>	% of participants who move to higher wage brackets or supervisory roles within 2 years	Tracks upward mobility and career laddering
<b>Multiple Job Holding Rate</b>	% of employed participants working multiple jobs	Indicates potential underemployment or job quality issues

<b>Benefit Access Rate</b>	% of participants whose new jobs include health insurance, retirement, or paid leave	Highlights job quality beyond wages
<b>Self-Employment / Entrepreneurship Rate</b>	% starting their own business or freelance work post-program	Expands view of successful workforce outcomes beyond traditional employment
<b>Employer Retention Rate</b>	% of employers that hire additional participants after initial placement	Measures satisfaction and trust from employer partners
<b>Turnover Reduction Among Partner Employers</b>	% reduction in turnover rates at employers participating in workforce programs	Demonstrates value of workforce initiatives to businesses
<b>Employment Outcome Equity Index</b>	Comparison of employment rates among priority groups (e.g., rural, minority, veteran)	Creates transparency around equitable access to quality employment
<b>Employer Engagement &amp; Value</b>		
<b>KSI</b>	<b>Description</b>	<b>Why It Matters</b>
<b>Employer Participation Rate</b>	% of employers engaged in workforce programs, job fairs, or apprenticeships	Core engagement indicator
<b>Employer Retention Rate</b>	% of employers continuing to partner year-over-year	Tracks partnership quality
<b>Employer Satisfaction Score</b>	% of employers satisfied with candidate quality, training alignment, and responsiveness	Reflects service delivery effectiveness
<b>Vacancy Fill Rate</b>	% of job openings filled via workforce programs	Measures system's ability to meet demand
<b>Repeat Hiring Rate</b>	% of employers who hire multiple program graduates	Indicates trust and long-term value
<b>Time-to-Fill Reduction</b>	% decrease in average days to fill key positions after program engagement	Measures efficiency for employers
<b>Customized Training Contracts Executed</b>	# of employer-specific or co-funded training programs delivered	Captures customization capacity
<b>Employer Investment Leveraged</b>	\$ amount of employer contributions (wages, equipment, training funds) leveraged per public dollar	Measures sustainability and buy-in
<b>Sector Partnerships Active</b>	# or % of priority sectors with active industry-led partnerships	Demonstrates industry-driven alignment
<b>Work-Based Learning Placements</b>	# of internships, apprenticeships, or on-the-job training slots created	Links training to employment
<b>Small Business Participation Rate</b>	% of workforce-engaged employers with <50 employees	Gives insight to inclusivity beyond large firms
<b>Employer Diversity Engagement Index</b>	% of employers engaged from high-growth, minority-owned, or rural sectors	Tracks equity in business participation

<b>Job Quality Feedback Rate</b>	% of employers reporting improvement in job retention or quality after system engagement	Connects workforce services to outcomes
<b>Public–Private Partnership Index</b>	Composite score of engagement frequency, co-investment, and satisfaction	Provides a holistic view of engagement strength
<b>Innovation &amp; Continuous Improvement</b>		
<b>KSI</b>	<b>Description</b>	<b>Why It Matters</b>
<b>Program Evaluation Rate</b>	% of programs reviewed annually for outcomes and ROI	Provides accountability and learning
<b>Innovation Adoption Index</b>	% of programs implementing new models (AI tools, micro-credentials, VR training, etc.)	Tracks modernization and experimentation
<b>Data Integration Progress</b>	% of partner agencies sharing workforce and education data	Measures system coordination
<b>Real-Time Labor Market Data Utilization</b>	% of decisions guided by up-to-date labor market analytics	Promotes evidence-based planning
<b>Customer Feedback Implementation Rate</b>	% of customer or employer feedback items addressed in new program cycles	Links data to improvement
<b>Digital Service Delivery Rate</b>	% of services available via online or mobile platforms	Tracks accessibility and modernization
<b>Cross-Agency Pilot Projects</b>	# of innovation or collaboration pilots launched annually	Captures experimentation and joint work
<b>Innovation ROI</b>	Ratio of economic or efficiency gain per \$ invested in innovation	Quantifies modernization value
<b>Training Technology Adoption Rate</b>	% of providers using digital tools (LMS, simulations, etc.)	Encourages modernization in delivery
<b>Continuous Improvement Action Completion</b>	% of action items from annual evaluations completed	Encourages improvement follow-through
<b>Innovation Recognition Index</b>	# of national or regional awards, grants, or recognitions received	Reflects system leadership in innovation

### The Key System Indicators Will Link Directly to Policy and Funding

The indicators are reporting tools and operational levers. As the system matures, they will guide resource allocation, support program design decisions, and align legislative and budget priorities to strategies that deliver measurable economic outcomes.

Outcome-based workforce funding will reference these Indicators beginning in 2029, rewarding partners that demonstrate strong employment and earnings results.

### The Indicators Will Support Regional and Population-Level Analysis

Statewide progress matters, but targeted insights matter more. Each Key System Indicator will allow analysis by region, sector, age, demographic group, and population served — enabling proactive strategies to close equity gaps, reduce skill shortages, and support rural workforce growth.

### **The Indicators Will Align and Crosswalk Data Sources**

Right now, most data references are based at the *industry* level (NAICS), but advanced workforce analytics also require:

- SOC occupational codes
- Enhanced Wage Records (EWR) with more granular wage, hours, and occupation data
- Linkage to education/credential data

The Workforce Commission Scorecard analysis will include SOC, NAICS, EWR, and cross-agency data-sharing as foundational tools for:

- Forecasting occupational shortages
- Evaluating program ROI (employment and earnings over time)
- Tracking persistence in critical occupations
- Supporting outcome-based funding

### **The Indicators Will Expand Over Time as Data Matures**


The Key System Indicators are designed to evolve. As reporting systems mature and employer needs shift, new indicators may be added and legacy ones replaced. The Commission will evaluate Indicators annually to ensure continued relevance, accuracy, and value to employers and workforce partners.

## APPENDIX D — STRATEGIES

### Proposed Strategies

Based on conversations across Oklahoma, an objective third-party review of the current system, national expertise, and forecasting of future conditions, the Oklahoma Workforce Commission is proposing multi-layer initiatives. Workforce is a complex issue with countless nuances, so no single action can immediately address deficiencies and align for the future. However, support for the strategies delivered serves as a comprehensive, collective response. It lays forward a clear plan to address the most critical workforce needs voiced by Oklahoma businesses and state stakeholders.

The following strategies are organized according to OWC’s Pillars of Workforce Transformation: **One System**, **Industry-Driven**, and **Results-Based & Data-Powered**. Each pillar has a set of goals, and each goal has one or more strategies tied to the implementation road map in Appendix F, where partner responsibilities and timelines are laid out.

	<b>One System</b> Coordination of agencies, activities, and funding related to workforce development to enable statewide effectiveness
<b>Goal 1: Develop a unified and coordinated cross-agency workforce strategy which supports the workforce development ecosystem partners and measures for statewide impact</b>	
<b>Strategy 1</b>	<p><b>Establish a collaboration committee made up of the major supply-side workforce (higher education, career technology, K-12, and OESC) and formalize partnership workstreams for better collaboration and reduction in potential for duplication.</b></p> <p>Each of the supply-side partners is doing important work in delivering a robust workforce but Oklahoma is a small state, with limited resources. It is critical to maximize investments and eliminate duplication. Mapping out the workstreams of each of the supply-side partners will help to identify who is doing what, track the investment being made, and formalize collaboration. This collaboration committee will serve as the driver of implementing the strategies outlined in the Workforce Strategic Plan. The collaboration committee will serve as an important entry point for coordinating the implementation of new strategies such as the recently enacted Workforce Pell program.</p> <p>It is important to acknowledge the ongoing collaborative work of formal public workforce system partners led by the Oklahoma Department of Employment Security. Primarily driven by the federal Workforce and Innovation Act (WIOA) funding requirements, nearly thirty partner groups or agencies met weekly for four months to talk about our state’s delivery of that work. While these conversations and planning are vital, the Commission recognized the limited impact of these programs based primarily on their restrictive eligibility requirements. Aside from SNAP, which serves as many as 16.6% of Oklahomans, the combined reach of this public system is roughly 90,000. In a state of 4.1 million, the Commission's planning seeks to create a vision that serves all Oklahomans.</p>

Strategy 2	<p><b>Coordinate state agency strategic plans and develop clear performance targets across the workforce system.</b></p> <p>Each of the supply-side partners, whose primary mission is to deliver trained and work-ready talent, has a strategic plan articulating their vision and goals for achieving that vision with milestones and timelines for implementation. By coordinating these plans between partners, the entire workforce system will be strengthened through united direction and priorities. This will provide a clear roadmap for the direction of the workforce system, while allowing each of the partners to drill down into the specific outcome targets for their lane of performance. These plans will be coordinated by the collaboration committee and measured on a quarterly basis. An initial task in this process will be developing a crosswalk of agency strategic plans to identify consistent goals and targets across the workforce system.</p>
Strategy 3	<p><b>Develop a common definition of terms across the workforce development ecosystem.</b></p> <p>It is difficult to measure what one cannot define. In the realm of workforce development, terms are sometimes used interchangeably despite having differences in meaning. Therefore, it is important to have a list of common definitions between policy makers and workforce partners so all can move in the same direction and measure in the same manner. Common terms needing a uniform definition include, but are not limited to: “quality job,” “credential of value,” “living wage,” and “work-based learning.”</p>
Strategy 4	<p><b>Establish the Oklahoma Workforce Commission office as the central coordination point for the public private workforce ecosystem.</b></p> <p>“Everyone does workforce, but no one owns it” has been a frequent refrain among industry partners, which led to the creation of the Oklahoma Workforce Commission. By establishing one central point of coordination and collaboration, all partners have one place to look for independent data, best practices, and accountability in performance measures for transforming the workforce system. The creation of the Oklahoma Workforce Commission has become a national model for governance of a state workforce system. It is vitally important that all partners recognize the importance of the centralized vision to deliver true impact as intended by the creation of the Commission. While some autonomy and independence may feel lost, specifically at state agencies, the greater goal of creating an aligned and efficient system must be prioritized to achieve systemwide transformation.</p>
<b>Goal 2: Streamline the physical delivery of public workforce development staff-assisted services and align agencies, programs, and funding for maximized statewide impact of the public workforce development system.</b>	
Strategy 1	<p><b>Obtain a waiver from USDOL for WIOA administration and restructure the workforce boards and delivery system to be more efficient and responsive.</b></p> <p>The Workforce Innovation and Opportunity Act (WIOA) has served as the principal source of funding for the public workforce system. The amount of federal funds available and the requirements for their expenditure are changing drastically, and Oklahoma needs to prepare. Through the efforts of the Oklahoma Employment Security Commission, the recipients of the public workforce system have been</p>

	<p>meeting frequently and redesigning the delivery of critical public workforce services. The implementation of these recommendations will be included in the 2026 WIOA plan for the state of Oklahoma and will likely involve seeking a waiver from some U.S. Department of Labor requirements to fully implement. Redesigning the system and streamlining delivery will provide critical services to be offered efficiently and effectively.</p>
<b>Strategy 2</b>	<p><b>Deploy Oklahoma Opportunity Kiosks</b></p> <p>There is an opportunity to leverage technology solutions to streamline the physical delivery of traditional workforce development staff-assisted services. Currently, to deliver mandated services across the state, agencies must hire staff and lease buildings in communities throughout Oklahoma. Due to siloed information and little coordination, multiple agencies are carrying out separate mandates in separate offices, sometimes right down the street from each other. This results in funding being used for administrative purposes which could instead be used for direct services for Oklahomans.</p> <p>We encourage and support co-location of multiple agencies serving similar customers of the public workforce system as much as possible. Having a single place for customers needing assistance is always a better choice than multiple locations. However, since these programs are designed to serve a small portion of Oklahoma’s overall population, co-located agencies cannot be the primary solution. Instead, the Workforce Commission supports creating an online platform to “house” all these specific services, and the multiple other options available to all Oklahomans, in a digital environment. This enables access to services through a computer, a mobile phone, or physical kiosks placed throughout all counties in Oklahoma. With the click of a button, customers can engage in live, two-way video conversations with Oklahoma Navigators—real people who are knowledgeable about the system, resources, and communities needed to provide meaningful assistance to customers. Through the kiosks, Oklahomans can apply to programs, submit eligibility documents, receive printed information, electronically sign documents, and even have third parties patched into the call for deeper or more specific assistance on a topic.</p> <p>While the minimum cost of a full-time employee in the current set-up is over \$50,000/annually, a kiosk can be installed and maintained for a fraction of the cost. These manned kiosks will be available when Oklahomans need them, outside of traditional business hours. Additionally, the kiosks will serve as supported and enhanced resources, with desktop versions available in every Oklahoma high school and in each Chamber of Commerce or economic development organization willing to host one. The Commission seeks to leverage technology and a network of underutilized partners to expand the reach of information and access while decreasing the amount of funding used for administrative expenses.</p>

**Goal 3: Create “one front door” for the workforce development system for Oklahomans seeking workforce opportunities, education, or training, or for businesses seeking the resources to meet their workforce challenges.**

<b>Strategy 1</b>	<p><b>Establish the Oklahoma Opportunity Portal to serve as a centralized entry point for employers and job seekers.</b></p> <p>Almost all the stakeholders expressed frustration with the ability to navigate the workforce ecosystem. Partner agencies agree that there is a need to utilize technology to create a single front door for entry into the system. The Oklahoma Opportunity Portal will serve as this front door for both employers and job seekers to navigate the workforce delivery system. The portal will be the singular place we advertise and promote as the starting point for opportunities in Oklahoma. The Oklahoma Opportunity Portal is essentially a homepage for workforce services in Oklahoma. From that landing spot, users will be directed to the best available resources. Individuals needing resources from our public system agencies will be directed through the portal. The system will also have a curated user experience specific for employers, based on feedback from industries. The portal will host a roadmap graphic to help users keep track of their journey. The first step in the portal will be COMPASS.</p>
<b>Strategy 2</b>	<p><b>Establish COMPASS tool to assist users in navigating access to available resources.</b></p> <p>Like a real compass, Oklahoma’s COMPASS portal is a user-friendly place to get pointed in the right direction. By logging into the system and answering a few digital questions, COMPASS will comb through all the known available resources across the state of Oklahoma and help guide users to what may be best for his or her individual situation. Powered by an AI decision tree, the backend information stays both relevant and accurate as things change across the ecosystem. This system will also tailor responses based on whether the searcher is a business, seeking business-related resources, or a job seeker needing education, training, or employment leads. Based on user inputs, COMPASS will identify local programs tailored to their needs. The COMPASS map printout will guide users to next steps, contact information, and any required eligibility documentation that may be needed to access programs. The goal of COMPASS is to empower Oklahomans to take proactive next steps with full access to all Oklahoma has to offer.</p>
<b>Strategy 3</b>	<p><b>Create an Interactive Job Matching Board.</b></p> <p>The plethora of job boards, many of which contain duplicative and ghost jobs, has served as a significant point of frustration for businesses and job seekers. The Commission will coordinate with OESC and work with the supply-side and demand-side to identify technology solutions for a unified, interactive job-matching board for Oklahomans. These technology solutions could include establishing a statewide integration layer to connect jobseekers to existing platforms and integrating state data sources to improve targeting. Additional consideration should be given to assisting underserved groups in navigating the system and supporting employer engagement across agencies.</p>

**Goal 4: Eliminate regulatory challenges and inefficiencies which challenge workforce development.**

<b>Strategy 1</b>	<p><b>Identify opportunities for faster degree completions in higher education, such as flexibility in the academic calendar, robust articulation agreements, recognition of prior learning and skills, and competency-based education programs.</b></p> <p>The Oklahoma State Regents for Higher Education have presented Blueprint 2030: Innovating and Elevating Oklahoma Higher Education for Tomorrow's Workforce (2023). In this strategic plan for the higher education system, the Regents have recognized the need to speed up the process of obtaining a degree. The Commission supports the efforts of faster degree completion to reduce student debt and provide a qualified workforce to employers sooner. Currently, the higher education system is funded based upon the number of hours someone spends in the classroom. As our economy has evolved, there is a greater need to focus on the mastery of concepts, rather than time in a seat. This evolution from time-based to competency-based education will result in a more aligned and higher quality workforce and stronger investments in meaningful and relevant training. Competency-based education also addresses critical feedback received in nearly every employer session calling for graduates to learn more than just textbooks and have actual knowledge and “hands-on” experience performing the functions of a job when graduating. This, paired with more robust work-based learning, addresses the reluctance to hire inexperienced new graduates we've heard from both supply- and demand-side providers.</p>
<b>Strategy 2</b>	<p><b>Establish system-wide program availability notifications for in-demand fields of study and provide ease of credit transfer between institutions.</b></p> <p>The bureaucracy of higher education often makes it difficult for individuals to navigate between institutions. For in-demand occupations, any changes to reduce bureaucracy and speed up the time to employment improves our workforce. Allowing students to transfer credits between institutions, especially in programs which have issues of capacity, will maximize the public investment in critical education programs. Identifying clear pathways with certain articulation from one step to the next helps learners see their opportunity and assists both training provider and employers to better gauge the pipeline speed and expected talent. The Oklahoma State Regents for Higher Education have several existing platforms which can be used to identify current systems and capacity constraints and provide better coordination across the system.</p>
<b>Strategy 3</b>	<p><b>Simplify the college admissions process for adult learners and micro-credential offerings.</b></p> <p>Focusing on adult learners and those who have “some college” is a key tenant of the Blueprint 2030 plan. There are several objectives to support adult learners and those returning to school which the Commission supports. These programs serve to reduce the amount of time it takes for an individual to learn new skills, demonstrate competencies, and move into the workforce quickly. As a state, we must recognize the rising number of adult learners who will need to upskill and reskill to remain productive and relevant in the evolving world of work. The</p>

collective system must rally around making the choice to upskill as attainable as possible.



### Industry Driven

Create a unified, forward-looking plan to fully address the talent ecosystem, driven by the needs of Oklahoma business.

## Goal 5: Align workforce programs with industry needs by creating a continuous engagement loop between industry demands and training partners supplying the workforce.

### Strategy 1

**The Oklahoma Workforce will develop centralized and formalized state-level Sector Partnerships in key economic sectors to work with training partners to determine annual workforce needs forecasting and validation of industry credentials.**

To have an effective public-private partnership in workforce planning, you need a structure to facilitate industry participation, innovation, collaboration, and feedback. Each stakeholder engagement session emphasized the need to have employers involved in forecasting needs, identifying needed skills, and shaping training programs. The priority will be the industry sectors identified by the Oklahoma Department of Commerce as drivers of the economy. The most effective strategy to implement this continuous participation loop will be for the Commission to establish priority state-level Sector Partnerships aligning with the sectors designated by the Oklahoma Department of Commerce in their Oklahoma economic development strategic plan. Examples of prioritized sectors may include: aerospace and defense, energy, health care, construction trades, technology, rural development and innovation.

These sector partnerships can be used to assist in designing curricula and training aligned with industry needs and establish research-backed metrics for program evaluation. The Sector Partnership model is a widely recognized and proven structure used successfully across the nation, with a clear formula for implementation. To ensure these partnerships are effectively moving industries forward, the Commission will assist with tracking progress in wage gains and employee retention in targeted industry initiatives. Additionally, the partnerships will measure and report employer engagement and offer opportunities for employer participants to both co-create and co-fund industry work. As the work of the Commission intensifies, other sectors and partnerships will be identified.

### Strategy 2

**Consider high school career path graduation designations such as STEM-ready or career-ready. Establish alternative pathways and competency-based training for specific programs.**

Having clear high graduation designations and course requirements will increase the career-readiness of students—either by helping them immediately enter the workforce or continue their training. Special designations such as “STEM-Ready” or “Career-Ready” would allow students to demonstrate competency in relevant areas. These designations could also provide the opportunity for work-based learning requirements while still in high school, further demonstrating competency in select areas. There is also room for creating degree equivalents driven by credit for work-preparedness. Examples of these alternative paths are increasing

nationwide, with Tennessee’s Industry 4.0 diploma serving as a prime example. A thorough evaluation and analysis of the pipeline from student-readiness to career outcomes would be beneficial in demonstrating the value of these designations. With expanded data analysis, including enhanced wage records, the Commission will be able to track the STEM outputs and percentage of Oklahoma students meeting the readiness thresholds to understand if students are ready for these expanded offerings. It will become important to measure how many students graduating with these targeted skills enter related post-secondary education in STEM and the percentage of those students that complete and enter a STEM-related occupation with retention markers. For Career-Ready students, similar data will demonstrate how well students are preparing for immediate employment and the ROI to both students and employers from this more career-focused process.

**Goal 6: Increase the number and quality of work-based learning opportunities across training partners and businesses by providing centralized coordination, funding, and best practices.**

**Strategy 1**

**Coordinate the creation of a Work-Based Learning Lab to match interested students with available internship or career exploration opportunities. Become the centralized hub for businesses interested in hosting WBL experiences with toolkits and technical assistance.**

In over 90% of the stakeholder conversations conducted by the Oklahoma Workforce Commission, the need for greatly increased work-based learning opportunities appeared in the top three desired Oklahoma workforce priorities (Appendix A). Work-based learning (WBL) is a powerful educational strategy that benefits students by providing practical experience and skill development, enhances educational institutions by improving curriculum and enrollment, and supports employers by creating a skilled workforce tailored to their needs. Work-based learning provides students with hands-on experience in their chosen fields, allowing them to apply classroom knowledge in practical settings. This exposure helps them understand workplace dynamics and expectations. Students develop both technical and essential skills, such as teamwork, communication, and problem-solving, which are essential for career success. These skills are often difficult to acquire in traditional classroom settings and regularly appear as stakeholders’ number one workforce challenge in surveys. Work-based learning allows students to explore different career paths and industries, helping them make informed decisions about their future. This immersion in specific occupations can clarify their long-term career goals.

Work-based learning also has tangible benefits for employers by creating a pool of motivated candidates who have already received training and experience relevant to their industry, reducing hiring risks and fostering a pipeline of skilled workers who are familiar with their company culture and operations. Employers participating in work-based learning can help shape the curriculum to meet their specific workforce needs, ensuring that students acquire the skills necessary for success in their organizations.

Centralizing the coordination of these work-based learning programs and focusing on replicating quality programs will accelerate the success of the programs and

	centralize ROI data collection. The Work-Based Learning Lab will report indicators measuring the percentage of participants who transition to employment in a field related to the learning experience. Wages of participants verses non-participants can demonstrate value in the experience, along with student satisfaction and career alignment. Tracking the number of employers participating and those that participate in subsequent years is another indicator of employer ROI. By sharing best practices, eliminating unnecessary regulation and assisting in opportunity matching, Oklahoma can execute a gold standard Work-Based Learning program across the state.
<b>Strategy 2</b>	<p><b>Coordinate with existing community partnerships to establish the Oklahoma Youth Employment Challenge to provide work-based learning during the summer break.</b></p> <p>The Oklahoma Summer Jobs Challenge is an annual, six-week (180 hour) summer employment experience for 750–1,000 young adults in Oklahoma. This program provides the opportunity for work-based learning during the summer months. This reduces learning loss and assists in making education relevant to young adults in the K-12 system.</p>
<b>Goal 7: Support initiatives to generate a resilient pipeline to address current and future workforce needs by orienting student experiences to career path opportunities and critical skills.</b>	
<b>Strategy 1</b>	<p><b>Support certified career coaches embedded in high schools and professional training for counselors aligned with industry needs.</b></p> <p>Throughout our tour of Oklahoma, every session brought to light the need for enhanced career-focused guidance in high schools. This point was almost always followed by the disclaimer that current guidance counselors in high schools are overwhelmed and under trained in this specific aspect. This problem is not unique to Oklahoma. Some neighboring states have addressed this need through specially trained and certified career coaches in schools. Oklahoma has the same opportunity available through a partnership with rootED Alliance. rootED’s primary mission has been to put certified career coaches in rural schools throughout Arkansas and Missouri. National philanthropic partners have come to the table willing to match money the State of Oklahoma will dedicate to this effort.</p>
<b>Strategy 2</b>	<p><b>Support the implementation of CareerLaunch in K-12 school systems.</b></p> <p>To reform our workforce and grow our economy, it is critical that children are exposed to all the various career options available right here in Oklahoma. With a focus on test scores and academic rigor, many students have lost the opportunity for creative exploration at an early age. They have trouble determining what they enjoy, what skills are innate, and how to look at problems without a prescribed solution and instead critically think toward solutions. These types of skill exposures were among the most critical lacking skills named by stakeholders across Oklahoma.</p> <p>CareerLaunch is a dedicated curriculum enhancement that provides consistent opportunities for students to discover what they like and what they are good at. This includes gamified learning, maker spaces, and other supports to provide valuable points of exposure K-5. In middle school, CareerLaunch layers in robust career exploration. There will be a defined curriculum to showcase a new</p>


	<p>Oklahoma industry each month. The month includes on-site tours, virtual/VR tours, project-based learning, and more advanced game-based exploration. At this stage, figuring out what children do not want to become is as important as finding their lifelong spark! CareerLaunch also serves as a vehicle for employer and industry engagement in a structured and focused way. Employers have resoundingly stated their desire to engage in the K-12 career exploration process but lacked a clear “playbook” on how to best maximize their time and efforts.</p> <p>The implementation should include an evaluation plan for tracking demographic metrics and a formal evaluation plan of the program at all levels of implementation.</p>
<b>Strategy 3</b>	<p><b>Collaborate in evaluating specific strategies needed to prepare the Oklahoma workforce for the Artificial Intelligence economy.</b></p> <p>Every single industry session mentioned the impact of Artificial Intelligence (AI) on the current and future workforce. Concerns over cheating and plagiarism have resulted in the education system not adequately exposing students to nor training them in AI. At both the K-12 and postsecondary level, educators are uncomfortable with the technology and not trained in strategies to incorporate AI into our education system. Employers are seeing a lack of AI understanding and skills in their employees. Businesses who have adopted AI are finding ways to replace entry level workers with AI tools and reduce employee positions. This disruptive trend will continue, and it is imperative Oklahoma to develop a strategy to quickly train the current workforce and incorporate AI at all education levels for the future workforce.</p> <p>The Oklahoma AI education strategy will need to be a multi-partner initiative involving all levels of the education pipeline including K-12, CareerTech, higher education and technical partners such as OMES, and private employers. This strategy will need to identify relevant metrics to track such as employer demand and job placement to align training to market needs.</p>
<b>Strategy 4</b>	<p><b>Collaborate in addressing the “skills for success” gap identified by Oklahoma businesses and encourage more engagement in student organizations.</b></p> <p>Every stakeholder engagement meeting identified the same basic skills missing for the workforce. Businesses identified hard skills lacking such as digital literacy, basic math, and basic business understanding. The businesses were gravely concerned about the lack of so-called “soft skills” including critical thinking, problem solving, communication, resiliency, and work ethic. These foundational skills must be addressed now, or the gaps in skills will continue to be exacerbated.</p> <p>There were a few bright spots which should be examined for replication. The engineering session revealed fewer issues of resiliency and problem solving. This may be due somewhat to the specific skillsets of people who obtain an engineering degree, but also a structured approach to the profession. Engineers require a 4-year bachelor's degree with increasingly difficult math and science classes designed to drive competency. After receiving their degree, there is a multi-year work-based learning requirement, with rigorous mentoring and extensive feedback. By the time an employee is eligible for licensing, they have thoroughly been trained and tested.</p>

	<p>Other successes identified for replication are certain types of student organizations. Businesses expressed a desire to hire students who participated in student competitions such as SkillsUSA, robotics, engineering, hack-a-thons, and debate. Often these competitions are sponsored by national associations and provide key career exposure opportunities for students. There was a near universal agreement in the value of Future Farmers of America (FFA) and 4-H programs. Both develop skills such as resiliency, communication and work ethic. Businesses noted a strong desire to hire people who participated in these programs (<b>Appendix A</b>).</p>
<b>Goal 8: Implement strategies to increase the number of people participating in the Oklahoma workforce.</b>	
<b>Strategy 1</b>	<p><b>Implement targeted initiatives to encourage workers to move to or return to Oklahoma, especially in-demand professionals.</b></p> <p>The Tulsa Remote program has been a national model for recruiting and retaining a highly-skilled, targeted workforce. The key components have been targeting a specific talent, incentivizing the relocation to Tulsa, connecting the worker to the community, and providing support. There are a number of opportunities to replicate the key components of this strategy to other in-demand professionals. Industries have expressed a desire to target Oklahoma college graduates 5 years from graduation for recruitment back to the state. Universities could supply these alumni lists for targeted recruitment by Oklahoma industries for in-demand professions. The rationale is that, while an Oklahoma graduate may move away at the beginning of their career, when they are ready to advance in their career or start a family, the quality of life in Oklahoma presents a strong opportunity. While employers could work directly with universities, having a statewide program through the Oklahoma State Regents of Higher Education would help overcome challenges such as data sharing protocols. Layering on incentives such as school loan repayment, scholarship opportunities, down payment housing assistance, and relocation assistance could yield a major return for a small investment.</p>
<b>Strategy 2</b>	<p><b>Support initiatives to increase the labor participation rate by targeting unique population interventions such as veterans, juveniles, and justice-involved individuals.</b></p> <p>There is a current and expanding gap in the number of workers needed to meet the demand for job openings. There are specific evidence-based strategies which target unique populations and provide specific supports for their transition into the workforce. Oklahoma excels at opportunities for veterans, including streamlining occupational licenses from military service to credentials. There are a number of justice-involved programs which have been highly successful in transitioning people from incarceration into the workforce—such as the career technology and Department of Corrections partnerships and nonprofit-driven interventions like Remerge. New programs, like the Oklahoma Manufacturing Skills Academy, are targeting workforce opportunities for juveniles with specific training and support. The Oklahoma State Regents for Higher Education also has a number of supports and resources available to assist unique populations. These programs should be identified, highlighted, and replicated.</p>

<b>Strategy 3</b>	<p><b>Significantly increase the number of Oklahomans graduating with STEM degrees and increase the overall percentage of people living in Oklahoma with STEM degrees.</b></p> <p>Science, Technology, Engineering and Mathematics (STEM) degrees are foundational for our current and future economy. Many of our most critical occupations require a STEM degree, and this will continue. Oklahoma needs to develop an aggressive, multi-level STEM-focused agenda to address this need. More opportunities for science and math, especially higher-level math classes, need to be available at the K-12 level. Incentives could include offering robust scholarship opportunities for high school graduates with STEM skills, encouraging them to stay in Oklahoma for their post-secondary education; increasing support for students pursuing challenging STEM degrees to enable them to complete their education; and targeting in-state and out-of-state STEM graduates to work in Oklahoma.</p>
<b>Strategy 4</b>	<p><b>Expand scholarships and/or in-state tuition for targeted degrees with a pay-back penalty for failing to work in Oklahoma, including enhanced Oklahoma’s Promise support.</b></p> <p>Oklahoma’s Promise is one of the best college access programs in the country. It should be enhanced and expanded, increasing the number of Oklahoma students participating in the program and reducing the administrative burden to participate. The state should also target critical degrees, such as STEM degrees, and offer robust scholarships for in-state and out-of-state students to attend school in Oklahoma. These scholarships should contain a “Work in Oklahoma” requirement, with a penalty requiring payback of the scholarship if the graduate moves out of state. Additional incentives tied to critical occupations could include service-based reimbursement (similar to the Public Service Loan Forgiveness), hard-to-staff occupation stipends, and other need-based support. The Commission also supports differentiated incentive models which encourage students to seek training and credentials in high-growth, high priority sectors over other fields. State funding should most significantly support growth in areas most beneficial to the state’s future growth.</p>
<b>Goal 9: Streamline the ability of businesses to navigate state business resources by having the Oklahoma Workforce Commission serve as the coordination point for business needs.</b>	
<b>Strategy 1</b>	<p><b>Evaluate the opportunity to establish a dedicated Business and Industry Unit.</b></p> <p>There are several state agencies who provide “business services” to Oklahoma businesses, but they are not coordinated—resulting in duplication and siloed information. Each is funded by a specific mandate and focused on recruiting, aligning employers with the specific mandate, or connecting Oklahomans being served by targeted programs to employment opportunities. This sporadic approach leads to some businesses being contacted by up to 10 different agencies, each advocating for a specific set of programs or, in many cases, employers not being reached at all and left unaware of available programs and resources. The solution is a dedicated Business and Industry Unit, co-funded by the various existing funding in a cost-pool capacity. This unit is most likely best housed within the Department of Commerce. These dedicated employees will be cross-trained on the full array of services available across multiple agencies, with clear metrics</p>

	tracking engagement and outcomes. Employers will then have a specially trained corps of experts with a single point of contact, rather than having to wait to be approached. As an additional support, the Workforce Commission advocates activating the Select Oklahoma network to provide structured training on available programs and projects along with eligibility requirements. The Commission supports stationing a desktop kiosk in any Select Oklahoma partner location that allows members of the Business and Industry Unit to connect via live, two-way video to answer employer questions and program enrollment support on demand.
<b>Strategy 2</b>	<p><b>Create a clear and consistent engagement loop through the Sector Partnerships, allowing businesses to engage and align the system to needs as they are changing.</b></p> <p>The Oklahoma Workforce Commission will establish state-level industry councils targeting specific industries identified by the state economic development strategy. These councils will form a consistent feedback loop for continuous improvement in the economic development strategy, workforce development strategy, and business services provided by state agencies.</p>
<b>Goal 10: Provide support across partners to address the Big 4 challenges for Oklahoma workforce development: housing, child care, transportation, and health care.</b>	
<b>Strategy 1</b>	<p><b>Conduct asset mapping of supports available across partners.</b></p> <p>Across industries and in all parts of Oklahoma there are consistent challenges to maintaining a quality workforce. These challenges, referred to as “The Big 4,” are consistent across the nation: affordable workforce housing, access to quality child care, reliable transportation, and access to affordable health care. There are a number of programs available across the state to address some of these challenges. The first step would be to map the support programs currently available to each of the workforce partners. The programs can then be evaluated for their effectiveness and need for additional investment.</p>
<b>Strategy 2</b>	<p><b>Develop a consistent policy agenda of ideas to address the Big 4.</b></p> <p>The Big 4 workforce challenges are consistent across the nation: affordable workforce housing, access to quality child care, reliable transportation, and access to affordable health care. If Oklahoma can develop and implement a policy agenda to address these four areas, we will leap over other states competing for workers. These challenges are barriers which require unique approaches. The agenda should evaluate existing programs for effectiveness, eliminate duplication, develop innovative approaches, identify best practices, and highlight investment opportunities for success.</p>
<b>Goal 11: Develop an annual advocacy agenda to improve workforce outcomes.</b>	
<b>Strategy 1</b>	<p><b>Establish an advocacy team within the Commission partnering with industry and training partners to review and prioritize potential agenda items.</b></p> <p>The Commission is composed of private sector leaders from key industries, including aerospace, health care, and engineering. Commission members also serve on the boards for the Oklahoma State Regents for Higher Education, Oklahoma Career Technology, and local school boards. The Commission members are uniquely positioned to advocate for policies to transform the workforce</p>

	development system. They have an unmatched level of credibility and experience to advocate for meaningful change.
<b>Strategy 2</b>	<p><b>Develop consensus for prioritized workforce strategy each year from industry and training partners to present to Oklahoma policymakers for consideration.</b></p> <p>The Commission will consult with both the supply and demand sides of the workforce development system to identify the most critical issues. These issues will then be communicated back to the industry and training partners for prioritization. This process will result in a prioritized list of agenda items for consideration by policymakers to move the workforce development system forward each year. The agenda will contain both policy issues and investments needed identified by system partners as needed for a successful workforce system. The agenda will be tracked and measured for implementation.</p>
<b>Strategy 3</b>	<p><b>Encourage the creation of a dedicated legislative committee combining workforce development and economic development to provide accountability for and alignment of state investments.</b></p> <p>In 2024, the Legislative Office of Fiscal Transparency (LOFT) issued a report on workforce readiness. One of the recommendations was to combine the policy topics of workforce readiness and economic development into one standing legislative committee for each chamber. This will allow the Legislature to focus on the twin aims of growing the economy and providing opportunities to individuals. This will enable the Legislature to prioritize investment and identify needed policy changes to accelerate economic prosperity.</p>

<div>  <b>Results-Based &amp; Data-Powered</b> </div> <p>Recommendations to policymakers on best returns for investments, oversight and management of the Workforce Transformation Revolving Fund, statewide fiscal investment of ecosystem and data collection, and warehousing and analytics to create a system for data-informed decision-making and funding with clear performance accountability.</p>	
<b>Goal 12: Design a structure to support outcome-based investments tied to job demand, measure return on investment, and highlight and replicate successes.</b>	
<b>Strategy 1</b>	<p><b>Develop a funding map for transparency into funding for a baseline of accurate accounting of investment into the workforce system.</b></p> <p>One of the challenges in measuring return on investment in workforce initiatives is a lack of an agreed upon baseline of investments made into workforce development and disparate methods of tracking financial and performance data. Agencies receive funds for workforce initiatives through state appropriations, federal funds, and fee-based programs. Developing a clear baseline for each funding stream and a unified methodology of data submission will allow for the measurement of program success and return on investment. This process will begin by developing a funding map of current public funding for all workforce development programs. Secondly, OWC will define and disseminate a statewide workforce classification framework and data standards to clearly and consistently track and report financial and outcome data.</p>

<b>Strategy 2</b>	<p><b>Implement outcome-based funding strategies, including performance-based pay tied to job demand and grant opportunities for innovative solutions with measurable results.</b></p> <p>The state has invested ARPA funds into innovative workforce programs using an outcome-based strategy tied to the creation of jobs. This pilot program required collaboration of two different training partners in developing relevant training. The program also required two employers to agree, in writing, that they would provide jobs for individuals completing the training programs. This innovative program is estimated to result in 2,000 jobs for an investment of under \$5,000,000. Using this approach as a model, the program will be evaluated for what worked and what didn't and produce best practices so that this approach to funding can be replicated.</p>
<b>Strategy 3</b>	<p><b>Work with training partners to develop performance targets for each element of the ecosystem and obtain consensus on specific benchmarks for each partner.</b></p> <p>The Oklahoma Workforce Commission has developed performance targets for consideration by each of the training partners. These performance targets have been sent to each of the partners for their input and feedback. Targets include specific Key System Indicators tied to employment outcomes, economic impact, system efficiency, and performance. The result will be a list of system-wide performance targets for each system partner which can be utilized by policy makers.</p>
<b>Goal 13: Explore funding options to ensure that the workforce development system is effectively resourced to deliver a quality workforce pipeline.</b>	
<b>Strategy 1</b>	<p><b>Identify potential funding opportunities tied to industry investment, including evaluating targeted incentive programs for in-demand professionals.</b></p> <p>In surveys conducted by the State Chamber and the Business Roundtable, business leaders have favored investment into workforce development initiatives. Some initiatives which have been discussed include a set percentage of the Unemployment Insurance Trust fund being set aside for the rapid upskilling or reskilling of the Oklahoma workforce; a percentage of the payroll tax set aside for the Workforce Coordination fund for targeted training programs in high demand industries; and a targeted Public-Private Partnership (P3) pooled finance program for registered apprenticeships.</p>
<b>Strategy 2</b>	<p><b>Develop innovation grants with measurable outcomes for education partners providing innovative solutions to identified workforce challenges and businesses targeting upskilling/reskilling in key industries.</b></p> <p>Following the ARPA pilot model of outcome measurements as job produced, the Commission is proposing to apply similar outcome measures for targeted industries and occupations. Grants would be provided to training partners or businesses who have identified a high impact area of workforce need with demonstrable job placement as an outcome.</p>

**Goal 14: Establish the Oklahoma Workforce Commission as the credible and independent source of trusted data of the Oklahoma workforce ecosystem.**

<b>Strategy 1</b>	<p><b>Establish a public dashboard for transparency with meaningful Key System Indicators for current and future workforce needs (both supply and demand).</b></p> <p>“You can’t improve something if you don’t measure it” is a phrase often cited for the importance of tracking progress to make informed decisions. Unfortunately, this has been severely lacking in the workforce delivery system. Disparate data systems tracking different performance indicators make it difficult to track progress. The current system is driven by outputs: the number of people enrolled, the hours completed, and the jobs available. What is needed instead is an outcome-driven system focused on measuring success in meeting current and future workforce needs. By establishing uniform Key System Indicators along with outcome-focused performance targets, all partners will be able to work together to measure and transform the workforce development system. The dashboard will be publicly available to drive accountability in performance and transparency in investments and, importantly, the data will be available in a single source for both ease of access and comparison.</p>
<b>Strategy 2</b>	<p><b>Establish a data streams governance structure to collaborate with partners in unified data to define and measure success.</b></p> <p>The current data system is extremely siloed. Many partners have robust data systems and are collecting important data points but are unable to share them with other partners. Challenges in sharing data can be technical or a misunderstanding of regulations. By developing a data governance structure, partners with technical acumen can work together to identify challenges in sharing data and overcome them. This governance structure can also facilitate Key System Indicators and performance targets across the system and enable real-time collection of critical data.</p>

## **APPENDIX E — AGENCY ROLES & RESPONSIBILITIES**

### **Oklahoma Will Transform Workforce Outcomes by Clarifying Roles, Reducing Duplication, and Ensuring Shared Responsibility for Measurable Results**

A unified workforce system does not require agencies and institutions to operate identically—it requires them to operate collaboratively. Transformation succeeds when every partner understands their role, their contribution to statewide outcomes, and the mechanisms for coordination across systems. This appendix defines the primary responsibilities of each major partner group in the workforce ecosystem and clarifies how entities will work together to support a demand-driven, outcomes-based model.

### **The Oklahoma Workforce Commission Will Provide Statewide Strategy, Oversight, and Accountability**

#### **Primary roles**

- Set statewide workforce strategy and priorities
- Govern the Workforce Scorecard and Key System Indicators
- Ensure alignment with labor market demand and employer needs
- Oversee outcome-based workforce funding beginning in 2029

#### **How the Commission interacts with partners**

- Receives quarterly performance updates
  - Receives biannual progress updates for the Governor and Legislative Leadership
  - Publishes the annual Oklahoma Workforce System Report
  - Issues policy recommendations and alignment guidance
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### **State Agencies Will Maintain Program Responsibilities While Aligning to Shared Outcomes**

#### **Primary roles**

- Deliver programs and services to statutory populations
- Collect and report performance data into WIRE
- Align training investments to credentials of value and priority sectors
- Coordinate referrals and shared service delivery to reduce duplication

#### **Coordination requirements**

- Use the Common Workforce Definitions Dictionary
  - Participate in collaboration committee implementation structures
  - Provide a data representative to participate in the shared data governance committee
  - Implement shared intake, referral, and navigation practices
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## **Education Systems Will Build Workforce-Aligned Talent Pipelines**

### **Oklahoma State Department of Education**

- Implement CareerLaunch and career awareness
- Deploy career coaches statewide
- Integrate work-based learning curriculum and pathways
- Prepare students for credentials that lead to employment

### **Oklahoma Department of Career and Technology Education**

- Provide employer-aligned technical training
- Co-design curriculum and credentials with industry
- Expand youth and adult work-based learning
- Support rapid reskilling aligned to sector trends

### **Oklahoma State Regents for Higher Education**

- Expand programs aligned to priority industries
- Increase credential completion and transfer efficiency
- Strengthen internships, clinicals, and employer partnerships
- Support talent retention and workforce attraction

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## **Workforce Practitioners and One-Stop Operators Will Deliver Navigation, Training Access, and Placement Support**

### **Primary roles**

- Provide career services and employment navigation
- Connect job seekers to Opportunity Portal programs and services
- Coordinate supportive services to remove employment barriers

### **Facilitate work-based learning and employer engagement at the regional level**

#### **Coordination requirements**

- Adopt shared intake and referral model
- Report outcomes consistently into WIRE and the Scorecard
- Align regional plans to statewide priorities

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## **Employers Will Serve as Co-Architects of Workforce Solutions**

### **Primary roles**

- Identify talent needs and validate labor-market demand

- Co-design curriculum, credentials, and talent pipelines
- Provide work-based learning and applied learning opportunities
- Support hiring, retention, and advancement strategies

**Coordination requirements**

- Participate in sector partnerships and advisory groups
- Provide performance feedback for continuous improvement
- Collaborate on demand forecasting and skills evolution

**Community and Nonprofit Partners Will Expand Support and Access****Primary roles**

- Provide supportive services (child care, transportation, housing, etc.)
- Deliver community-based training and career navigation
- Support priority and historically underserved populations

**Coordination requirements**

- Share referrals and service coordination through the Opportunity Portal
  - Report outcomes to support Scorecard tracking
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**The Collaboration Committee Will Coordinate Systemwide Execution****Primary roles**

- Drive statewide implementation across partners
- Align digital systems, reporting, and service models
- Identify barriers and elevate recommendations to the Commission

**Membership includes**

- Major state agencies
- CareerTech, higher education, and K-12
- Workforce practitioners
- Employer and economic development partners

**The Workforce System Will Use Shared Roles to Avoid Duplication and Increase Impact**

Transformation does not require partners to do more work—it requires partners to do the right work, together. By clarifying roles, strengthening alignment across systems, and tying accountability to measurable outcomes, Oklahoma will improve efficiency, accelerate results, and increase the return on workforce investment statewide.

## APPENDIX F — IMPLEMENTATION ROAD MAP

Goals	Strategies	Tasks	Owner	2025				2026				2027				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
One System																
Goal 1: Develop a unified and coordinated cross-agency workforce strategy which supports the workforce development ecosystem partners moving in the same direction and measuring for statewide impact	Strategy 1: Establish a collaboration committee made up of the major supply side workforce partners: higher education, career technology, K-12, and OESC and formalize partnership work streams for better collaboration and reduction in potential for duplication	Establish committee of lead partners	OWC				●									
		Map work streams					●									
		Establish meeting cadence					●									
	Strategy 2: Coordinate state agency strategic plans and develop clear performance targets across the workforce system	Compile strategic plans	OWC					●								
		Determine milestones and metrics in plans						●								
		Establish a cross-collaboration team to track measurements							●							
		Synchronize data and reporting cadence and align measures							●							
	Strategy 3: Develop a common definition dictionary of terms across the workforce development ecosystem	Compile glossary of terms used by partners	OWC					●								
		Find agreement on uniform definitions						●								
		Create public dictionary of terms							●							
	Strategy 4: Establish the Oklahoma Workforce Commission office as central coordination point for the public-private workforce ecosystem	Hire CEO	OWC	●												
		Establish office			●											
		Publish strategic plan					●									
		Practice continuous stakeholder engagement in ecosystem performance and alignment						●								

Goals	Strategies	Tasks	Owner	2025				2026				2027			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Goal 2:</b> Streamline the physical delivery of public workforce development staff-assisted services and align agencies, programs and funding for statewide impact of the public workforce development system	<b>Strategy 1:</b> Obtain a waiver from USDOL for WIOA administration and restructure the workforce boards and delivery system to be more efficient and responsive	Come to agreement on new structure	OESC					●							
		Apply for waiver						●							
	<b>Strategy 2:</b> Deploy Oklahoma Opportunity Kiosks	Identify kiosk service team and develop standardized training plan	OESC /OWC					●							
		Identify kiosk map and plan for location roll-outs							●						
		Design OK Opportunity Portal homepage on kiosks that links partner sites and resources in each kiosk area							●						
<b>Goal 3:</b> Create “one front door” for the workforce development system for Oklahomans seeking workforce opportunities, education or training or for businesses seeking the resources to meet their workforce challenges	<b>Strategy 1:</b> Establish the Oklahoma Opportunity Portal to serve as a centralized entry point for employers and job seekers	With partner group, define decision tree questions to triage customers to correct and appropriate resources	OWC					●							
		Design employer user experience on the Oklahoma Open Door Portal						●							
		Determine technology platform							●						
		Deploy portal							●						
		Market								●					
		Evaluate									●	●	●	●	
	<b>Strategy 2:</b> Establish COMPASS tool to assist users in navigating access to available resources	Beta test COMPASS for 60 days	OWC/ OESC						●						
		Work with OMES and OESC technical teams to create a public workforce landing portal page							●						
	<b>Strategy 3:</b> Create an Interactive Job Matching Board	Work with OMES and partner technical teams to determine needs	OESC						●						
		Work with sector partnerships to determine needs							●						
		Determine appropriate technology partner							●						
		Deploy								●					

Goals	Strategies	Tasks	Owner	2025				2026				2027			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Goal 4:</b> Eliminate regulatory challenges and inefficiencies which challenge workforce development	<b>Strategy 1:</b> Identify opportunities for faster degree completions in higher education such as flexibility in the academic calendar, robust articulation agreements, recognition of prior learning and skills and competency-based education programs		OSRHE							●					
	<b>Strategy 2:</b> Establish system-wide program availability notifications for in-demand fields of study and provide ease of credit transfer between institutions		OSRHE								●				
	<b>Strategy 3:</b> Simplify the college admissions process for adult learners and micro-credential offerings		OSRHE							●					
<b>Industry Driven</b>															
<b>Goal 5:</b> Align workforce programs with industry needs by creating a continuous engagement loop between industry demands and training partners supplying the workforce	<b>Strategy 1:</b> The Oklahoma Workforce Commission will develop centralized state-level formalized Sector Partnerships in key economic sectors to work with training partners to determine annual workforce needs forecasting and validation of industry credentials	Host industry stakeholder sessions and gather feedback on structure	OWC			●									
		Evaluate Sector Partnership number and structure					●								
		Determine appointments						●							
		Begin meeting						●							
		Identify career mapping for top 5 jobs within key industries and align curriculum										●			
		Optimize ICAP with industry alignment										●			
	<b>Strategy 2:</b> Consider high school career path graduation designations such as STEM ready or career ready, alternative pathways and competency-based training for specific programs		SDE							●					

Goals	Strategies	Tasks	Owner	2025				2026				2027			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Goal 6:</b> Increase the number and quality of work-based learning opportunities across training partners and businesses by providing centralized coordination, funding and best practices	<b>Strategy 1:</b> Coordinate the creation of a Work-Based Learning Lab to match interested students with available internship or career exploration opportunities; become the centralized hub for businesses interested in hosting WBL experiences with toolkits, technical assistance	Map work-based learning available across partners	OWC					●							
		Determine technology platform									●				
		Evaluate best practices						●							
		Establish database of businesses							●						
		Identify funding						●							
		Deploy									●				
		Gather feedback and improve									●	●	●	●	
	<b>Strategy 2:</b> Coordinate with existing community partnership to establish the Oklahoma Youth Employment Challenge to provide work-based learning during the summer break	Identify sponsorships for the challenge	OWC/ SDE							●					
		Identify businesses willing to participate								●					
		Open application									●				
		Deploy										●			
		Evaluate program ROI													●
<b>Goal 7:</b> Support initiatives to generate a resilient pipeline to address current and future workforce needs by orienting student experiences to career path opportunities and critical skills	<b>Strategy 1:</b> Support certified Career Coaches embedded in high schools and professional training for counselors aligned with industry needs	Identify high schools willing to pilot	SDE					●							
		Explore partnership with rootED					●								
		Identify philanthropic funds to support						●							
		Deploy							●						
		Evaluate program ROI									●				
	<b>Strategy 2:</b> Support the implementation of CareerLaunch in K-12 school system	Identify phase one industry partners	SDE				●								
		Identify schools for phase one participation					●								
		Align ICAP									●				
		Deploy elementary school target curriculum							●						
		Deploy middle school target curriculum											●		
		Deploy high school target curriculum									●				
		Evaluate program ROI													●

Goals	Strategies	Tasks	Owner	2025				2026				2027			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	<b>Strategy 3:</b> Collaborate in evaluating specific strategies needed to prepare the Oklahoma workforce for the Artificial Intelligence economy	Identify and evaluate challenges facing Oklahoma workforce due to AI	OWC					●							
		Identify collaboration partners with expertise in the AI economy							●						
		Raise awareness of AI challenges facing Oklahoma workforce								●					
		Support short-term training for current workforce to increase AI skills	OWC						●						
		Collaborate on evaluating best AI training for post-secondary education programs									●				
		Identify and support potential K-12 AI strategies													●
	<b>Strategy 4:</b> Collaborate in addressing the “skills for success” gap identified by Oklahoma businesses and encourage more engagement in student organizations	Identify skills for success missing	OWC				●								
		Support the development of short-term training curriculum to assist current employers							●						
		Evaluate the option of credential for success skills										●			
		Work with partners on strategies to increase participation in student organizations								●					
		Identify funding for increase in student organizations especially in high-demand industries tied to economic prosperity of Oklahoma										●			
<b>Goal 8:</b> Implement strategies to increase the number of people participating in the Oklahoma workforce	<b>Strategy 1:</b> Implemented targeted initiatives to encourage workers to move to or return to Oklahoma, especially in-demand professionals	Bring attention to available industries in Oklahoma through Discover and Explore Zone on Oklahoma Workforce Commission website and marketing “What’s So Cool” Initiative	OWC						●						
		Work with universities for targeted alumni list	OSRHE						●						

Goals	Strategies	Tasks	Owner	2025				2026				2027			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		Identify potential incentives such as housing assistance and loan repayment for in-demand professions	ODOC							●					
		Identify marketing strategies	ODOC							●					
	<b>Strategy 2:</b> Support initiatives to increase the labor participation rate by targeting unique population interventions such as veterans, juveniles and justice-involved	Work with training providers to identify unique opportunities	OWC							●					
		Evaluate ROI on targeted interventions									●				
		Highlight and support replicating impactful programs	OWC								●				
	<b>Strategy 3:</b> Significantly increase the number of Oklahomans graduating with STEM degrees and increase the overall percentage of people living in Oklahoma with STEM degrees		OSRHE		●				●					●	
	<b>Strategy 4:</b> Expanded scholarships and / or in-state tuition for targeted degrees with a pay-back penalty for failing to work in Oklahoma, including enhanced Oklahoma's Promise support		OSRHE							●					
<b>Goal 9:</b> Streamline ability of businesses to navigate state business resources by having the Oklahoma Workforce Commission serve as the coordination point for business needs	<b>Strategy 1:</b> Evaluate the opportunity to establish a dedicated Business and Industry Unit	Identify agency business services units	ODOC / OWC						●						
		Map out services provided by location and skills								●					
		Identify opportunities for collaboration through coordination task force							●						
		Identify unique services which cannot be combined								●					
		Evaluate streamline opportunities								●					
		Determine locations and staff									●				
		Seek continuous feedback from businesses									●				

Goals	Strategies	Tasks	Owner	2025				2026				2027			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	<b>Strategy 2:</b> Create a clear and consistent engagement loop through the Sector Partnerships allowing businesses to engage and align the system to needs as they are changing	Establish engagement structure and cadence	ODOC / OWC					●							
		Review Department of Commerce economic development strategy to align target industries						●							
		Implement							●						
<b>Goal 10:</b> Provide support across partners to address the Big 4 challenges for Oklahoma workforce development: Housing, Child Care, Transportation and Health Care	<b>Strategy 1:</b> Conduct an asset mapping of supports available across partners	Identify services provided by partners	OWC/ OESC							●					
		Develop list of funding sources								●					
		Develop list of innovative strategies									●				
		Develop list of gaps									●				
	<b>Strategy 2:</b> Develop a consistent policy agenda of ideas to address the Big 4	Evaluate best practices	OWC								●				
		Develop unified agenda among partners										●			
		Provide research and information as requested by policy makers										●	●	●	●
<b>Goal 11:</b> Develop an annual advocacy agenda to improve workforce outcomes	<b>Strategy 1:</b> Establish an advocacy team within the Commission partnering with industry and training partners to review and prioritize potential agenda items	Identify Commission members for committee	OWC				●								
		Develop research and talking points for agenda						●							
		Allow members to serve as resource to policy makers						●	●	●	●				
	<b>Strategy 2:</b> Develop consensus for prioritized workforce strategy each year from industry and training partners to present to Oklahoma policy makers	Develop annual agenda	OWC				●								
		Circulate agenda with supply side through Coordination Committee					●								
		Circulate agenda with demand side through Business Council						●							
		Publish unified agenda						●							
	<b>Strategy 3:</b> Encourage the creation of a dedicated legislative committee combining workforce development and economic development to provide accountability for and alignment of state investment	Identify relevant legislative committees	OWC								●				
		Develop list of issues for legislative consideration									●				

Goals	Strategies	Tasks	Owner	2025				2026				2027				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Results-Based & Data-Powered																
Goal 12: Design a structure to support outcome-based investments tied to job demand and measure return on investment and highlight and replicate successes	Strategy 1: Develop a funding map for the transparency into funding for a baseline of accurate accounting of investment into the workforce system	Identify public funding streams	OWC				●									
		Research ways to quantify business training expenses						●								
		Publish map of funding						●								
	Strategy 2: Implement outcome-based funding strategies including performance-based pay tied to job demand and grant opportunities for innovative solutions with measurable results	Create prioritized list of workforce needs	OWC					●								
		Budget for evidence-based solutions						●								
		Budget for innovative solutions						●								
		Evaluate ROI								●						
	Strategy 3: Work with training partners to develop performance targets for each element of the ecosystem and obtain consensus on specific benchmarks for each partner	Develop list of potential KSIs	OWC				●									
		Circulate list of KSIs to partners for feedback and agreement						●								
		Implement KSI list						●								
		Track and evaluate									●					
Goal 13: Explore funding options to provide that the workforce development system is effectively resourced to deliver a quality workforce pipeline	Strategy 1: Identify potential funding opportunities tied to industry investment including evaluating targeted incentive programs for in-demand professionals	Develop list of in demand professionals in key industries	OWC						●							
		Identify existing workforce incentives							●							
		Evaluate ROI on incentives									●					
		Identify in-demand programs								●						
		Evaluate additional incentive ideas									●					
	Strategy 2: Develop innovation grants with measurable outcomes for education partners providing innovative solutions to identified workforce challenges and businesses targeting upskilling / reskilling in key industries	Develop list of innovation grants and programs	OWC						●							
		Evaluate ROI on ARPA pilot									●					
		Identify in-demand programs and challenges								●						
		Identify examples of innovation to replicate										●				
		Develop budget for in-demand programs											●			

Goals	Strategies	Tasks	Owner	2025				2026				2027			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Goal 14:</b> Establish the Oklahoma Workforce Commission as the credible and independent source of trusted data of the Oklahoma workforce ecosystem	<b>Strategy 1:</b> Establish a public dashboard for transparency with meaningful Key System Indicators for current and future workforce needs (supply and demand)	Identify KSIs	OWC				●								
		Determine technology platform				●									
		Determine partnerships in platform				●									
		Execute data sharing agreements					●								
		Deploy phase 1					●								
		Deploy phase 2								●					
		Deploy phase 3										●			
	<b>Strategy 2:</b> Establish a data streams governance structure to collaborate with partners in unified data to define and measure success	Identify partners: SDE, OESC, OSRHE, CT	OWC			●									
		Identify data available and restrictions on use					●								
		Execute data sharing agreements					●								



**OKLAHOMA**  
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