

**STRATEGIC FIVE-YEAR
WORKFORCE INVESTMENT PLAN
FOR
TITLE I OF THE WORKFORCE INVESTMENT ACT OF
1998
AND
THE WAGNER PEYSER ACT**

Last updated 7.21.15



**STATE OF OKLAHOMA
JULY 1, 2012 THROUGH JUNE 30, 2017**

Following is the State of Oklahoma's Strategic Five-year State Workforce Investment System Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act. The plan covers the period from July 1, 2012 to June 30, 2017. This plan was developed in consultation with Governor Mary Fallin, the Workforce Solutions Division of the Oklahoma Department of Commerce, and the Governor's Council for Workforce and Economic Development, which serves as the statewide workforce board. Representatives from economic development, education, the business community, and other interested parties were consulted through their involvement on the Governor's Council, State Workforce Youth Council, and local workforce boards.

Discussion and request for feedback were conducted in forums with the Workforce Solutions Staff Team, the Oklahoma Association of Workforce Investment Boards, and Governor's Council committees, including the Workforce Systems Oversight Committee, the Workforce Portal & Data Committee, and the Career Pathways Committee. The original version of the plan was posted to the Commerce website (www.OKcommerce.gov) in late July 2012 for a 30-day comment period. No comments were received from that process. Feedback was received from local workforce board members, CLEOs, LEOs, and local WIB chairs at the same time. Comments were reviewed and, where practical, incorporated.

The revised, most recent version of the State Plan and supporting documents are now posted to www.OklahomaWorks.gov.

In June 2015, Oklahoma State University-Oklahoma City became the new WIA Title 1 Grant Recipient Agency and the State WIA Title 1 Administrative Agency. The former staff of the Office of Workforce Solutions at Commerce transferred to Oklahoma State University-Oklahoma City to support the Oklahoma Office of Workforce Development.

It is also important to note that with the implementation of WIOA (the federal re-authorization of WIA) July 1, 2015, this State Plan must be rewritten, so much of the information contained here will change based on WIOA requirements. Until a new State Plan can be produced, issued for public comment, and posted to www.OklahomaWorks.gov, please refer to the WIOA, relevant TEGs issued by the U.S. Department of Labor, and state policy/procedural guidance.

Plan Contact

Deidre D. Myers, Deputy Secretary of Workforce Development
Oklahoma Office of Workforce Development
Oklahoma State University-Oklahoma City
900 N. Portland Avenue
Oklahoma City, OK 73107
405-815-5383

TABLE OF CONTENTS

Section I: State Workforce Strategic Plan	4
Governor’s Strategic Vision & Goals	4
Economic and Workforce Information Context and Analysis.....	16
State Strategies.....	32
Cross-Program Strategies	
43.....	43
Branding.....	46
Partnerships.....	47
Leveraging Resources	47
Policy Alignment	50
Desired Outcomes	50
Section II: State Operational Plan	51
Overview of the Workforce System	51
Organization.....	53
State Board: Governor’s Council for Workforce and Economic Development	56
Local Workforce Investment Boards	58
Operating Systems and Policies Supporting State Strategies	65
Services to State Target Populations.....	71
Wagner-Peyser Agricultural Outreach.....	77
Services to Employers.....	80
Trade Adjustment Assistance (TAA).....	85
WIA Waiver Requests	86
Section III: Integrated Workforce Plan Assurances and Attachments	104
Attachment A: Program Administration Designees.....	114
Signature Page.....	115

Section I-State Workforce Strategic Plan

Governor's Strategic Vision and Goals:

According to an analysis of U.S. Bureau of Labor Statistics and Oklahoma Employment Security Commission unemployment data, Oklahoma has about 21,000 job openings across the state. Unemployment figures for the state show 107,000+ people out of work. This means that for every one job in Oklahoma, 5 people are competing for it. The national average is 4 to 1.

Further, the unemployment figure doesn't account for those who have given up looking for work or for those who are currently employed but looking for better opportunities and better wages. One in four working Oklahomans live in poverty.

Strategic Direction Guiding Investments in Workforce Preparation, Skill Development, and Education/Training

With this in mind, Governor Mary Fallin's strategic economic and workforce development vision focuses on job creation and skill attainment as crucial to addressing these issues of limited opportunity and underemployment. Oklahoma needs high-touch and high-tech, regional, and statewide systemic innovation to create jobs, to raise the education and skill levels of its citizens, and to connect employers with the workforce they need.

Governor Fallin has charged Oklahoma's workforce system to secure competitive funding, leverage resources, improve efficiency, cut costs, and commit to reinventing workforce delivery for our state's employers and to develop the framework in which radical change can occur.

State Plan Development Process:

All strategic planning documents of the Governor's Council for Workforce and Economic Development (two of which are detailed and linked below), the industry sector and employer needs studies conducted over the years, and the economic data contained within the *Economic and Workforce Information Context and Analysis* section serve as the foundational pieces of data and the key documents used to compile Oklahoma's Strategic Five-Year Workforce Investment Plan.

The Governor's Council for Workforce and Economic Development serves as the State Workforce Investment Board (SWIB). The Council meets every other month. The Council meeting agenda routinely includes time set aside for a "Council Roundtable," which is strategic in nature. The primary purpose of the Council has been to discuss workforce issues and related strategies for developing and implementing solutions to Oklahoma's workforce issues.

The information gained through this regular agenda item at Council meetings serves as a primary source of data and vision for developing strategic plans, including Oklahoma's Strategic Five-Year Workforce Investment Plan.

This process ensures that the strategic plan is a living document, ever evolving and provides value add and focus to our efforts to improve the efficiency and effectiveness of Oklahoma's workforce development system.

In addition, at the June 2011 Council meeting, Governor Mary Fallin attended the meeting, addressed the board and participated in the meeting discussion. At that meeting, Governor Fallin challenged the board to develop "game changer" recommendations. As a result, the Council formed a separate task force to further expedite the development of ideas generated by the regular strategic discussions detailed above.

That task force included Council members, Workforce Solutions Staff Team (WSST) members from state partnering agencies, representatives of local workforce investment boards and local service providers. The task force created a document outlining "game changer" recommendations and sent it to the Governor for review and incorporation into her own strategic vision for economic and workforce development, which, of course, drives the focus of this plan. From the "game changer" document, a strategic plan of work outline was developed and approved by the Council at its April 2012 meeting.

Game Changer Recommendations Document:

http://www.okcommerce.gov/Libraries/Documents/Game-Changer-Outline-1_3516.pdf

GCWED Strategic Plan of Work (Strategic Plan April 20 GCWED Meeting):

<http://okcommerce.gov/workforce-development/governors-council/>
(Scroll down the page to *Game Changers for Governor Fallin.*)

In addition to these efforts—all of which feed into each other and guide and inform the development of this plan—Oklahoma spent quite a bit of time, energy and money putting together applications for a Workforce Innovation Fund grant and a Workforce Data Quality Initiative grant. These processes involved multiple partners, including employer partners, local WIBs and service providers, and a variety of other state agencies.

Weekly conference calls were held between early January and mid-April to refine and propose for federal funding the initiatives from the "game changer" document and other strategic discussions and documents first developed by the Council and in coordination and collaboration with the Governor's office and our multiple statewide partners. The result of these efforts included an interagency agreement (*Workforce Innovation: Partnership for Excellence*) around taking a high-tech/high-touch approach to improving Oklahoma's workforce development system and included in this plan.

This plan was developed using the data and the strategic vision contained within the *Game Changer Recommendations*, the *GCWED Strategic Plan of Work*, the *Workforce Innovation: Partnership for Excellence* agreement, and the grant applications discussed above.

Further, an internal team of associates from ODOC and the Oklahoma Employment Security Commission (OESC) was created in mid-February 2012 to gather policies, plans, research analysis, and input from representatives within Oklahoma’s public workforce development agencies as well as from employers serving on the Governor’s Council for Workforce and Economic Development, OESC Employer Councils, and local WIBs.

Other partners/stakeholders involved with developing this plan included WSST members, the local Workforce Investment Board Chairs Association, the Workforce Oklahoma Employment and Training Association, which includes local WIB directors.

These partners/stakeholders were not only involved in the Plan’s compilation, but were heavily involved in the review process as well, and all comments and feedback, where appropriate, were incorporated into the final version. The internal State Plan Team, the core working group, met weekly, and team members spent hundreds of hours in additional meetings and on the phone between February and September to gather input and information and to shepherd the plan through the review and polishing phases.

The plan was posted to the Commerce website (www.OKcommerce.gov) in late July for a 30-day comment period. No comments were received from that process.

Major Initiatives

Within the new framework envisioned, Oklahoma’s workforce system is:

- Reinventing the one-stop system and the services offered to employers, working with industry partnerships and initiatives at a strategic level;
- Making online services to employers and job seekers more robust, seamless, and integrated;
- Focusing on the exact skills that employers need and substantially expanding the use of market-relevant credentials;
- Improving information tools by providing real-time information on available jobs and the labor market; and,
- Building career pathways for young people, working-age youth, and adults in partnership with employers in Oklahoma’s key industries—advanced manufacturing and aerospace, business services, construction, energy and energy efficiency, and healthcare.

Alignment in Support of the State’s Economic and Workforce Development Needs

This new framework and the efforts involved continue to align services among public agencies for the advancement of workforce and economic development initiatives. Through alignment, the workforce system can collaborate and fully support economic development in Oklahoma and provide a single voice for the state’s interests in the development of regional economies regardless of state lines and other political boundaries.

Under this plan guided by Governor Fallin’s strategic vision, Oklahoma is developing regional approaches to workforce and economic development issues in targeted industry sectors and accelerating the integration of services, staff, and functions at the local level.

The state is also developing a certification process for its workforce development one-stop system, local boards and service delivery staff, and it continues to work with local workforce areas to provide technical assistance for joint planning efforts.

Oklahoma’s New Day, New Way: One Stop Center Certification

Oklahoma’s One Stop Career Center system will be designed to be the springboard to success for our businesses and job seekers. As one of its strategies—and thus, a key initiative for this plan—the Governor’s Council for Workforce and Economic Development calls for the development of a one stop certification system, with the expectation of creating, during the plan period, a “new normal” surrounding stellar customer focus. Certification of the system will be designed to ensure consistency throughout the system while encouraging local and regional adaptation.

Benefits to Oklahoma’s citizens and businesses:

- Consistent, high quality services to employers and job seekers throughout the state;
- User friendly, customer-focused services;
- Alignment with education and economic development;
- Accountability for services and results; and,
- Maximization of all workforce development resources.

It is critical that those who operate, oversee and rely on Oklahoma’s one stop system be an integral part of setting the standards that will be used for certification. Thus, developing the certification process will be an inclusive one, involving the input from all levels of the system and all areas of the state. The outcome of this inclusive process will be a one-stop certification system that recognizes the unique situation and features of workforce development in Oklahoma. Further, the system will be designed to recognize and build on the strengths already present and to ensure one stop center alignment with other transformational policy and practice initiatives.

All of Oklahoma’s regional efforts, including one stop certification, will continue to lead to efficiencies that will result in improved and more effective service delivery. Ultimately, Governor Fallin’s vision and this plan will create a comprehensive system that:

- Links education, employment and economic development; eliminates duplication; leverages resources; creates efficiencies; and better serves Oklahoma business and citizens;
- Increases the number of Oklahomans with certificates, credentials and degrees;
- Improves training opportunities for Oklahoma’s incumbent workforce;
- Provides better, more comprehensive career decision-making data so that Oklahomans can make informed career choices;

- Better prepares Oklahoma high school graduates for post-secondary education or the workforce;
- Reduces drop-out rates;
- Provides real-time, comprehensive data to businesses considering Oklahoma for expansion or relocation; and,
- Improves the overall skill level of Oklahomans so the state can attract, create, and retain quality jobs that move people out of poverty and into the middle class.

Below is a link to the framework for system certification, which outlines how this system certification process will be used, during the plan period, to implement some of the strategies and initiatives discussed above. This includes implementation through regional areas and through the network of American Job Center Network of partners.

There is also a link to the certification standards, which are used to guide process development and implementation, to help Oklahoma's workforce system partners/stakeholders conduct process mapping and continuous process improvement projects, and to measure overall system performance as well as the strategic initiatives (including system certification) discussed throughout this plan.

Oklahoma Workforce Development System Certification Framework (“New Day, New Way”):

http://okcommerce.gov/assets/files/workforce-development/Oklahoma_Workforce_Development_System_Certification_Framework.pdf

Workforce System Certification Standards:

http://okcommerce.gov/assets/files/workforce-development/Workforce_System_Certification_Standards.pdf

Again, system certification represents a key effort and tool that can be used to guide ODOC, its workforce development partners, and the local WIBs as they strive to improve overall system performance. The system certification framework and standards can also be used as they develop new processes and improve existing ones around continuous improvement at all levels of workforce development in Oklahoma. Continuous process improvement is a key underlying theme of this plan and, in particular, it is a key underlying theme of the goals detailed below in the *Workforce Innovation: Partnership of Excellence* agreement and the goals detailed in the *State Strategies* section of this plan.

In partnership with our American Job Center partners, state and local system partners, and with the assistance of our regional Department of Labor office, we will be providing intensive technical assistance to regional areas in 3 different project categories:

- 1) Process Mapping;
- 2) Oklahoma System Certification/Phase One; and,

3) Community of Practice around WIA Program Performance.

Details regarding implementation of these specific process improvement projects (Process Mapping, Certification/Phase One, and Community of Practice) are still being developed but are expected to be completed during the plan period.

Coordination:

Coordination of all activities falls under the oversight of the Governor's Council for Workforce and Economic Development (GCWED), which serves as the state workforce investment board. The GCWED has conducted significant strategic planning work over the past year at its regular meetings and through the efforts of various ad hoc committees. The Governor's Council includes members representing business and state and local workforce development partners.

Additionally, the initiatives—detailed throughout the plan—are being developed in coordination with Governor Fallin and her staff, the Workforce Solutions Division of the Oklahoma Department of Commerce, and the Workforce Solutions Staff Team (WSST).

The WSST is a group of representatives from the public agencies active in workforce development and charged with carrying out the day-to-day work of the Governor's Council; the State Workforce Youth Council; the Oklahoma Association of Workforce Investment Boards; and Governor's Council committees, including the Workforce Systems Oversight Committee, the Workforce Portal & Data Committee, and the Career Pathways Committee.

Workforce Innovation: Partnership for Excellence

The level of coordination and the spirit of cooperation within which Oklahoma's workforce development system operates and thrives are demonstrated through the *Workforce Innovation Interagency Partnership Agreement*. This agreement was originally prepared and signed in support of the Workforce Innovation Fund grant proposal submitted by the Oklahoma Department of Commerce and the Governor's Council. While the proposal was not funded, the spirit of this agreement carries forth.

The goals of the proposal will be met, **as funding allows**, and the signatories remain committed to those goals and to the overall strategies and individual roles and responsibilities highlighted by the agreement and key to informing and guiding the development of this plan.

Workforce Innovation Interagency Partnership Agreement

Partners to this Agreement and a Synopsis of their Workforce Development System Roles:

Oklahoma Department of Commerce- ODOC/Governor's Council for Workforce Development-GCWED	ODOC serves as the state's lead economic development and workforce agency. ODOC also serves as the administrative entity for WIA Title I programs. GCWED serves as the statewide workforce investment board and is comprised of employers, elected officials, and representatives of various public agencies. ODOC and GCWED provide guidance and technical assistance to Oklahoma's local workforce investment boards.
Oklahoma Employment Security Commission-OESC	OESC serves as the administrative entity for all Wagner-Peyser programs, the Trade Adjustment Assistance program, and the state's Unemployment Insurance program, among others.
Oklahoma State Regents for Higher Education-OSRHE	OSRHE serves as the state's governing body for all public two-year and four-year institutions of higher education.
Oklahoma Department of Career and Technology Education- CareerTech	CareerTech provides industry skills training and certifications to youth and adults, customized training for businesses and their incumbent workforce through a statewide network of 54 technology center campuses; and provides technical training and basic skills education for incarcerated individuals at 13 skills centers at correctional facilities.
Oklahoma State Department of Education-OSDE/Adult Basic Education Division-Adult ED	OSDE serves as the state governing and administrative body for all public K-12 school districts. Adult ED provides a statewide network of regional Adult Learning Centers to support communities, employers, Workforce Oklahoma Centers and local workforce investment boards, and adult learners.
Oklahoma Department of Human Services-OKDHS	OKDHS provides programs, services, and resources for the state's most needy residents, including child support, SNAP (food stamps), TANF, school nutrition programs, foster care, and child protective services.
Oklahoma Department of Rehabilitation Services- OKDRS	OKDRS is comprised of five program divisions, Vocational Rehabilitation, Visual Services, Disability Determination, the Oklahoma School for the Blind and the Oklahoma School for the Deaf. These divisions operate dozens of programs that help Oklahomans lead more independent and productive lives.
Oklahoma Manufacturing Alliance-OMA	OMA offers technical assistance and business advice through its network of manufacturing extension agents and applications engineers.

Oklahoma has set an ambitious goal to create dramatic systemic and regional change within its workforce development system.

The agencies represented here have a history of cooperation through their involvement with the Governor’s Council for Workforce and Economic Development (GCWED) and the Workforce Solutions Staff Team (WSST).

Further, these partners serve on GCWED sub-committees or working groups, including the Data/Portal committee and the Career Pathways Committee. Involvement with this working group reflects their commitment to implementing a career pathway strategy across the system and to help develop and support state policy designed to identify and remove barriers.

Through the individual roles and responsibilities discussed below, these signatory partners agree to participate in and support the following goals on a statewide, regional, and local level:

- **Goal 1:** Identify changing skill needs by deeply engaging employers, and utilize real-time labor market information to assist with identification.
- **Goal 2:** Implement a comprehensive career pathways strategy as the framework for filling skill gaps and redesigning workforce services.
- **Goal 3:** Radically re-invent the delivery of workforce and education services with a “high tech/high touch” combination.

The individual agency roles and responsibilities are:

Oklahoma Department of Commerce/Governor’s Council for Workforce and Economic Development agrees to provide on-going project guidance and technical assistance to all signatory partners.

ODOC/GCWED will also assist local WIBs as they use career pathway and industry sector strategies and a variety of best practices (career navigators, workforce intermediaries, etc.) to develop local and regional collaborative partnerships to ensure their local employers have the workers they need and to support statewide systemic change.

ODOC/GCWED agrees to lead the development of a statewide career pathway and credentialing strategy (based on the Minnesota FastTRAC and Right Skills Now models) and dubbed *OK Career Accelerator*, which hinges on interagency and multi-stakeholder collaboration designed to fully align the best practices and resources of WIA-funded services, K-12, Adult Basic Education, CareerTech, community colleges, all public agencies involved with workforce development, nonprofits, and employers. This high-touch strategy will be used to develop talent pipelines at the regional and local level for Oklahoma’s key industry sectors, beginning with manufacturing.

ODOC/GCWED agrees to continue leading the high-tech development of an integrated workforce data enterprise system (OK-WDES), which will include OKJobMatch.com—a labor exchange and real-time labor market data system—an integrated, common program wizard and data pool that will serve as the state’s workforce longitudinal database; and OKWorks, a web portal that will include OKCareerPlanner.com and serve as the online resource hub for all

workforce information, including Career Pathway maps and advisement tools as well as employer services and resources, such as, Rapid Response and layoff aversion.



**Dave Lopez, Executive Director, Oklahoma Department of Commerce
Cabinet Secretary of Commerce and Tourism**

Oklahoma Employment Security Commission agrees to work with ODOC/GCWED and the regional and local collaborative partnerships being developed to implement the statewide career pathways and credentialing strategy.

OESC agrees to promote and use OKJobMatch.com as the state's labor exchange and labor market data system. OESC agrees to support the development and implementation of an integrated workforce data enterprise system (OK-WDES) and to assist with the ultimate goal of seamlessly connecting it to the state's educational longitudinal database currently in development and needed to analyze and measure current practices and innovations, make informed policy decisions, and continuously improve Oklahoma's workforce development system.



**Richard McPherson, Executive Director
Oklahoma Employment Security Commission**

Oklahoma State Regents for Higher Education agrees to work with ODOC/GCWED and the regional and local collaborative partnerships being developed to implement the statewide career pathways and credentialing strategy. OSRHE agrees to encourage and guide the development of any articulation agreements between the Oklahoma Department of Career and Technology Education (CareerTech) and the state's two-year and four-year institutions needed to build on existing cooperative alliances that enable dual enrollment and credit transfer and to provide Oklahomans with complete and robust career pathways and market-relevant credentials, certifications, and degrees.

OSRHE agrees to collaborate with the development and implementation of an integrated workforce data enterprise system (OK-WDES) and to assist with the ultimate goal of seamlessly connecting it to the state's educational longitudinal database and to use OK-WDES, where appropriate and feasible, once it's established and operational.



Dr. Glen Johnson, Chancellor
Oklahoma State Regents for Higher Education

Oklahoma Department of Career and Technology Education (CareerTech) agrees to work with ODOC/GCWED and the regional and local collaborative partnerships being developed to implement the statewide career pathways and credentialing strategy.

CareerTech agrees to develop Manufacturing Centers of Excellence, which will implement fast-track training programs for its Production pathway that awards credentials endorsed by the National Association of Manufacturers, which include National Institute of Metalworking Skills (NIMS) and American Welding Society (AWS) certifications. The fast-track training programs will vary in length (4- to 16-weeks) and will initially be implemented at 3 to 5 of CareerTech's 29 technology center districts. The centers will also use WorkKeys and award Career Readiness Certificates.

CareerTech agrees to work with the local WIBs; their service providers, which include existing one-stop operators as well as the proposed workforce intermediaries and newly trained one-stop staff functioning as career navigators; and employers to develop on-the-job training/paid internship opportunities for those who successfully complete the fast-track training programs.

CareerTech agrees to collaborate with the development and implementation of an integrated workforce data enterprise system (OK-WDES) and to assist with the ultimate goal of seamlessly connecting it to the state's educational longitudinal database currently in development and to use OK-WDES, where appropriate and feasible, once it's established and operational.



Dr. Phil Berkenbile, State Director
Oklahoma Department of Career and Technology Education

Oklahoma State Department of Education/Adult Education agrees to work with ODOC/GCWED and the regional and local collaborative partnerships being developed to implement the statewide career pathways and credentialing strategy.

OSDE/Adult Education agrees to work with CareerTech to develop a basic skills curriculum that connects directly to and lays a foundation for the fast-track Production pathway program; leads their Adult Learning Center clients through KeyTrain; awards Career Readiness Certificates; and introduces their clients to career pathways. The curriculum will provide intentional focus on work by embedding work skills into beginning adult basic education and will offer low intermediate reading, writing, speaking, and math skills taught in the context of the manufacturing sector.

The curriculum will make Adult Learning Center clients aware of the good wages and career opportunities within this sector as well as encourage them to enter this pathway. As data and

client outcomes prove this model successful, these low intermediate skills will also be taught in the context of Oklahoma's other key industry sectors.

OSDE/Adult Education agrees to collaborate with the development and implementation of an integrated workforce data enterprise system (OK-WDES) and to assist with the ultimate goal of seamlessly connecting it to the state's educational longitudinal database currently in development and to use OK-WDES, where appropriate and feasible, once it's established and operational.

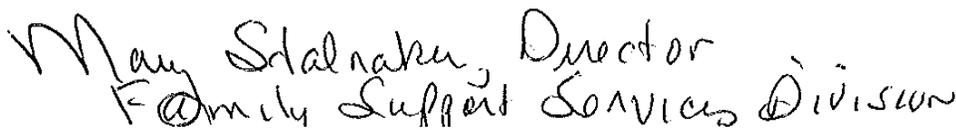


**Dr. Janet Barresi, State Superintendent of Public Instruction
Oklahoma State Department of Education**

Oklahoma Department of Human Services agrees to work with ODOC/GCWED and the regional and local collaborative partnerships being developed to implement the statewide career pathways and credentialing strategy; to explore with local WIBs ways to leverage TANF-funded training dollars; and to encourage qualified candidates to enter high-demand careers and occupations and to enroll in the fast-track training programs being developed that award industry-recognized, market relevant credentials.

OKDHS agrees to collaborate with the development and implementation of an integrated workforce data enterprise system (OK-WDES) and to assist with the ultimate goal of seamlessly connecting it to the state's educational longitudinal database currently in development and to use OK-WDES, where appropriate and feasible, once it's established and operational.

OKDHS agrees to promote OKJobmatch.com and OK-WDES and to encourage its clients and employer partners to use these online resources to conduct labor market exchange and to connect with Oklahoma's workforce development system.



**Mary Stalnaker, Director, Family Support Services Division
Oklahoma Department of Human Services**

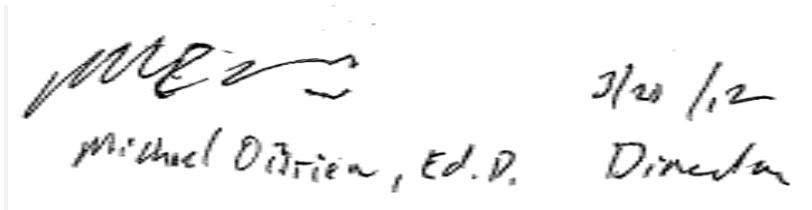
Oklahoma Department of Rehabilitation Services agrees to work with ODOC/GCWED and the regional and local collaborative partnerships being developed to implement the statewide career pathways and credentialing strategy.

OKDRS agrees to collaborate with the development and implementation of an integrated workforce data enterprise system (OK-WDES) and to assist with the ultimate goal of seamlessly

connecting it to the state's educational longitudinal database currently in development and to use OK-WDES, where appropriate and feasible, once it's established and operational.

OKDRS agrees to promote OKJobmatch.com and OK-WDES and to encourage its clients and employer partners to use these online resources to conduct labor market exchange and to connect with Oklahoma's workforce development system.

OKDRS agrees to work with ODOC/GCWED and the local WIBs to leverage training program dollars and to encourage qualified candidates to enter high-demand careers and occupations and to enroll in the fast-track training programs being developed that award industry-recognized, market relevant credentials.



Michael O'Brien, Ed.D. 3/20/12
Director

Dr. Mike O'Brien, Director
Oklahoma Department of Rehabilitation Services

Oklahoma Manufacturing Alliance agrees to offer its Manufacturing Extension Agents to assist the workforce intermediaries with continuous education and employer collaboration and engagement. These partnerships and the existing employer relationships developed by CareerTech and the local WIBs will use OKJobmatch.com to access real-time labor market information for data-analysis and decision-making to inform program, curriculum, pathway, and evaluation development and implementation. OMA agrees to promote OKJobmatch.com and OK-WDES and to encourage its membership to use these online resources to conduct labor market exchange and to connect with Oklahoma's workforce development system.



Chuck Prucha, President/CEO of the Oklahoma Manufacturing Alliance

Related to this interagency partnership agreement, the Oklahoma Department of Commerce received a \$1 million Workforce Data Quality Initiative grant in June 2012 to begin the development and implementation of the OK-WDES (Oklahoma-Workforce Data Enterprise System); all of the above signatories were also signatories to the interagency partnership agreement submitted with that proposal and specific solely to the OK-WDES, which is a major initiative of this plan.

Economic and Workforce Information Context and Analysis:

As with the strategic documents, partnership agreements, and input gathered during the plan development process, the data contained in this section was used to guide the development of the initiatives and proposed projects detailed throughout this plan.

Assessment of the Current Economic Situation and Projected Trends

For 2011, Oklahoma experienced 2.7% employment growth ranking the state 3rd among all U.S. states. With the nearly 42,000 jobs added during the year, Oklahoma has recovered over 70% of the state's jobs lost in the Great Recession. Given a similar national economic situation to 2011 and assuming no significant economic events in the global finance arena, 2012-2017 state employment growth appears to be positive but not as robust as the initial recovery year of 2011.

STATEWIDE INDUSTRY PROJECTIONS

Description	2012 Jobs	2017 Jobs	Change	% Change
Agriculture, Forestry, Fishing and Hunting	10,322	10,415	93	1%
Mining, Quarrying, and Oil and Gas Extraction	48,032	49,717	1,685	4%
Utilities	11,101	11,406	305	3%
Construction	70,482	77,651	7,169	10%
Manufacturing	130,017	131,795	1,778	1%
Wholesale Trade	56,291	57,458	1,167	2%
Retail Trade	171,546	177,930	6,384	4%
Transportation and Warehousing	48,806	50,135	1,329	3%
Information	24,034	23,466	-568	-2%
Finance and Insurance	56,100	56,819	719	1%
Real Estate and Rental and Leasing	22,206	23,193	987	4%
Professional, Scientific, and Technical Services	62,566	70,412	7,846	13%
Management of Companies and Enterprises	14,946	15,449	503	3%
Administrative and Support and Waste Management and Remediation Services	101,468	108,933	7,465	7%
Educational Services	15,187	16,850	1,663	11%
Health Care and Social Assistance	188,207	202,822	14,615	8%
Arts, Entertainment, and Recreation	14,648	15,722	1,074	7%
Accommodation and Food Services	130,320	137,427	7,107	5%
Other Services (except Public Administration)	35,489	37,726	2,237	6%
Government	372,812	391,350	18,538	5%
Total	1,584,581	1,666,675	82,094	5%

Source: EMSI, Covered Employment – 2011.4

STATEWIDE OCCUPATION PROJECTIONS

Description	2012 Jobs	2017 Jobs	Change	% Change
Management occupations	79,884	82,264	2,380	3%
Business and financial operations occupations	62,661	67,501	4,840	8%
Computer and mathematical science occupations	23,624	25,104	1,480	6%
Architecture and engineering occupations	23,267	24,926	1,659	7%
Life, physical, and social science occupations	10,730	11,481	751	7%
Community and social services occupations	20,191	21,461	1,270	6%
Legal occupations	12,155	13,012	857	7%
Education, training, and library occupations	96,131	103,559	7,428	8%
Arts, design, entertainment, sports, and media occupations	12,594	13,458	864	7%
Healthcare practitioners and technical occupations	91,768	99,531	7,763	8%
Healthcare support occupations	47,906	52,007	4,101	9%
Protective service occupations	39,098	42,325	3,227	8%
Food preparation and serving related occupations	134,797	141,820	7,023	5%
Building and grounds cleaning and maintenance occupations	45,460	47,343	1,883	4%
Personal care and service occupations	36,186	40,276	4,090	11%
Sales and related occupations	157,576	164,342	6,766	4%
Office and administrative support occupations	261,724	271,681	9,957	4%
Farming, fishing, and forestry occupations	9,894	9,901	7	0%
Construction and extraction occupations	88,940	96,265	7,325	8%
Installation, maintenance, and repair occupations	70,301	73,641	3,340	5%
Production occupations	118,272	120,982	2,710	2%
Transportation and material moving occupations	102,510	104,596	2,086	2%
Military Occupations	38,911	39,200	289	1%
Total	1,584,581	1,666,675	82,094	5%

Source: EMSI, Covered Employment – 2011.4

The tables above give a statewide perspective. The following link provides access to a series of tables that show LMI data from Oklahoma's Workforce Investment Areas, providing a regional assessment of the state's current and projected economic situation.

Occupational Projections at the WIA Level:

http://www.ok.gov/oesc_web/documents/lmiwiaoccproj0818.xls

The tables include mean hourly wages per occupation and the skills and/or educational attainment required. While these tables do not reflect the recent WIA/WIB consolidations and re-designations discussed later in the plan, the data and economic outlook they provide remains relevant for strategic planning purposes.

Additional regional LMI data can be found at this link:

[www.ok.gov/oesc_web/Services/Find Labor Market Statistics/WIA/wiahp.html](http://www.ok.gov/oesc_web/Services/Find_Labor_Market_Statistics/WIA/wiahp.html)

Assessment of the Workforce Skills and Knowledge Needed for Current/Future Employment

An analysis of the knowledge, skills and abilities required to satisfy the employment demands of the state demonstrates that while the state's workforce will increase proficiency in all fields, in some, the level is not equal to the nation. A location quotient measures the degree to which the knowledge, skill or ability is comparable to the nation as a whole. In the areas of manufacturing knowledge, technical skills, and psychomotor and physical abilities, Oklahoma's workforce outscores the nation.

However, for those areas that have a score of less than 1.00, the state needs to make gains to stay competitive. Further, it is necessary to review the degree to which the knowledge, skill or ability is distributed among the state's occupation to determine its importance. For example, cognitive abilities are required by 57% of the state's occupations, but it has less than a 1.0 LQ. However, physical ability is scored as a 1.05 LQ but is demanded by only 9% of the occupations.

Knowledge	Distribution	LQ (2017)	Growth (2012-2017)
Manufacturing	13%	1.07	5%
Science	11%	1.02	6%
Business	25%	1	6%
Technical	15%	0.99	6%
Health	8%	0.98	6%
Liberal Arts	28%	0.97	7%
Skills	Distribution	LQ (2017)	Growth (2012-2017)
Technical	21%	1.03	6%
System	8%	1.01	6%
Resource Management	11%	1	6%
Complex Problem Solving	3%	0.99	6%
Basic	36%	0.99	6%
Social	21%	0.99	6%
Abilities	Distribution	LQ (2017)	Growth (2012-2017)
Psychomotor	13%	1.06	5%
Physical	9%	1.05	5%
Sensory	21%	1	6%
Cognitive	57%	0.98	6%

Source: EMSI, Covered Employment – 2011.4

The following link provides access to a chart that shows the top 30 growing/demand occupations in Oklahoma, based on LMI data—2010 to 2020. The chart also shows the median annual wages for these high demand occupations as well as the skill levels and educational attainment required for employment in these occupations.

Fastest Growing/Demand Occupations in Oklahoma:

http://www.ok.gov/oesc_web/documents/trendfastestgrowing2020.xls

For example, the top five demand occupations in Oklahoma are within the healthcare industry and range from personal health care aides, who need less than a high school diploma and some on-the-job training and make only \$17,941 a year, to diagnostic medical sonographers, who need an associate's degree and make \$60,236 annually.

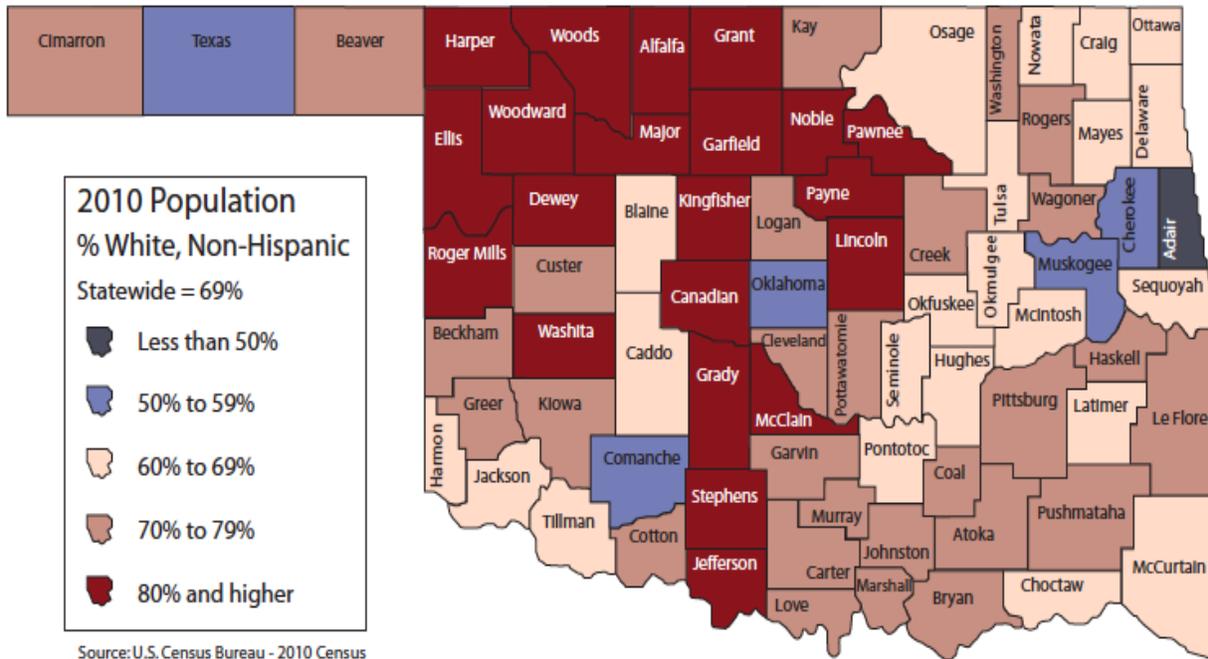
Characteristics and Employment-Related Needs of Oklahoma's Population

Oklahoma's population will continue to become more diverse in the future. In the time period, **white Hispanics** will lead all demographic cohorts with a 13% growth rate followed by **non-white Hispanics** at 8% and **Asians** at 5%. No racial or ethnic groups are projected to have a loss during the timeframe covered by this strategic plan.

Demographic	2012 Population	2017 Population	Change	% Change
White, Non-Hispanic	2,586,090	2,615,597	29,507	1%
White Hispanic	265,066	298,442	33,376	13%
Non-White Hispanic	36,785	39,830	3,045	8%
Black or African American	278,769	287,981	9,212	3%
American Indian or Alaska Native	307,681	314,014	6,333	2%
Asian	66,704	70,367	3,663	5%
Native Hawaiian and other Pacific Islander	4,071	4,294	223	5%
Two or more races	248,521	251,172	2,651	1%
Total	3,793,687	3,881,698	88,011	2%

Source: EMSI, Covered Employment – 2011.4

Population diversity is not homogeneously divided among the state's counties. Indeed, counties have varying amounts of racial and ethnic diversity.

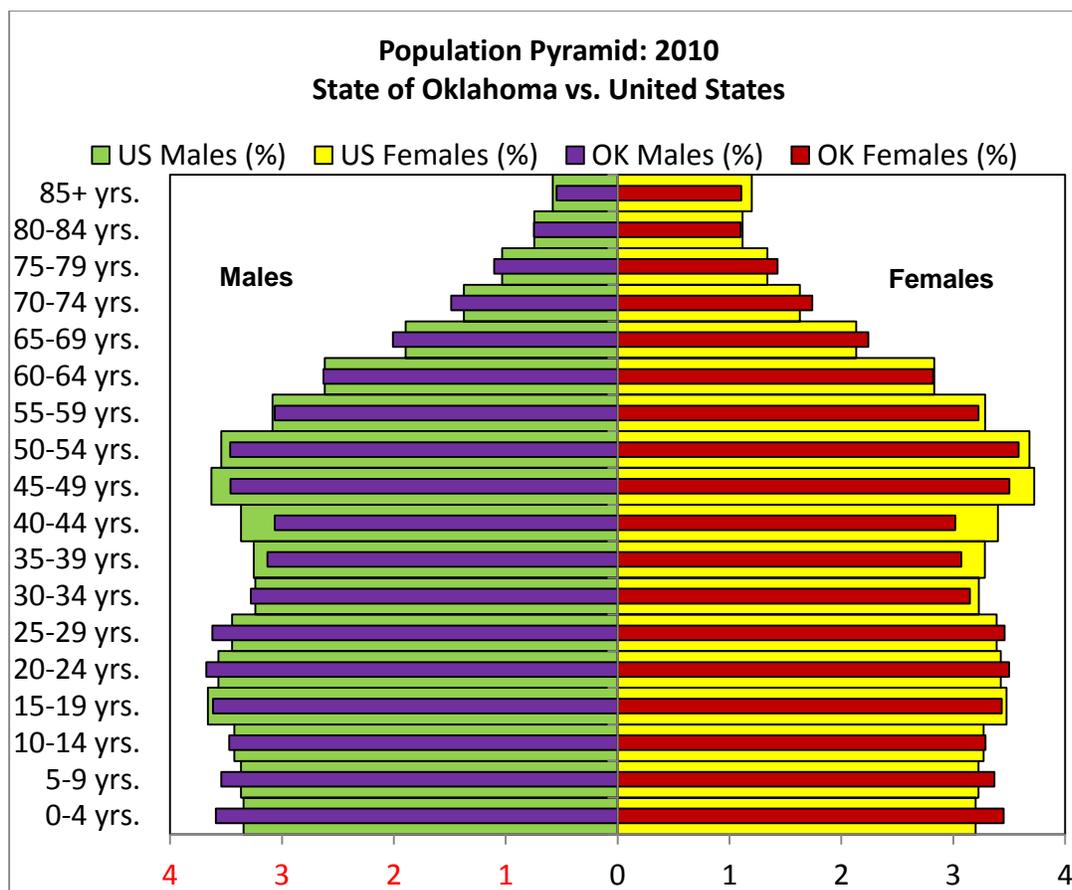


While the state’s overall population grew by 8.7% from the 2000 to 2010 decennial census, the growth was not distributed among all age cohorts. Oklahoma has an **aging population** in addition to a small baby boom. For the non-working age groups of below 15 and above 60 and below 85, the state has a larger proportion of its population than does the United States. Conversely, for those age groups that are most utilized for the workforce, the state has a smaller proportion of its population than the United States.

Demographic	2012 Population	2017 Population	Change	% Change
Under 5 years	266,234	289,274	23,040	9%
5 to 9 years	263,738	261,662	-2,076	-1%
10 to 14 years	260,672	259,212	-1,460	-1%
15 to 19 years	255,884	261,322	5,438	2%
20 to 24 years	273,255	270,407	-2,848	-1%
25 to 29 years	258,779	248,440	-10,339	-4%
30 to 34 years	253,487	253,596	109	0%
35 to 39 years	230,585	249,944	19,359	8%
40 to 44 years	232,507	225,598	-6,909	-3%
45 to 49 years	243,480	229,173	-14,307	-6%
50 to 54 years	266,015	238,149	-27,866	-10%
55 to 59 years	246,163	258,882	12,719	5%

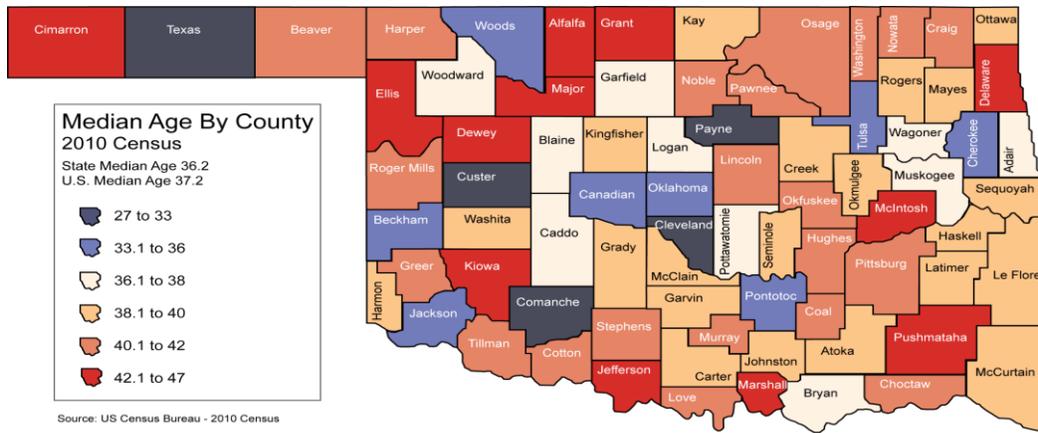
Demographic	2012 Population	2017 Population	Change	% Change
60 to 64 years	212,920	236,283	23,363	11%
65 to 69 years	173,201	198,286	25,085	14%
70 to 74 years	127,158	153,664	26,506	21%
75 to 79 years	95,702	106,451	10,749	11%
80 to 84 years	69,477	72,231	2,754	4%
85 years and over	64,431	69,123	4,692	7%
Total	3,793,687	3,881,698	88,011	2%

Source: EMSI Covered Employment - 2011.4



Like the distribution of race and ethnicity, Oklahoma has a wide variance of median age among its counties. Those counties with an educational institution, such as a university or community college, or a military base, have a much lower median age than those that do not.

This provides those regions with a growing and more physically able workforce; however the cumulative knowledge, skills and abilities may be low due to experience in the workforce. Also, rural Oklahoma has an advancing median age that hinders population growth and the availability of labor for highly physical occupations, such as, production.



The above tables and charts demonstrate the characteristics of Oklahoma’s population by age, race, and gender. The following tables take a look at the characteristics of some of Oklahoma’s target populations—veterans, unemployed, long-term unemployed, dislocated workers, etc.

	Civilian non-institutional population	Civilian labor force participation rate	Civilian labor force	Employment			Unemployment	
				Total	Nonagricultural	Agriculture	Total	Rate
Oklahoma								
Male, All Races								
Age								
16-19	91.0	36.6	33.3	27.0	26.0	0.9	6.3	18.9
20-24	129.8	78.2	101.6	89.3	88.8	0.5	12.3	12.1
25-34	262.2	88.6	232.3	220.9	218.0	3.0	11.3	4.9
35-44	219.3	90.4	198.1	191.4	186.2	5.2	6.7	3.4
45-54	245.3	87.2	213.8	206.1	199.5	6.6	7.7	3.6
55-64	201.7	67.6	136.3	130.9	122.9	8.0	5.5	4.0
65+	241.3	27.7	66.9	66.5	53.4	13.0	0.4	0.7

Female, All Races									
Age									
16-19	91.7	35.4	32.5	28.2	28.2	-	4.2	13.1	
Age									
20-24	131.5	69.6	91.6	81.9	81.3	0.6	9.6	10.5	
Age									
25-34	259.5	71.3	184.9	173.6	173.4	0.2	11.4	6.1	
Age									
35-44	231.0	72.8	168.1	157.9	156.8	1.0	10.2	6.1	
Age									
45-54	235.6	69.0	162.6	154.8	154.3	0.6	7.7	4.8	
Age									
55-64	237.0	56.0	132.7	127.6	127.0	0.7	5.1	3.8	
Age									
65+	304.0	17.7	53.9	52.6	48.9	3.7	1.3	2.5	

- Data not available

Table c. Unemployed persons by sex, age, race, Hispanic origin, and reason for unemployment, October 2011 - September 2012 (based on CPS)
(Numbers in thousands)

	Total	Job losers and persons who completed temporary jobs					
		Total	Job losers	On temporary layoff	Not on temporary layoff	Permanent job losers	Persons who completed temporary jobs
		Oklahoma					
Both Sexes							
All Races	99.9	51.4	46.8	10.1	41.3	36.7	4.7
White	64.6	32.9	29.0	7.4	25.5	21.6	3.9
Black	11.7	5.7	5.3	1.1	4.7	4.2	0.5
Hispanic	7.1	3.3	3.2	0.6	2.8	2.6	0.2
Age 16-19	10.6	2.4	1.8	1.1	1.3	0.7	0.6

Age 20+	89.3	49.0	45.0	9.0	40.1	36.0	4.1
Male, 16+	50.2	27.5	24.9	5.8	21.7	19.1	2.6
Female, 16+	49.6	23.9	21.8	4.3	19.6	17.5	2.1

Table d. Unemployed persons by sex, age, race, Hispanic origin, and duration of unemployment, October 2011 - September 2012 (based on CPS)
(Numbers in thousands)

	Total	5 to 14 weeks	15 weeks and over					Median duration ¹	Mean duration
			Total	15 to 26 weeks	27 weeks and over				
					Total	27 to 51 weeks	52 weeks and over		
Oklahoma									
Both Sexes									
All Races	99.9	23.4	43.7	10.9	32.8	11.4	21.5	13.0	27.2
White	64.6	15.0	29.6	7.4	22.3	7.6	14.7	14.8	29.3
Black	11.7	3.1	4.2	2.0	2.2	0.8	1.4	11.5	18.7
Hispanic	7.1	0.9	4.5	1.4	3.2	1.0	2.2	43.7	41.8
Age 16-19	10.6	3.2	2.8	1.8	1.1	0.2	0.8	8.3	12.8
Age 20+	89.3	20.2	40.9	9.1	31.8	11.1	20.6	14.4	28.9
Male, 16+	50.2	10.2	24.2	6.4	17.8	6.8	10.9	16.0	27.5
Female, 16+	49.6	13.2	19.5	4.4	15.1	4.5	10.5	12.2	26.8

- Data not available

¹ Average of monthly median duration

Table d. - Continued

	Duration of unemployment	Aggregate weeks of unemployment
--	--------------------------	---------------------------------

	Less than 5 weeks	5-6	7-10	11-14	15-26	27-51	52+	
	Oklahoma							
Both Sexes								
All Races	32.7	3.5	13.4	6.4	10.9	11.4	21.5	2,712.7
White	20.0	2.1	9.3	3.5	7.4	7.6	14.7	1,892.5
Black	4.5	0.4	1.1	1.5	2.0	0.8	1.4	217.9
Hispanic	1.7	-	0.4	0.5	1.4	1.0	2.2	298.5
Age 16-19	4.6	0.4	1.5	1.3	1.8	0.2	0.8	135.5
Age 20+	28.2	3.2	11.9	5.2	9.1	11.1	20.6	2,577.2
Male, 16+	15.8	1.1	6.3	2.8	6.4	6.8	10.9	1,382.2
Female, 16+	17.0	2.4	7.1	3.6	4.4	4.5	10.5	1,330.4

- Data not available

Table e. Full- and part-time status of the civilian non-institutional population by sex, age, race, Hispanic origin, October 2011 - September 2012 (based on CPS)
(Numbers in thousands)

	Employed			
	Total	Usually work full time		
		Total	At Work	Not at work

			35 hours or more	1 to 34 hours		
				Economic reasons	Non-economic reasons	
Oklahoma						
Both Sexes						
All Races	1,708.7	1,437.1	1,274.6	21.8	102.3	38.4
White	1,277.5	1,072.7	953.1	16.4	76.9	26.4
Black	118.4	99.5	89.7	0.9	6.7	2.2
Hispanic	106.2	93.0	81.1	3.5	5.8	2.5
Age 16-19	55.2	21.1	17.3	1.0	2.4	0.5
Age 20+	1,653.5	1,415.9	1,257.2	20.8	99.9	38.0
Male, 16+	932.1	837.8	751.7	15.8	51.4	19.0
Female, 16+	776.6	599.2	522.9	6.0	50.9	19.5

- Data not available

Table e. - Continued

Employed				
Usually work part time				
Total	Economic reasons	Non-economic reasons		Not at work

		At Work			At Work			
		Total	1 to 34 hours	35 hours or more	Total	1 to 34 hours	35 hours or more	
Oklahoma								
Both Sexes								
All Races	271.7	38.2	36.3	1.9	221.1	212.9	8.2	12.3
White	204.8	28.2	26.8	1.5	167.5	161.2	6.4	9.0
Black	18.8	2.0	2.0	-	15.4	14.6	0.9	1.4
Hispanic	13.2	4.1	3.8	0.3	8.6	8.4	0.3	0.4
Age 16-19	34.1	4.2	4.2	-	28.7	27.5	1.2	1.2
Age 20+	237.6	34.0	32.0	1.9	192.5	185.4	7.0	11.1
Male, 16+	94.3	18.6	17.1	1.5	72.5	70.0	2.5	3.2
Female, 16+	177.4	19.6	19.2	0.5	148.6	142.9	5.7	9.2

- Data not available

Table f. Employment status of the civilian population 25 years and over by educational attainment, October 2011 - September 2012 (based on CPS)
(Numbers in thousands)

	Civilian non-	Civilian Labor Force	Employment	Unemployment
--	---------------	----------------------	------------	--------------

	institutional population	Total	Rate	Total	Rate	Total	Rate
Oklahoma							
Less than a High school diploma	246.4	103.4	42.0	95.7	38.8	7.8	7.5
High school graduates, no college ¹	839.1	499.3	59.5	472.6	56.3	26.6	5.3
Some college or associate degree	688.3	458.7	66.6	439.1	63.8	19.6	4.3
Bachelor's degree and higher ²	663.0	488.3	73.6	474.9	71.6	13.4	2.7

- Data not available

¹ Includes persons with a high school diploma or equivalent

² Includes persons with bachelor's, master's, professional and doctoral degrees

Veterans - CY 2011

Population	313,000
Labor Force	168,000
Employed	159,000
Employed, Full-time	137,000
Employed, Part-time	22,000
Unemployed	9,000

The characteristics and employment-related needs of migrant and seasonal farm workers and trade-impacted dislocated workers are discussed in detail within the *Wagner-Peyser Agricultural Outreach* and *Trade Adjustment Assistance (TAA)* sections of the plan.

Further, the following sections discuss the skill and education gaps and the employment-related needs of all Oklahomans identified through statewide and regional data analysis as well as close and continuous interaction with employers across the state. More detail is also provided in the *Services to State Target Populations* section of *Section II: State Operational Plan*.

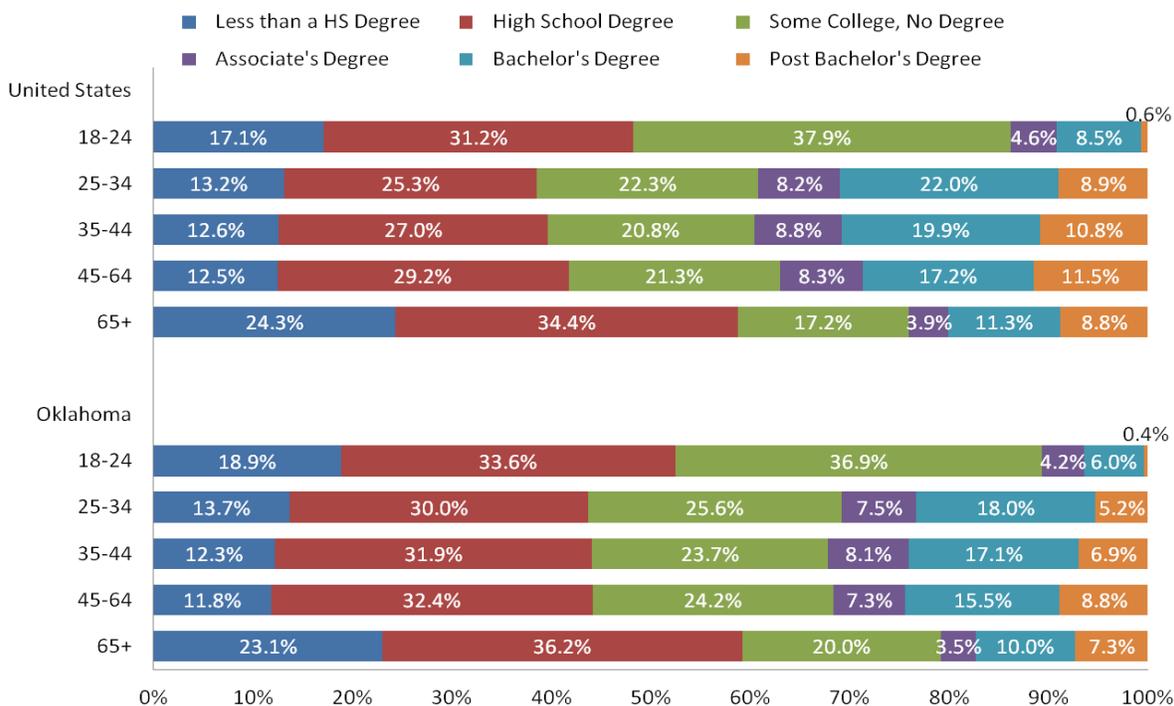
Analysis of the Skill and Education Gaps

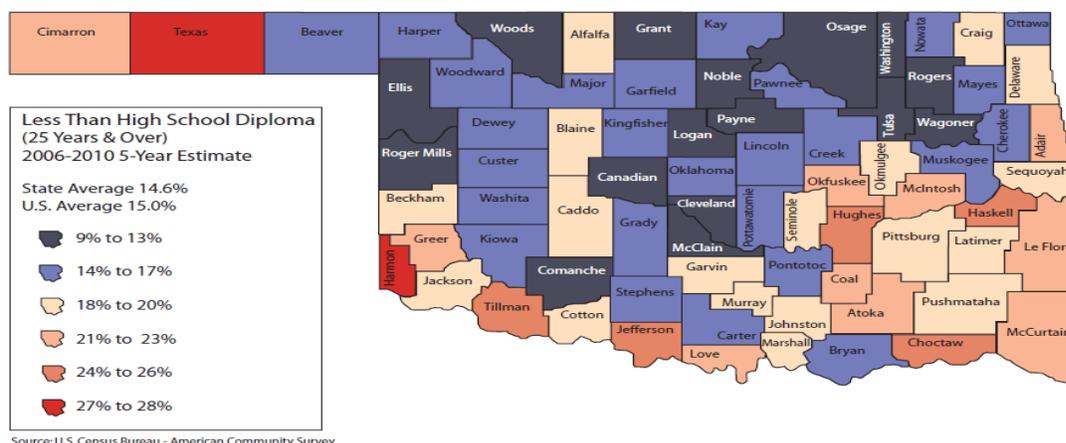
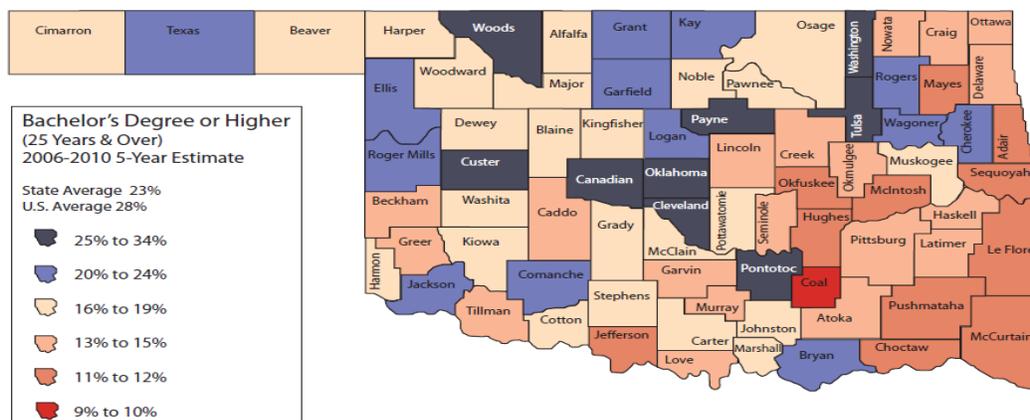
While Oklahoma out performs the nation in the percentage of its citizens with at least a high school degree, the lack of a highly educated workforce hinders the state’s competitiveness given the higher demands for knowledge, skills and abilities in today’s global economy. Oklahoma is five percentage points behind the nation in the percentage of the population age 25 years and over who have at least a bachelor’s degree.

Further, like all demographic statistics, Oklahoma has a significant variance among its counties. Nine counties have a percentage close to or above the national average, with each of those counties except one having a college or university.

However, over 2/3rds of Oklahoma’s counties have a percentage that is 10 points or more less than the national average. These counties coincide with lower wages, higher levels of poverty, and lower life quality indicators. The lack of advanced certification or degrees represents a gap that affects all target population groups as well as the state’s overall population.

(Section continues on Page 30.)





Analysis of the Challenges with Attaining the Education, Skills and Training for Employment

Increasingly, employers are expressing concern about finding enough workers with the right skills in Oklahoma. Our labor market analysis indicates we face dual and crucial problems: the likelihood of chronic and growing shortages of workers and a prospect of too few workers possessing the skills employers are and will be demanding.

Employers—through ongoing informal conversations and several formal industry-specific and general employer surveys—report they are unable to take on new projects because of existing workforce shortages. This problem seems persistent in all of Oklahoma’s key industry sectors. Quantifiable need has been identified for nurses, engineers, mechanics, and machinists. And again, employer interviews also reveal anecdotal but passionate urging to strengthen the skill sets of entry level positions in each industry.

Further, the skill expectations in Oklahoma’s key industries (advanced manufacturing and aerospace, business services, construction, energy and energy efficiency, and healthcare) are increasing, and we face a gap that must be bridged. Oklahoma employers are looking for workers who bring substantial knowledge and skills to their work, along with a desire to keep learning while working. They’re looking for workers who have strong basic skills – math, science, reading, computing – along with the ability to work effectively in teams, who can write clearly, and can analyze and synthesize well. In addition, a range of skills and knowledge that are specific to a given industry and a particular occupation are expected as well.

A crucial reality is now very clear: a high school diploma is essential, and yet is insufficient to ensure that someone is ready for employment in a good job. Every Oklahoman needs at least a high school diploma or equivalent to succeed, and, in reality, will need skills and educational attainment that go beyond high school graduation.

If Oklahoma can solve its shortages of workers and skills, businesses can continue to locate here and expand, and workers can enjoy increasing prosperity. But if we fail to solve these dual shortages, our future will be:

- Fewer Oklahomans with the skills to fill our industry needs;
- Fewer companies that can expand in Oklahoma;
- Fewer companies that choose to locate in Oklahoma;
- Stunted economic growth that inhibits our citizens from gaining wealth and acquiring the assets needed to function in a volatile labor market; and,
- A significant competitive disadvantage against other states and nations that have transformed themselves into agile communities, ready to adapt to ongoing change.

Discussion of the State’s Workforce Programs to Meet the Skill Needs of Employers and Close the Skills Gaps

While the stakes are high, the problems complex, and the solutions often mired in political and sustainability issues, Oklahoma feels it is on the right track with its efforts to create a fully integrated and comprehensive workforce development system. The Governor’s Council—through its continuing work with the private and public sector—believes that the state strategies, cross-program strategies, partnerships, and policy alignment in the works (detailed below) are indeed the way to ensure quality access to seamless, integrated services, quality workforce development, and quality business services so desperately needed to address the challenges outlined in this section.

However, two major shifts must and, with the initiatives outlined in this plan, are being made for Oklahoma’s workforce programs to meet the skill needs of its employers and close the skills gaps:

- **Oklahoma must engage every potential worker.** There are thousands of Oklahomans, who aren’t included in our workforce, but should be. These potential workers include people with disabilities, those with literacy gaps, high school dropouts, public assistance

recipients, immigrants, and others. Our focus must be positive and inclusive, focused on setting expectations and removing barriers to employment that will substantially expand our success at engaging everyone in our workforce.

- **Oklahoma’s policy-makers, leaders, and citizens must recognize and fully embrace the proven idea that credential, certificate, and degree attainment are the only way to individual, community, and state success.** Historically, Oklahomans have been known for their strong work ethic. But, hard work is no longer enough. A high school degree is no longer enough. And, the wrong certificate, credential, or degree will not be enough. Our secondary and post-secondary education/training must match exactly with employer demand and the skills needed to move our entire state economy forward. All leading and living in Oklahoma must embrace lifelong learning.

Oklahoma’s re-employment strategy focuses on continuously improving the workforce system’s career information and guidance process so that all Oklahomans can easily identify demand occupations and access the resources needed to enter those career pathways.

Thus, the following State Strategies have been designed to meet the skills needs of employers in the state and close the education and skill gaps identified earlier—the need to attain advanced degrees and/or industry-recognized certifications/credentials.

State Strategies:

The Governor’s Council for Workforce and Economic Development, which serves as the lead entity for the state’s workforce development system and as the state workforce investment board, has in collaboration with the Office of the Governor, employers, education/training providers, service providers, and a variety of public agencies involved with workforce and economic development set the following goals and objectives as the overarching state strategies.

Goal 1: Align and integrate Oklahoma’s workforce/talent development system.

Objective: the efficient and effective service delivery for all who enter the workforce development system—employers, youth, dislocated workers, the long-term unemployed, etc.

Key efforts currently under way and their benefits, outcomes, and metrics include:

- **Designing and implementing an aligned and integrated workforce system** by creating efficient, effective and stronger local/regional workforce boards and by setting common goals and establishing unified planning processes between the partners involved with the Workforce Solutions Staff Team (WSST). These partners have all signed a statewide *Commitment to a Workforce and Economic Development Partnership Agreement* that

commits the public agencies represented on the Governor's Council and the WSST to collaborate on workforce and economic development issues. Local areas are also encouraged to develop similar agreements. Additionally, the Oklahoma legislature has codified the Governor's Council into law, which led to a new era of cooperation among state agencies in workforce and economic development.

Currently, Governor's Council committees are exploring efficiency and effectiveness models, which build on previous work conducted by the service delivery and design ad hoc committee. Employer focus groups and surveys have been conducted, which have identified better coordination and integration—both face-to-face and online—as a number one priority; and the Governor's Council is also exploring ways to fully align its efforts and, perhaps organization, with the state's P-20 Council.

In addition and as detailed earlier, a one stop system certification process is currently being designed that will provide standards by which regional workforce systems can be better evaluated for the purpose of continuous improvement. The team working on this process is made up of key representatives from state agencies, local workforce boards and Governor's Council member employers. The process will further ensure that state and local workforce partners are using a systems approach to workforce/talent development and creating a pipeline of appropriately skilled and credentialed workers for Oklahoma.

Benefits and outcomes: Through these efforts, Oklahoma can minimize the fragmentation within the system and between programs. Additionally, funds can be leveraged to provide more resources for client services and support. The workforce system will be able to offer a user friendly and effective communication of services to employers and all who use it. Meaningful regional sector planning and active employer engagement will result, and the workforce system will see more efficient administration and operations.

Metrics: Unified plan developed and implemented; increased customer use of Oklahoma's workforce development system; increased collaborative projects; increased resource leveraging; Return on Investment (ROI) measures established and tied directly to all workforce/talent supply development; and increased direct client services, business services, and layoff aversion services.

- **Building an integrated and measurable workforce information system**, which is the Oklahoma Workforce Data Enterprise System (OK-WDES). The OK-WDES will include: OKJobMatch.com (a labor exchange and real-time labor market data system); OKWorks.org, a web portal that will include OKCareerPlanner.com and will serve as the online resource hub for all workforce information, including career pathway maps and advisement tools as well as employer services and resources, such as, Rapid Response and layoff aversion; and an integrated, common program wizard and data pool that will become the state's workforce longitudinal database and connect with education to form a comprehensive state longitudinal data system.

The University of Oklahoma's Center for Public Management worked on a business analysis of how to effectively connect legacy systems at all public agencies involved with workforce development. The Workforce Data & Portal Committee is working closely with the state's P-20 Council to align efforts to connect with the educational longitudinal database currently in development; and the Oklahoma Department of Commerce, with the help of its workforce and education partners across the state, has launched the first piece of OK-WDES, which is OKJobMatch.com.

Benefits and outcomes: Besides streamlining service delivery, the OK-WDES will better equip policy-makers with accurate and real-time data about the investments being made and the return and benefits to Oklahoma's employers, job seekers, and economy. Oklahoma will see better data-driven decision making; have the ability to effectively leverage program resources in a targeted manner; and will effectively track results, tying every dollar spent on workforce development to the success of everyone using the workforce development system.

Metrics: Measured ROI and the use of data to develop and implement programs and initiatives and establish best practices that can be replicated nationwide.

- **Aggressively improving Oklahoma's on-line services**, which involves offering integrated program information via OK-WDES, making it easier for all those using the workforce system in Oklahoma to access it, and providing all program applications and eligibility assessments online.

The Oklahoma Department of Commerce has worked with a variety of employers in several key industries and sectors to test the employer module of OKJobMatch.com. The module will allow the state's employers efficient and more immediate access to the state's workforce development system and its talent pipeline. Through the beta testing process, direct employer feedback was gathered and used to make necessary and on-going improvements to the OKJobMatch.com employer module. Both the employer and job seeker modules of OKJobMatch.com are now operational.

In Program Year 2012, OKJobMatch.com was selected to represent Oklahoma as the winner of the Southern Growth Policies Board 2012 Innovator Award. Deputy Secretary of Commerce for Workforce Development Norma Noble accepted the award in Chattanooga, TN June 25. OKJobMatch.com was chosen from a strong pool of nominees from across the southern United States.

Further, ODOC, with the help of its workforce and education partners, will use a recently awarded \$1 million Workforce Data Quality Initiative (WDQI) grant to accomplish the following goals:

- **Project Goal 1:** Develop OK-WDES, which not only includes a workforce longitudinal database, but it will connect a diverse range of on-line tools for common presentation to customers and integrative use of underlying data.
- **Project Goal 2:** Connect, through OK-WDES, with education data contained in partially and/or fully developed Statewide Longitudinal Data System (SLDS) databases within Oklahoma and explore opportunities to connect with SLDS and workforce longitudinal systems in bordering states and throughout our region of the United States.
- **Project Goal 3:** Use longitudinally linked data to conduct analysis, implement continuous process improvement in the delivery of workforce and education services, enhance return on investment, and drive strategic policymaking.

Benefits and outcomes: Provide easier and comprehensive 24/7/365 access to services through a unified portal; provide integrated services, improving workforce development services while at the same time cutting costs and operating more efficiently. Further, Oklahoma can use OK-WDES to further enhance existing on-line tools, such as, OkCareerPlanner.com.

Metrics: Increased customer satisfaction as measured by on-going focus groups and formal surveys; increased numbers of people using Oklahoma's workforce investment system to choose careers, find resources, find employment, enhance skills, and connect with the workforce needed to drive business prosperity and overall economic success; and increased numbers of Oklahomans actively engaged in the workforce.

Goal 2: Ensure that the education/training being provided delivers the skills Oklahomans need to succeed individually and to help grow the state's economy.

Objective: Match education and training exactly with employer talent demands.

Key efforts currently under way and their benefits, outcomes, and metrics include:

- **Make industry sector strategies central to all workforce development planning and initiative implementation.** Oklahoma has long embraced sector strategies as the best way to address the skills gaps and workforce shortages faced by its employers. Sector studies have been completed for the aerospace and healthcare industries, which have provided both quantitative and qualitative discussions, leading to initiatives through the BRAC grants, for example, that have made significant improvements in service delivery to these industries at the state and local levels.

Currently, the Oklahoma Department of Commerce and the Office of the Oklahoma Secretary of Energy are collaborating to launch similar research into the specific workforce and skill needs of Oklahoma's energy industry: oil and natural gas; wind, solar, and geothermal; and the energy efficiency services sector, which includes

construction and related licensed trades, facilities management, HVAC manufacturing and installation, architectural design, and engineering.

Benefits and outcomes: Sector strategies help the State develop initiatives that retain and create jobs, avert layoffs, create a feedback loop for employers, organize effective employer engagement, and increase the re-employment rate for dislocated workers. By better understanding employer skill needs, Oklahoma's education/training providers can focus and dedicate limited resources to where they're needed most.

Metrics: Increased number of engaged employers; better research reports and policy based on quantitative, longitudinal data, better skills gap analysis, improved regional employer partnerships.

- **Expand use of industry-valued credentials.**

Currently, the Oklahoma Department of Commerce is partnering with the State Chamber as well as trade groups and local chambers in the metro areas, such as the Oklahoma Manufacturing Alliance, Tulsa Metro Chamber, employers, and education and training providers, including community colleges and CareerTech technology centers, to implement fast-track training and roll out the National Association of Manufacturers' certifications for the state's manufacturing sector.

Benefits and outcomes: Improved talent pipeline, better support for business retention and expansion, and an education and training system more responsive to industry needs.

Metrics: Decreased remediation required at the post-secondary level and within the work place; and increased rates of employment.

- **Use Career Readiness Certificates (WorkKeys) as:** the foundation for Certified Work Ready Communities, End of Instruction tests, to bridge program to post-secondary credentials, to better match job seeker skills with employer needs, and to quantify workforce quality for business location, expansion, and retention.

Oklahoma continues to use WorkKeys, KeyTrain, and Career Readiness Certificates as a foundational certificate on which to build efforts to roll out industry-recognized certifications, such as the National Association of Manufacturers' certifications.

To date, Oklahoma has awarded **67,581 CRCs**. A strategic plan for the Career Readiness Certificate has been developed, and in partnership with the Oklahoma State Regents for Higher Education, ODOC is conducting research into whether KeyTrain and possession of a CRC can reduce the amount of remediation currently required by those entering post-secondary education as well as nailing down exact ROI.

Oklahoma purchased a statewide license for KeyTrain; and to date, **700 schools, libraries, employers, and other organizations** have been approved for access.

Employer profiles are increasing, which means the State has a growing database of actual occupations that need to be filled and the skills required. To date, **155 employers** have been profiled, which represents about **20 industry sectors**. This feeds directly into its career pathways initiative.

On the Certified Work Ready Communities front, which represents a major workforce and economic development initiative for the state, 14 Northeastern Oklahoma counties—Washington, Nowata, Craig, Ottawa, Rogers, Mayes, Delaware, Wagoner, Cherokee, Adair, Okmulgee, Muskogee, Sequoyah, and McIntosh—were recognized in August 2011 as one of Oklahoma’s premier “work ready” regions. This is the fifth area in the state to earn Oklahoma Certified Work Ready status and the second multi-county region to earn the distinction. This brings the total to **33 counties or 42% of the state**.

A broad array of partners in Northeast Oklahoma, including ODOC, the Cherokee Nation, the Muscogee (Creek) Nation, Northeastern State University, Rogers State University, Oklahoma State University-Institute of Technology in Okmulgee, the Northeast Oklahoma Rural Alliance, Workforce Oklahoma, Eastern Workforce Investment Board, Northeast Workforce Investment Board and multiple local economic development organizations partnered to create the largest certified area in Oklahoma.

To be certified Work Ready, counties must meet the following requirements. Workforce achievement: 3% of the existing workforce must be credentialed with CRCs, and 25% of the available workforce must be credentialed with CRCs; High School achievement: a community commitment to improve the high school graduation rate; and at least 85% high school graduation rate; or at least 82% of high school seniors must earn a CRC.

Benefits and outcomes: Bridge the gaps currently existing between employers, education, and long-term economic development; measure the actual skill levels of Oklahoma’s workforce, including incumbent workers; and used with job profiling, CRC provides a tool for assessing and screening candidates, hiring, and allocating company training dollars. Employers make better hiring and training decisions; clients and youth are provided skill building tools; and remediation costs are reduced.

Metrics: Increased numbers of employers requiring CRCs for employment and advancement; increased retention of hard-to-place populations in long-term employment and movement into post-secondary education/training; and decreased need for remediation at the post-secondary level.

Goal 3: Increase Oklahoma’s education/training attainment levels.

Objective: Educational attainment is the only way to ensure a quality workforce and long-term economic success for Oklahoma.

Key efforts currently under way and their benefits, outcomes, and metrics include:

- Increase the percentage of Oklahoma workers with a post-secondary credential. Oklahoma’s economy stands to gain significantly by increasing the number of citizens with post-secondary credentials or degrees. For example, if Tulsa, one of our major metro areas, increases the number of people with degrees by 1% or 5,900, it means an additional \$646 million annually pumping into its economy.

Currently, ODOC, the Oklahoma State Regents for Higher Education, CareerTech, local chambers, such as, the Tulsa Metro Chamber, and local WIBs are actively engaged in campaigns to increase the number of people with degrees and post-secondary certificates and credentials. Those campaigns include: Complete College America, Reach Higher, CEOs for Cities Talent Dividend, and an Adult College Completion effort led by the National Association of Workforce Boards and Rutgers University Center for Women in the Workforce.

ODOC is also aggressively spreading the word through OKCareerPlanner.com and OKJobMatch.com as well as the Governor’s Council Facebook page and other social media outlets that a post-secondary education is a must have for individual and state success.

In addition, the Career Pathways initiatives (described below) are also designed to be a key tool in moving people into post-secondary education and obtaining a degree, certification, or credential. The ultimate goal of our system-wide efforts: An appropriately skilled and credentialed workforce that meets the needs of Oklahoma’s businesses and industry sectors.

Benefits and outcomes: Increased talent levels will retain and attract high-paying, quality jobs.

Metrics: Increased business retention, expansion, and location, and increased per capita income.

- **Create and use career pathway approaches to increase the proportion of low-skill learners, who ultimately earn a degree, certification, and/or credential.**
A career pathways framework and processes model will be used to map all high-demand careers in Oklahoma’s key industry sectors—advanced manufacturing and aerospace, business services, construction, energy and energy efficiency, and healthcare. Some initial pathway maps have already been developed and are being used on OKCareerplanner.com.

The Governor’s Council Career Pathways Committee has developed, and the Council has officially adopted a *Career Pathways Framework*, which will be used to guide statewide efforts in this area. The Framework (provided by the U.S. Department of Labor/Employment and Training Administration Career Pathways Technical Assistance Initiative), is below:

OKLAHOMA’S CAREER PATHWAYS FRAMEWORK

Intended Outcomes of a Career Pathways Initiative:

- (1) Oklahoma has a comprehensive system in place that leads students, dislocated workers, and incumbent workers through a full range of education and training opportunities that corresponds to employer needs, thus assuring a pipeline of appropriately skilled and credentialed workers for Oklahoma’s companies.

- (2) Each State agency, including the Oklahoma State Department of Education (secondary education), CareerTech, and higher education (two-year and four-year institutions), that provides services to potential members of the talent pipeline has policies in place that align with career pathways.

Career Pathways Definition

The term “career pathway programs” means a clear sequence of employer-validated education coursework and/or training credentials and certifications that include the following components:

- Are aligned with the skill needs of industries important to local, regional, or state economies in which they are located, and reflect the active engagement of employers in targeted industry sectors regarding the skill requirements for employment or career progression in high-demand occupations;

- Include the full range of secondary, adult education, and postsecondary education options, including registered apprenticeship, with a non-duplicative progression of courses clearly articulated from one level of instruction to the next, with opportunities to earn postsecondary credits and lead to industry-recognized and/or postsecondary credentials;

- Include curriculum and instructional strategies that make work a central context for learning (contextual learning) and help students attain work readiness skills;

- Include, as appropriate, integrated education and training that combine occupational skills training with adult education services, give credit for prior learning, and adopt other strategies that accelerate the educational and career advancement of the participant;

- Lead to the attainment of an industry-recognized degree or credential, which may include stackable credentials of value in the labor market and that articulate progressively to higher-level credentials or degrees;

- Help a worker enter or advance within a specific sector or occupational field, regardless of their skills at the point of entry;
- Include academic and career counseling, wrap-around support services particularly at points of transition, and support the development of an individual career plan;
- Are organized to meet the particular needs of adults, including childcare, accommodating work schedules with flexible and non-semester-based scheduling, alternative class times and locations, accessible learning formats, and the innovative use of technology; and,
- Have the goal of increasing an individual's educational and skills attainment and employment outcomes.

Career Pathway Knowledge and Skills Components

No matter what the occupation or industry, every job requires certain knowledge, skills and competencies, which have been validated by industry designated certifications. A good way to think about the different kinds of knowledge and skills needed is in terms of work readiness competencies:

- Personal effectiveness competencies (aka soft skills);
- Basic academic competencies;
- Workplace competencies;
- Industry-wide and industry-specific technical competencies and certifications; and,
- Occupation-specific knowledge and technical competencies and certifications.

The model below depicts how the components fit together.

At the base of the model, tiers 1 through 3 represent those competencies that provide the foundation for success in school and in the world of work. Employers have identified a link between foundational skills and job performance, as well as the fact that foundational skills are a needed prerequisite for workers to learn new industry-specific skills. These foundational competencies are essential to a large number of occupations and industries.

Tier 1: Personal Effectiveness

Personal Effectiveness Competencies are shown as hovering below the pyramid because these competencies are essential for all life roles—those roles as a member of a family, of a community, and of the larger society. They are not exclusive to the competencies needed for a successful career or role in the workplace. They are included here because these competencies also are valued by employers, and are often referred to as "soft skills." Personal effectiveness competencies are generally learned in the home or community and reinforced and honed at school and in the workplace. They represent personal attributes that may present some challenges to teach or assess.

Tier 2: Academic Competencies

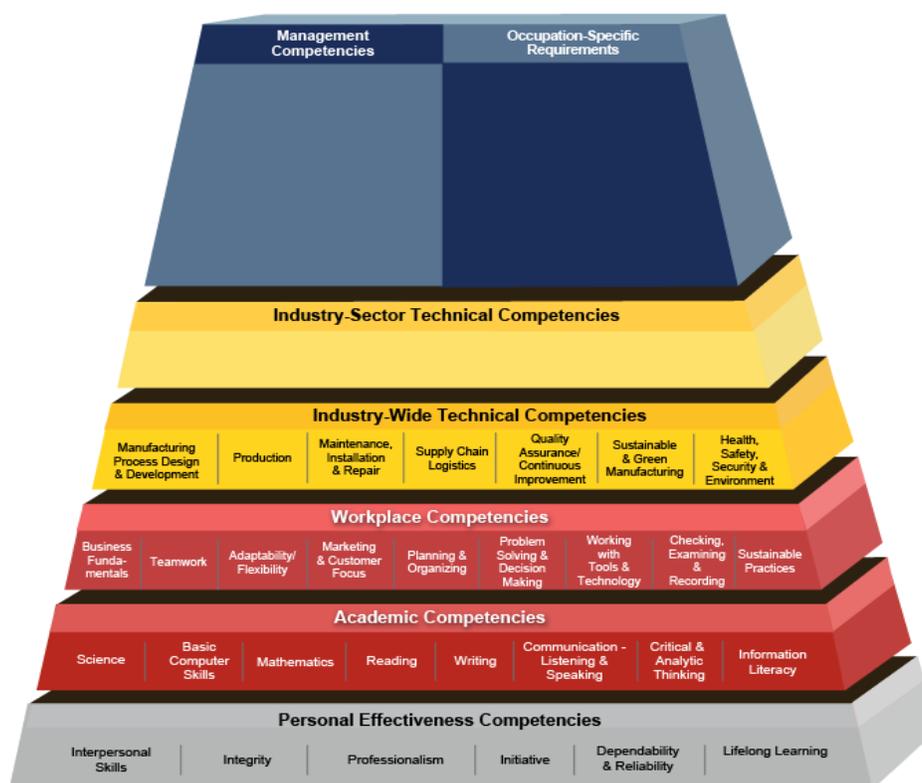
At the base of the model are Academic Competencies. This domain contains critical competencies primarily learned in an academic setting, as well as cognitive functions and thinking styles. These competencies are likely to apply to all organizations represented by a single industry or industry association nationwide. They serve as the foundation for Occupation and Industry Specific Competencies.

Tier 3: Workplace Competencies

Tier 3 represents motives and traits, as well as interpersonal and self-management styles. They generally are applicable to a large number of occupations and industries.

Foundational competencies are frequently referred to as *Work Readiness Competencies*.

Advanced Manufacturing Model



The model reminds us that guidance and counseling are key to any career pathways initiative. Whether it is middle or high school students and their parents/guardians planning for the future or adults looking to prepare for a new career, every client needs knowledgeable assistance as they navigate the options in front of them and create an effective plan to meet their career goals.

The Career Pathways Process Must Include the Following Components

While the components listed below are sequential to a degree, the process includes lots of movement between all of the components:

- Engage employers and other key stakeholders;
- Determine the industry sector to be addressed and map career pathways of the occupations within the sector;
- Determine corresponding education, training, and certifications needed to get individuals in and then moving through the career pathways;
- Engage partners/collaborators and community members in the implementation and use of pathways;
- Incorporate education, training, and certifications into local and regional education and training programs and service providers, creating systems to support career pathways;
- Create a guidance system in schools and a career navigation system within partner agencies to ensure that students and clients are making decisions using a career pathways approach; and,
- Expand pathways to new industries and occupations.

Career Pathway Collaborators

Business and Industry	Oklahoma Employment Security Commission
Students and parents/guardians	WIBs and service providers
State Department of Education	One-stop centers
K-12 Education	Oklahoma Manufacturing Alliance
Adult Education	Veteran's Affairs
After School Network	OKAN
CareerTech Education	Private staffing agencies
Higher Education	Professional, trade and labor organizations
Department of Rehabilitation Services	Community based organizations
Department of Human Services	Faith-based organizations
Department of Corrections	Minority organizations (tribes, hispanic, traditionally black institutions)
OK Juvenile Justice	Elected officials – local and state
Economic Developers	ODOC and local chambers
Chambers of Commerce	Private foundations
Regional Econ. Dev. Organizations	

Deliverables

- A statewide framework for career pathways is adopted;
- Career pathways are formally integrated into the K-20 education system;
- Effective career pathway practices are part of every student's education, beginning with career awareness and career exploration in K-8. Before a student enters the 9th grade, all students and their parents/guardians in every school receive career counseling assistance

that leads to a meaningful individual career and education plan, including requirements needed for post-secondary education;

- Trained career navigators are available in every partner agency to help clients, dislocated workers, and other adults seeking workforce assistance make training and education decisions based on a career pathway model;
- An effective messaging plan is in place to help create awareness and buy-in;
- All regions are working on at least one career pathway;
- In workforce-related state agencies, including all levels of education, policies that support the integration of career pathways are in place and are reviewed on a regular basis;
- Technical assistance and support to regions in their career pathways efforts is provided (i.e., tool kits, process guides, best practices, etc.);
- The National Association of Manufacturing (NAM) Skills Certification System is the basis for all manufacturing career pathway initiatives, including the National Career Readiness Certificate (NCRC);
- The manufacturing pathways initiative is piloted in one or more regions; and,
- It is understood that this is a “living” document that may be amended as we grow into the Career Pathways Initiative.

Benefits and outcomes: Provide a process for Oklahomans to easily and readily engage in career planning; create bridges from where a person is to where they want to go and enable them to base that decision on solid, real-time market data that guides them toward attaining skills for high-demand occupations and careers; provide clear pathways to post-secondary certificates, credentials, and degrees; provide clear pathways to increase per capita income.

Metrics: Increased number of training programs and institutions that develop curriculum based on career pathways; and increased number of Oklahomans with post-secondary certificates, credentials, and degrees.

Cross-Program Strategies:

While Oklahoma out performs the nation in the percentage of its citizens with at least a high school degree, the lack of a highly educated workforce hinders the state’s competitiveness given the higher demands for skills and abilities in today’s global, knowledge-based economy.

Oklahoma is five percentage points behind the nation in the percentage of the population age 25 years and over who have at least a bachelor’s degree. Further, one in four working Oklahomans live in poverty. These two statistics clearly depict Oklahoma’s most pressing workforce and economic development issue: underemployment.

Underemployment, caused by skills deficits and a lack of opportunity affects all Oklahomans no matter the labels applied—employers, job seekers, veterans, youth, people with disabilities, minorities, long-term unemployed, dislocated worker, homeless and low-income individuals, etc.

To address this issue and serve all Oklahomans and the many “sub-populations” within our state, we must have a comprehensive, fully integrated workforce/talent development and delivery system.

The Need for Cross-Program Integration

The lack of a comprehensive and integrated data system is a major barrier to keeping individuals from falling through the cracks of Oklahoma’s workforce development/talent supply system, which includes employers and job seekers. The true cost of serving people or achieving given outcomes can’t be discerned with any real accuracy. The lack of integrated longitudinal data makes it impossible for policy-makers to determine success rates by training/educational program. Oklahoma’s plan for improving cross-program integration has been discussed and includes the build out and implementation of OK-WDES and an integrated, cross-program strategy for using career pathways to expand degree and credential/certificate attainment.

The Situation and Benefits of an Integrated Data and Delivery System

Amalgamating data across programs is possible in the current environment, but it is time-consuming and subject to a high rate of errors.

The goals and objectives of various programs lack alignment with common purpose and outcomes. Using a TANF example, individuals may be placed in low-wage employment sufficient to eliminate eligibility for TANF, but they may still be eligible for SNAP (food stamps). Also, their children may still reflect the problems of long-term poverty (higher drop-out rates, generational poverty cycles, high rates of incarceration, etc.) Integrated, longitudinal data is needed to create a clear picture of how the “success” of one program doesn’t necessarily yield overall success for the individual, the community, or the state.

As another example of the limitations of a disconnected delivery system, the WIA program may leverage resources from vocational rehabilitation to assist training a client. The WIA cost for serving that person appears to be lower, but the total cost to public resources remains the same. It’s simply spread out across different programs and not collectively reported.

Labor market data analysis tells us that, on average, people with bachelor’s degrees earn more over a lifetime than those with associate’s degrees or certificates. However, the same isn’t true for all four-year degrees or for all two-year degrees and/or certificates. Being able to determine the true ROI for each type of credential offered by our state education and training institutions will help Oklahomans plan careers that are worth their time and resources and provide high-quality employment and wages. Additionally, this type of accurate and detailed ROI information enables better decision-making on the policy side about the post-secondary credential most beneficial to the economy and worthy of taxpayer support.

Longitudinal, cross system data can clarify information about how learners succeed or fail as they progress through the talent supply pipeline. Graduation/drop-out rates can be determined in

terms of how many in a cohort of school starters or 9th graders actually graduate regardless of how many schools they attend (at least within the state). On the adult learner side, an integrated data system can answer questions, such as, how many adult education learners progress to post-secondary work and how many finish and with which degrees and certificates.

Current Activity and Next Steps

To alleviate the situations and achieve the benefits described above, Oklahoma is creating the Oklahoma Workforce Data Enterprise System (OK-WDES), which has previously been discussed in great detail throughout this plan. Ultimately, Oklahoma will have a robust longitudinal workforce database that connects to the state's educational longitudinal database (also currently in development). Oklahoma will also connect, where feasible and appropriate, to workforce and educational longitudinal databases in bordering states.

This effort is driven by employers, who through informal conversations and formal surveys consistently cite this type of system as a #1 priority and need. Further, the career pathways and labor exchange and labor market data analysis components build upon Oklahoma's focus on regional and sector strategies tailored to its economy by enabling delivery of the exact skills and credentials needed.

Through their participation and collaboration with the P-20 Council, agencies represented on the Governor's Council and other stakeholders are also now actively involved in the Data Quality Campaign (DQC), which is a national, collaborative effort to encourage and support state policy-makers to improve the availability and use of high-quality education data to improve student achievement.

DQC has identified three overarching imperatives for changing the culture around data use and maximizing state infrastructure investments:

- Expand the ability of state longitudinal data systems to link across the P-20 education pipeline and across state agencies;
- Ensure that data can be accessed, analyzed and used, and communicate data to all stakeholders to promote continuous improvement; and,
- Build the capacity of all stakeholders to use longitudinal data for effective decision making.

Over the next few months and the years covered by this plan, Oklahoma will be working with partner agencies to leverage resources for the full build out and on-going maintenance of the OK-WDES as well as seeking additional competitive grant funding. (ODOC received a \$1 million WDQI grant in June 2012.) Other next steps include:

- Establishing confidentiality agreements regarding access and data usage that cover which types of data will be shared and how; how often it will be updated; who will conduct analysis and for what; how privacy will be protected, etc.;

- Establishing common data standards and definitions across multiple agencies and funding streams;
- Linking state K-12 data systems with early learning, adult basic education, post-secondary education, workforce, social services, and other critical agencies;
- Creating stable, sustainable support across partner agencies, within the legislature, with employers, and all workforce and education system stakeholders;
- Reconciling systems that operate off social security numbers and systems that operate off unique student identifier codes.

For more on Oklahoma’s online service improvements, the development and implementation of a longitudinal workforce/education database, and other PY2012 achievements related to the strategies and initiatives discussed throughout this plan, see the Governor’s Council Annual Report 2012 to the U.S. Department of Labor at: http://okcommerce.gov/assets/files/workforce-development/Governors_Council_Annual_Report-2012.pdf

Branding—America’s Job Center Network:

Currently, the Oklahoma Workforce System is branded as “Workforce Oklahoma.” An effort is currently under way to create standards for the system in Oklahoma. These standards will be used as part of a system certification process, discussed earlier. As this effort unfolds, branding issues will be reviewed. Our intent is to add to our brand that we are “A proud partner of America’s Job Center Network,” as recommended and encouraged in TEG 36-11. Oklahoma believes this branding effort represents an important cross-program strategy. It is important for employers, job seekers and the public at large to identify where services are being provided using federal workforce dollars. Specific efforts related to use of the federal brand will include:

1. Adding this issue to the one-stop certification process;
2. Using feedback from stakeholders to develop an implementation plan, which will ultimately be included as an update to this plan;
3. Incorporate usage guidelines into guidance to be issued to local WIBs for regional planning in the fall of 2012;
4. Begin immediately to use the “A proud Partner of Americans Job Center Network” on websites and materials as they are updated/ re-done;
5. Encourage local WIBs to include this tag line on their websites-and other places as appropriate; and,
6. Encourage further feedback from stakeholders about how this added branding effort could be best utilized.

Partnerships:

The Workforce Solutions Staff Team (WSST) consists of a variety of representatives from state agencies that assists the Governor's Council in implementing its initiatives. The day-to-day work of the council is carried out by the WSST and provides for an unprecedented cooperative spirit among Oklahoma's public agencies when it comes to workforce and economic development issues. Local workforce boards and the workforce board chairs' association is also represented on this inter-agency staff team.

The WSST tears down barriers that too often in the past prevented agencies from working together for the common good of the state. Turf issues are addressed and overcome, which provides for cohesive, streamlined policy and implementation strategies. Eight state agencies with involvement in Oklahoma's workforce and economic development system have signed a *Commitment to a Workforce and Economic Development Partnership Agreement* as well as the *Workforce Innovation Interagency Partnership Agreement* included in this plan. Both call for collaboration and agreement for system-wide goals in developing the state's workforce and economic development systems.

Section 1: State Workforce Strategic Plan, includes the *Workforce Innovation: Partnership for Excellence* interagency agreement, which outlines the various agency roles in helping develop, implement, and improve the strategies and initiatives discussed throughout this plan, specifically those involved with streamlining services and improving system efficiencies through the use of online tools and real-time market and/or longitudinal system data. As we progress in our initiatives and strategies, additional agreements and roles specific to those areas will be identified and detailed during the plan period.

Leveraging Resources:

The public agencies involved with Oklahoma's workforce development system have agreed that, within the parameters of their own unique missions, they will jointly collaborate to:

- Link workforce and economic development;
- Support the Governor's Council for Workforce and Economic Development plan and the governor's vision for an aligned workforce and economic development system;
- Create a demand-driven system;
- Respond to demand skills within targeted industries;
- Support the Workforce Solutions Staff Team (WSST);
- Build on the strength of each partner for the common good;
- Model state collaboration as an example for local entities to follow;
- Demonstrate agency commitment to common goals;
- Seek alignment of service delivery for better client access;
- Support and encourage local partnerships and joint planning; and,

- Leverage and link program initiatives where possible for the purpose of achieving broader economic development goals.

The *Commitment to a Workforce and Economic Development Partnership Agreement* led to the beginning stages of resource alignment and the elimination of duplicative services, which continues today. Each of the signatory agencies has a representative on the WSST which, through monthly meetings, offers opportunities for collaborative efforts and leveraging of resources on common workforce initiatives. Each partner also brings their numerous business partners to the table, which results in coordinated efforts across a wide spectrum of industry representatives.

The State also provides monitoring and assistance to local WIBs to ensure that WIA Title I funds are not duplicated by other services. The State has encouraged regional planning for local partnership development and continues to find ways to add value to partners and increase participation in system operations.

As formula funding continues to dwindle, Oklahoma will continue to explore workforce system efficiencies and effectiveness. Currently, a taskforce of state and local partners and stakeholders is working toward a one stop system certification process that will ultimately provide a statewide framework and specific outcome standards so that our workforce system will be consistent, aligned and streamlined.

Oklahoma will, through its local planning guidance and process, ask its local WIBs to discuss how their regions are building partnerships and processes that incorporate integrated service strategies to better serve their citizens.

Further, Oklahoma operates under several waivers (detailed in the *Waivers* section) designed to leverage resources and streamline services to job seekers and employers. These waivers involve customized training and others that make the provision of services more flexible and simpler for the service providers and those job seekers and businesses receiving assistance.

Oklahoma is committed to the alignment of resources at the State and local levels. The State, through the Governor's Council for Workforce and Economic Development, and the WSST, is taking a significant step in bringing state agencies together to reduce duplication and enhance collaboration.

Local workforce areas will likewise submit regional plans that will provide details on the current levels of alignment and collaboration and how they will be enhanced. The local boards are also expected to provide details on their efforts to reduce duplication of services and costs and to leverage resources under a regional service delivery approach.

Oklahoma Green continued to exceed original performance goals, strengthen employer-workforce system partnerships, improve the leveraging of resources between the workforce system and its educational system partners, and introduce green concepts, technologies, and practices to companies, employees, and teachers and their students across the state.

Funded by a \$6 million State Energy Sector Partnership and Training Grant through the American Recovery and Reinvestment Act of 2009, the project has served 3,299 Oklahomans as of August 2012, far surpassing its original projected reach of 1,200 people.

Other impressive stats: total number of people receiving credentials as of August 2012 2,735 (original performance goal-1,100); and number of Oklahomans entering training-related employment 1,345 (1,050).

But beyond just the numbers, Oklahoma Green continues to change lives and save employers millions through the partnerships and training and job placement programs between and at East Central University (ECU), Oklahoma State University-Institute of Technology (OSU-IT), Oklahoma State University-Oklahoma City (OSU-OKC), Rose State College, Tulsa Community College (TCC), University of Oklahoma Lean Institute (OULI), and at numerous technology centers throughout Oklahoma operated by the Oklahoma Department of Career and Technology Education-CareerTech.

Successes:

- With \$40,000 in grant funds, TCC—teaming up with OSU-OKC, OSU-IT, and OULI—has offered Melton Trucking in Tulsa fuel efficient truck driver training, which has allowed the company to refocus the efforts of its entire training program and revamp it to include green concepts across the board. Melton has also been able to relax certain hiring restrictions enabling the company to increase its hire of veterans and others who were hit hard by the recession. Further, Melton has increased its overall fuel efficiency and reduced its average mile per gallon costs to 0.5MPG, saving the company \$5 million.
- An unemployed electrical contractor received Alternative Energy, BPI, HERS Rater and LEED certifications, started her own energy auditing business and is now a preferred contractor for Public Service Company of Oklahoma's energy auditing program.
- The filter backwash process for the City of Holdenville's water treatment plant had been consuming 3.6 million gallons of water a year, which then overloaded the City's sludge drying beds and drove down the City's capacity to provide fresh water to residents. Training through OU's Lean Institute helped employees identify the problem and develop a solution. A dewatering system was installed to recycle effluent water to backwash water filters. Initial renovation cost=\$465,000. Projected savings=\$444,000 a year as well as increased fresh water capacity to serve 1,800 additional residents.
- Incumbent worker in the U.S. Army with over 20 years experience found himself approaching retirement but with a desire to stay in Lawton and continue working. After BPI training and certification, he transitioned to full employment with Wichita Snider Mechanical in Lawton.

In October 2011, ODOC received a \$5 million H1-B Technical Skills Training grant to implement an on-the-job training/placement program for the state’s construction and energy efficiency services sectors. Oklahoma Greenovation, as it’s now called, will develop and offer “green-centric” training and subsidized on-the-job training for at least 1,000 Oklahomans interested in entering these sectors at various (but not entry level) stages along an established career pathway.

Oklahoma Greenovation, which involves a consortium of education/training institutions (OSU-IT, OSU-OKC, TCC, and the Oklahoma Department of Career and Technology Education/CareerTech) will also build upon the many employer, workforce system, and education partnerships developed through Oklahoma Green. As with Oklahoma Green, these partners will continue to leverage resources to increase credential attainment and implement career pathway strategies.

Policy Alignment:

Policy alignment for Oklahoma’s workforce and economic development system is a key, foundational goal for the Governor’s Council and is referenced several times throughout its strategic plan. Primary efforts to align policy among the public agencies involved with workforce development and to ensure that policy enhances service delivery to employers, job seekers, and all sub-populations covered by WIA occur through the initiatives detailed in this plan and include: career pathways, OK-WDES, and the one stop system and WIB certification processes. All of these efforts occur under the umbrella of the Governor’s Council. Additionally, the WSST is an interagency coordinating entity that continuously works to ensure policy alignment to create a seamless service delivery experience for all of those that use Oklahoma’s workforce development system.

Desired Outcomes:

WIA Requirement at Section 136 (b)	PY 2014 Performance (Available Sept. 2015)	Negotiated Performance Goal PY2015
Adults		
Entered Employment Rate		57%
Employment Retention Rate		83%
Average Six-Month Earnings		\$13,000
Dislocated Workers		
Entered Employment Rate		73%
Employment Retention Rate		87%
Average Six-Month Earnings		\$14,500
Youth Program		
Placement in Employment or Education		67%

WIA Requirement at Section 136 (b)	Program Year 2014 Performance	Negotiated Performance Goal PY2015
Attainment of a Degree or Certificate		54%
Literacy and Numeracy Gains		40%
W- P Requirement at Section 13 (a)		
Entered Employment Rate		57%
Employment Retention Rate		83%
Average Six-Month Earnings		\$13,000

Note: Oklahoma has a waiver to report only the Common Measures.

Additional System Measures

Additional system measures will be established as the State implements its key cross-program strategy to create the Oklahoma Workforce Data Enterprise System, OK-WDES, (detailed earlier). The ultimate outcome of this initiative is a fully integrated, comprehensive workforce development/talent supply system.

Metrics will be developed to capture and measure the following outcomes and/or expected benefits:

- Improved services to customers because of better data on which to base resource allocation;
- Improved ROI to taxpayers;
- Greater transparency in the effective use of public resources;
- Aggregate data analysis will enable policy-makers to be more strategic stewards of public funds;
- Additional and extended interagency data sharing agreements;
- Improved success rates in terms of placement and income for all Oklahomans completing post-secondary education; and,
- Continuous service delivery improvements.

Section II-State Operational Plan

Overview of the Workforce System:

The interrelation of agencies within Oklahoma's workforce system starts with the ***Governor's Council for Workforce and Economic Development***. The Governor's Council includes private and public sector individuals that work together to support the governor's economic and workforce development vision across the state. The Governor's Council meets bi-monthly;

however, interaction between its members occurs on a regular basis. Initiatives that involve long-standing partnerships between private companies and public agencies are ongoing.

Private and public sector representatives also serve on *Governor's Council committees* charged with developing and recommending initiatives to enhance and implement Oklahoma's workforce and economic development strategy. Those committees are:

- **Executive Committee:** The Executive Committee is comprised of the Governor's Council chair, the vice-chair, and the chair from each of the council committees. The Executive Committee acts in place of the Governor's Council only when necessary and with subsequent full board review, action, and ratification. It conveys the council's recommendations to the governor, prepares the agenda for the Governor's Council meetings, approves the direction of this plan, develops the council's areas of focus, appoints committees and their chairs, responds to the needs of the Governor's Council and its members, and makes personnel decisions and recommendations.
- **Workforce Portal & Data Committee:** This committee is charged with fully developing OK-WDES and connecting that system's robust longitudinal workforce database with educational and workforce longitudinal databases in Oklahoma and bordering states.
- **Career Pathways Committee:** This committee is charged with mapping career paths with education and training programs; developing regional partnerships that engage employers, link services and programs between partners, promote skill, credential and degree attainment that leads to career advancements for individuals and a talent supply chain for employers; using ACT tools, such as, WorkKeys, KeyTrain, Career Readiness Certificates, and Certified Work Ready Communities; and developing common outcomes/metrics within the pathways structure, starting with a common definition and metric for what it means to be "work ready."
- **Workforce System Oversight Committee:** This committee is charged with continued work to ensure efficient and effective regional service delivery. WIB and one-stop certification are two of its major initiatives. The committee will also be actively involved in establishing regional strategic planning guidelines.
- **Communications Committee:** This committee is charged with message development and delivery in support of the Governor's Council mission and goals as well the development of communication tools, such as audience-specific websites and social media; and to provide legislative and other stakeholder support.

The State Workforce Youth Council includes representatives from the private and public sector and is charged with the development of a comprehensive strategic plan for Oklahoma's youth that incorporates the use of career pathways, Career Readiness Certificates, and connects various state and local youth programs.

The Workforce Solutions Staff Team (WSST) supports the activities of the Governor’s Council and serves as staff support. The WSST consists of executives of various state agencies and local entities that come together to collaborate and find solutions to workforce issues. The WSST strives to leverage resources, eliminate duplication and barriers between agencies, and works to deliver comprehensive services to clients and businesses.

Partners on the WSST include: Oklahoma Employment Security Commission, Department of Education, Department of Career and Technology Education (CareerTech); Regents for Higher Education, Rehabilitative Services, Department of Human Services, Office of Handicapped Concerns, community colleges, ODOC, and representatives of local WIBs.

The WSST, which meets monthly, carries out the action steps of the strategies, guiding principles, and goals of the Governor’s Council. WSST members also provide staff support to the Governor’s Council committees.

The Office of Workforce Solutions of the Oklahoma Department of Commerce focuses Oklahoma’s workforce development system on creating the innovation needed to create and retain jobs, to raise the education and skill levels of its citizens, and to connect employers with the workforce they need. Oklahoma’s ultimate goal is a comprehensive workforce development system that is fully integrated and accountable.

Thus, the Office of Workforce Solutions facilitates the collaborative process of creating and implementing a systems approach to workforce development that serves business and creates employment opportunities for all Oklahomans. This office, together with the interagency WSST, provides key staff support to the Governor’s Council, the State Workforce Youth Council, and the committees.

Specifically, the office is responsible for system planning and policy, partner and resource development. In those capacities, it coordinates workforce system projects; provides strategic guidance to local WIBs; and supports the Governor’s Council and the WSST. In addition, the office supports the governor and the cabinet secretary of the Oklahoma Department of Commerce in the development and implementation of a comprehensive economic development plan.

Note: In June 2015, Oklahoma State University-Oklahoma City became the new WIA Title 1 Grant Recipient Agency and the State WIA Title 1 Administrative Agency. The former staff of the Office of Workforce Solutions at Commerce transferred to Oklahoma State University-Oklahoma City to support the Oklahoma Office of Workforce Development.

Organization

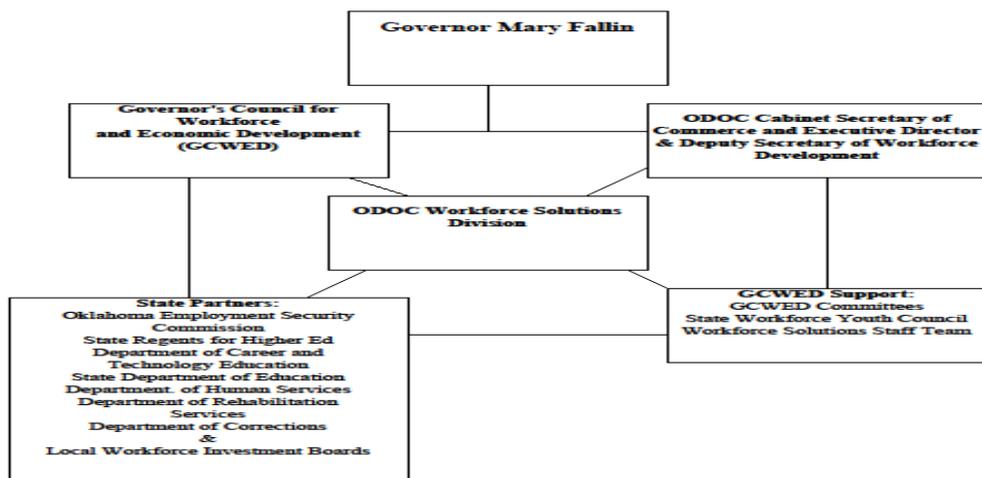
As stated earlier, the Governor’s Council serves as Oklahoma’s lead workforce development entity and its statewide workforce investment board. However, as the organization chart included in this section demonstrates, several other agencies are intimately involved in workforce development and in managing state and local delivery systems.

Section 1: State Workforce Strategic Plan, includes the *Workforce Innovation: Partnership for Excellence* interagency agreement, which outlines the various agency roles in helping develop, implement, and improve the strategies and initiatives discussed throughout this plan, specifically those involved with streamlining services and improving system efficiencies through the use of online tools and real-time market and/or longitudinal system data. The general roles that these agencies play in Oklahoma's workforce development system are summarized in the table found at the beginning of the agreement.

Their roles and responsibilities specific to the OK-WDES and other efforts to streamline and improve services are detailed in the body of the agreement and are signed by executives from each agency. As we progress in our initiatives and strategies, additional agreements and roles specific to those areas will be identified and detailed.

The only agency included in the organization chart below that was not a signatory to the agreement is the Oklahoma Department of Corrections. However, much of this agency's workforce development training is actually carried out by the Oklahoma Department of Career and Technology Education (ODCTE/CareerTech) through the operation of Skills Centers at 16 correctional facilities across the state. ODCTE/CareerTech is a signatory to the *Workforce Innovation: Partnership for Excellence* interagency agreement.

Beyond their participation in the Governor's Council, the council's committees, the State Workforce Youth Council, and WSST (all detailed earlier), these public agencies have agreed through memorandum of understanding to effectively support the coordination and alignment of the state's workforce programs and integrated service delivery.



One of the guiding principles of the Governor’s Council states: “Oklahoma will always work through collaborative systems of policy governance, benchmarking, evaluation, and rewards.” Under this principle, Oklahoma strives for fully integrated, seamless service delivery.

However, for this to happen at the local level, the state partners must be engaged and supportive. Thus, Oklahoma’s workforce development system operates under a statewide *Commitment to a Workforce and Economic Development Partnership Agreement* that commits the public agencies represented on the Governor’s Council and the WSST to collaborate on workforce and economic development issues. Local areas are also encouraged to develop similar agreements.

Through Oklahoma’s collaborative workforce development system organization, the state receives data from state agencies relative to program goals, resources, targeted clients, etc., and uses this information to align the strategic plans of the various agencies to ensure cooperation and efficient service delivery systems. Also, re-organization has occurred that merges components of the Wagner-Peyser and WIA program administration at the state level. This and other initiatives detailed throughout this plan, enable Oklahoma to form a framework for seamless local service delivery that can be overseen by independent, local workforce boards.

Key State Administrative Personnel

<p>Governor The Honorable Mary Fallin Governor of Oklahoma 2300 N. Lincoln Blvd. Room 212 Oklahoma City, OK 73105 Phone: (405) 522-8860</p>	<p>State Administrator-WIA Natalie Shirley Secretary of Education and Workforce Development Oklahoma State University-Oklahoma City 900 N. Portland Avenue Oklahoma City, OK 73107 Phone: (405) 945-3200 Natalie.shirley@osuokc.edu</p>	<p>State WIB Chair Steven D. Hendrickson Director, Government Operations The Boeing Company 6001 S. Air Depot Mail Stop R7-01 Oklahoma City, OK 73135-6613 Phone: (918) 852-4536 steven.d.hendrickson@boeing.com</p>
<p>ES/Wagner Peyser/UI Contact Teresa Keller Deputy Director Oklahoma Employment Security Commission Will Rogers Memorial Office Bldg. P.O. Box 52003 Oklahoma City, OK 73152-2003 Phone: (405) 557-7237 Teresa.keller@oesc.ok.state.us</p>	<p>WIA Liaison Deidre D. Myers Deputy Secretary of Workforce Development Oklahoma Office of Workforce Development 900 N. Portland Avenue Oklahoma City, OK 73107 Phone: (405) 815-5383 mdeidre@osuokc.edu</p>	<p>WIA Programs Supervisor Robyn Coman Supervisor of Workforce Programs Oklahoma Office of Workforce Development 900 N. Portland Avenue Oklahoma City, OK 73107 Phone: (405) 815-5322 rcoman@osuokc.edu</p>
<p>WARN Coordinator Vikki Dearing, Director Director, Employer Workforce Services Coordinator, State Rapid Response Oklahoma Office of Workforce Development 900 N. Portland Avenue Oklahoma City, OK 73107 Phone: (405) 815-5114 vdearin@osuokc.edu</p>	<p>State Monitor Advocate David Slimp Oklahoma Employment Security Commission Will Rogers Memorial Office Bldg. P.O. Box 52003 Oklahoma City, OK 73152-2003 Phone: (405) 557-5474 david.slimp@oesc.state.ok.us</p>	<p>One-Stop System Coordinator Jeane Burruss Workforce Project Manager Oklahoma Office of Workforce Development 900 N. Portland Avenue Oklahoma City, OK 73107 Phone: (405) 815-5256 cjburru@osuokc.edu</p>
<p>Labor Management Representative(s) – State Board Jimmy Curry President Oklahoma AFL-CIO 501 N.E. 27th Street Oklahoma City, OK 73105 Phone: (405) 528-2409 curry@okaficio.org</p>	<p>WDB Association Donnalla Miller Princess Transport, LLC 613 E. Rodeo Road Durant, OK 74701 Phone: (580) 916-5651 donnallal@myrhinomail.com</p>	<p>WOTC Coordinator Debra Roseburr Oklahoma Employment Security Commission Will Rogers Memorial Office Bldg. P.O. Box 52003 Oklahoma City, OK 73152-2003 Phone: (405) 557-7128 debra_roseburr@oesc.state.ok.us</p>
<p>Youth Coordinator Emmit E. Grayson, Jr. Workforce Program Manager Oklahoma Office of Workforce Development 900 N. Portland Avenue Oklahoma City, OK 73107 Phone: 405-815-5285 emmit@osuokc.edu</p>	<p>NEG Coordinator Vikki Dearing, Director Director, Employer Workforce Services Coordinator, State Rapid Response Oklahoma Office of Workforce Development 900 N. Portland Avenue Oklahoma City, OK 73107 Phone: (405) 815-5114 vdearin@osuokc.edu</p>	

State Board

The State Board is known as the Governor's Council for Workforce and Economic Development. The Governor's Council serves the State of Oklahoma, the workforce investment areas, and local labor markets within the state. The governor, in accordance with Section 111 of the WIA, established the State Council as an advisory body to the governor, and the body was codified by the Oklahoma Legislature in 2006.

State Workforce Investment Board (Governor's Council) Membership and Organizational Affiliation: The Governor's Council includes private and public sector individuals that work together to support the governor's economic and workforce development vision across the state. The Governor's Council meets bi-monthly; however, interaction between its members occurs on a daily basis. The governor appoints private sector representatives from Oklahoma's key industry sectors. These sectors, identified by the Oklahoma Department of Commerce Research & Analysis Division, include high-growth clusters statewide.

Membership roster and organizational affiliation of the Governor's Council for Workforce and Economic Development, Oklahoma's statewide investment board:

<http://okcommerce.gov/workforce-development/governors-council/>

(Scroll down to *List of Governor's Council Members*.)

The Governor's Council operates in accordance with the functions contained in Section 111 (d) of the WIA to oversee Oklahoma's workforce development system. The Governor's Council advises the governor on the creation, implementation, and continuous improvement of a comprehensive statewide workforce development system in support of economic development.

The Governor's Council uses the WSST (detailed earlier) to facilitate an aggressive agenda that focuses resources from Oklahoma's employment, education, and economic development communities to secure statewide economic growth.

The governor establishes terms of appointment or other conditions governing appointment or membership on the council. Members are appointed for staggered terms. Members continue to serve until a replacement is appointed by the Office of the Governor. If vacancies occur during a term of office, the Office of the Governor makes new appointments for the duration of the term. All initial terms of office start on January 1 after receiving notification by letter from the Office of the Governor specifying an explanation of the term structure.

Plan Collaboration and WIA Functions: The Governor's Council assists the governor in the preparation of this plan by assigning staff from various entities represented on the council to collaborate on the initiatives included and the writing of the plan.

The Governor's Council develops linkages through its members and also through the WSST. The WSST consists of state partners represented in Workforce Centers, either on-site or through an MOU. This regular contact among WSST members allows for constant collaboration on issues.

WSST members can also work with the local service providers to resolve issues, including addressing any impasse issues in the development of local MOUs.

The Governor's Council Workforce systems and oversight committee will review local plans submitted from each of Oklahoma's workforce investment areas. This review ensures that the local plans align with the *Strategic Five-Year State of the Workforce Investment Plan* and that those local plans are demand-driven with significant input from identified local industry representatives. The council provides technical assistance to local areas in the development of their plans, if needed.

Since the Director of the State Department of Career and Technology Education (administrative entity for Carl D. Perkins Vocational and Technical Education Act funds in Oklahoma) is a member of the Governor's Council, the council relays comments about measures taken under section 113(b)(14) of the Act at least annually to this member. These include comments on the performance accountability system, the effectiveness of the State in achieving statewide progress in vocational and technology education and optimizing the return on investment of federal funds in vocational and technology education activities.

The Governor's Council also recommends designations of local workforce investment areas and will continue to work with local workforce areas on re-designation requests. Any contemplated changes in areas are discussed with all parties involved including the local elected officials, WIBs, and service providers. Changes in workforce investment areas are done only in the best interests of the State and the business and job seeker customers in that area.

Allocation formulas for the distribution of funds for adult, dislocated worker and youth programs under WIA are developed as per the federal WIA law.

The Governor's Council monitors the preparation of the annual report as described in WIA section 136(d) and the statewide employment statistics system described in section 15(e) of the Wagner-Peyser Act.

Local Areas & Local Workforce Investment Boards

Due to continued reductions in funding, and in an effort to increase funding for direct client services, Oklahoma has made a concentrated effort to work in conjunction with local areas and encourage them to seek re-designation and look at other ways to streamline administrative costs. As an example of the state's efforts in this area to improve effectiveness and efficiency, Oklahoma has reduced the number of local WIBs from 11 to 9 and reduced the number of fiscal agents from 10 to 8, since 2010.

To ensure re-designation is a truly collaborative process and that the benefits and challenges of re-designation are fully understood, multiple meetings are held with the chief local elected officials, local WIBs, their board staff and service providers, with our American Job Center partners, and with the local workforce board chairs' association. Several areas have requested or are considering requesting re-designation over the next year or so, (during the plan period). The

process has and will include:

- Guidance issued and technical assistance provided to local areas on steps needed for re-designation or for requesting change in fiscal agent. Link to the guidance memo: http://www.okcommerce.gov/Libraries/Documents/M-02-2012-Guidance-For-Role-Or_3578.pdf
- Meetings conducted between state officials and chief local elected officials, local boards etc, at their request to discuss options.
- Data provided to local areas and the Governor's office related to industry, commuting patterns, other partner area designations (schools, economic development, etc) to be considered in making re-designation request.
- Confirmation that the open meetings law includes a video conferencing option for WIBs. This will reduce travel cost and create added efficiencies.
- LEOs vote to seek re-designation and seek public comments.
- State receives request for re-designation, including any responses to the public comment period.
- Governor's Council (statewide workforce investment board) Oversight Committee considers request and makes recommendation to the full Council.
- The Council approves and sends request and recommendation to the Governor's office.
- The Governor approves the request and signs a letter of approval, which is sent back to the CLEOs for review and acceptance.
- Below is Oklahoma's **DRAFT** policy on re-designation, which will be sent out for public comment and then finalized by December 1, 2012:

DRAFT RE-DESIGNATION POLICY

TO: Chief Local Elected Officials
Workforce Investment Board Chairs
Workforce Investment Board Staff

FROM: Terry Watson, Director
Workforce Solutions Division
Oklahoma Department of Commerce

DATE: DECEMBER 1, 2012

SUBJECT: Guidance Policy for Role or Workforce Investment Area Change

PURPOSE: To provide guidance and direction to those WIBs that are making the decision, due to the current economic climate, to consolidate or change current roles in order to provide more efficient services that meet the needs of both their business and job seeker customers. This clarification guidance was necessitated by OWDI #02-2012 WIB Two Year Certification Policy

in the section addressing requirements for separation of WIB, WIA Title 1 Provider and WIB Staff. The state based this section on WIA Sections 117(f)(1) and (f)(2), CFR 661.310 (a), (b), and (c).

BACKGROUND: The Department of Commerce, Workforce Solutions Division, would like to offer these guidelines and definitions or steps for these efforts if your area so chooses one of the options.

Guidance for Consolidation or Change of Roles or Areas

Section 1: Relates to changing fiscal agents or having a single fiscal agent for two or more areas.

Below are some initial steps that need to be taken regarding change in fiscal agent:

- The law states that the CLEO can designate the fiscal agent, so action to designate a new fiscal agent can be taken any time by the LEO board. Section 117(d)(3)(B)(i)(II).
- The new fiscal agent must agree to accept being the fiscal agent.
- Once the above actions are taken, ODOC needs to be notified so that contracts can be changed for funds to flow to the new fiscal agent. This will require some transition time.
- An agreement between the LEO's and the fiscal agent should be written and signed to clarify the agreements Roles and Responsibilities OWDI see MOU examples.
- A joint LEO board meeting between the two areas should be held. ODOC will participate as needed and requested.
- Out of that meeting, a new LEO consortium agreement should be drafted outlining the agreement and roles so that there are no misunderstandings. Roles and responsibilities policy OWDI #1-2012.

Section 2: Relates to Board Staff Employer of Record Change

This section is referenced in OWDI #02-2012 Two-Year WIB Certification in regards to total role separation to prevent a conflict of interest.

- If the role change requires an employer of record contract the employer of record contract must be inclusive of the entire LWIB board staff budget and address what it takes to perform the day to day operations of the board staff i.e. salary, benefits, travel, rent, communications, supplies, etc. **Definition** The entity that is legally responsible for paying wages and employee's taxes. It is also the entity that is responsible for providing the employee the necessary facilities and supplies to carry out their assigned duties.
- Before finalizing employer of record negotiations, ODOC must review and provide written approval of the employer of record agreements and financial status of the intended employer of record.

Properly executed agreements shall contain the following:

1. Agreements for employer of record services must cover the budget for all board staff expenses e.g. staff salaries, insurance, fringe benefits, rent, travel, etc...
 2. Fee for service charges are required to be for actual costs to perform services and detailed in an itemized expense sheet to the contracted area and available for monitoring review.
 3. Contracts must include detail of the services to be performed by the employer of record and the limit of obligation the employer of record is assuming under the agreement.
 4. The board contracting these services must certify that they understand that the contracting of these services does not relieve them of the responsibility for ensuring that all of its federal employment tax duties are met. The EoR assumes no liability for the area's employee/clients employment tax withholdings, reporting, payment, and /or filing status. Therefore, it is crucial that proper oversight by the contracting entity is maintained as the board is ultimately responsible.
 5. If reimbursement contracts are entered into there must be clear guidelines set out for ensuring timely payment, tracking, documentation, etc...
- Employer of Record approvals will not be granted if an audit or monitoring results in unresolved financial management system or cash management finding(s).
 - If the LWIB is on a advance payment system with ODOC, all expenditure reports must be accompanied by a general ledger showing reimbursement of the WIA program for employer of record costs.
 - LWIBs on a reimbursement payment system with ODOC are not required to submit supporting documentation at the time of cash request. Supporting documentation will be reviewed during on-site monitoring.
 - It is preferable that only areas with unrestricted funds enter into employer of record contracts. As such, no documentation is required to support expenses at the time of reporting if unrestricted funds are being used. Supporting documentation will be reviewed during on-site monitoring.
 - ODOC will monitor both the employer of record and the contracting area to ensure compliance either through desk or on-site monitoring as needed.

Section 3: Relates to forming a new area, i.e. local area designation – re-designation.

The consolidation of boards into a new workforce investment area is the process that takes place between notice to the state for re-designation, and the new board becoming operational.

Re-designation of an area:

Oklahoma Strategic Five-Year Workforce Investment Plan
 July 2012 to June 2017
 Last updated 7.21.15

- Agreement needs to be reached by the area local elected officials that a new area or re-designation is desired.
- After above agreement has been reached, a letter needs to be sent to the Governor (through ODOC) requesting re-designation of the area to include the larger regional area.
- The above letter must be accompanied by documentation that there was a 30-day public comment period, how the public was notified, and any comments received as a result of the public comment period. Final Rule 661.341.
- The Governor's Council, as the state WIB will need to recommend approval of the new area.
- Once approved, the process of appointing new board members to ensure representation of the entire area can be done as per the new consortium agreement. (See policy on WIB certification for nomination and appointment process.)
- Additional clarifying agreements should be done to ensure that each entity knows and understands their role and the relationships (agreement between WIB and LEO's, agreement between WIB and fiscal agent) (examples provided in roles and responsibilities policy). See above section for guidance to change fiscal agent.
- Certification documentation is submitted to ODOC that includes the make-up of the board membership and other required certification documentation.
- The state will certify the board as per normal certification processes, including final approval from the Governor's Council. (Reference the WIB certification policy.)
- The state plan will need to be modified and sent to DOL after a public comment period.
- The local plan also will need to be modified and sent to ODOC after a public comment period.
- Once certified, the new board representing the new area should be operational.

These processes should become a part of any new consortium agreement for new or existing areas. Any contractual changes to existing agreements will be held to this guidance at the end period of the current contracts.

GRIEVANCES: In the event of a grievance to any of the above issues, please refer to OWDI #05-2012.

The grievance or appeal must be sent to:

Oklahoma Department of Commerce
 Attn: Director of Workforce Compliance, Workforce Division
 900 N. Stiles Ave.
 Oklahoma City, OK 73104-3234

ACTION REQUIRED: Workforce Investment Board Staff are requested to distribute copies of this issuance to appropriate staff within the Workforce Investment Area for WIA compliance. This is official state policy and should be kept in your permanent policy issuance file.

Questions, comments or requests for assistance regarding this policy or these steps or guidelines should be directed to Jeane Burruss, Project Director, 405-815-5256, or email

In Oklahoma's attempt to build a workforce investment system for all workforce investment programs, the State designates local workforce areas and the boards that guide and set strategic direction for them based on local labor markets, where employers and workers come together.

Based on the definition contained in the Workforce Investment Act (WIA), the labor markets identified by the Oklahoma Department of Commerce were recognized as the local workforce investment areas. The Governor's Council continues to promote regionalism and encourages local workforce boards to collaborate in development of regional plans. Further, the Governor's Council believes that collaboration and cooperation between regions and labor markets, both financially and programmatically, will ultimately provide better service to customers.

Local elected officials who properly submit a Consortium Agreement requesting designation of a workforce investment area, and whose request is denied, may file an appeal pursuant to Section 116(a)(5) of the Act. The designation process continues while the appeal is in progress and will be modified should the initial denial of designation be overturned.

The appeal will be filed with the same entity the Consortium Agreement was submitted to within 10 days from the date of the receipt of the denial of designation.

If an appeal is not received within the time period, the governor's decision is final. The chairman of the Governor's Council designates a state agency to conduct a hearing on the appeal. Hearings are conducted pursuant to the agency's existing appellate process. The agency submits findings of fact and conclusions of law to the governor within 15 days from the receipt of the appeal. The governor reconsiders the decision to deny the designation and issues a final decision in the matter.

If the Governor denies the appeal, or a decision is not rendered in a timely manner, the officials whose request was again denied may file an appeal to the U.S. Secretary of Labor pursuant to Section 116(a)(5) of the Act and 20 C.F.R. 667.640(a). The secretary may require that the area be designated as a workforce investment area, if the Secretary determines that (1) the entity was not accorded procedural rights under the State appeals process; or (2) the area meets the automatic designation requirements in Section 116(a)(2) of the Act or the temporary and subsequent designation requirements in Section 116(a)(3).

WIB Certification Process: In December 2011, the Governor's Council approved a revised two-year certification process for the local WIBs. The policy provides certification guidance and also clarifies local board membership nomination and appointment as well as the requirements for greater collaboration with economic development, implementing regional sector strategies, revitalizing local youth councils, and developing local organizational structures and clarifying agreements.

One of the major initiatives of this plan and Oklahoma's overall workforce and economic development strategy involves having local workforce boards serve as a broker in coordinating all workforce-related services within a regional area in collaboration with economic development. Economic development, education, the local boards, and the Workforce Oklahoma

one stop centers should align and all move toward the same goals to solve community workforce issues. It is the responsibility of the locals to create that alignment.

This requires highly effective local workforce investment boards (WIBs). Certification creates effective WIBs by:

- Ensuring WIBs have proper membership, including key industry representation, geographic representation, and key community leadership;
- Positioning the WIBs to convene and engage partners, facilitate community workforce development issue discussions, broker services, and connect the dots;
- Empowering local WIBs to find solutions, provide a system of quality access to services, leave no worker behind, and increase per capita income; and by,
- Enhancing regional economic development.

A WIB must meet the certification criteria established by the Governor’s Council. Once the WIBs complete the requirements, it submits the required documentation to the Governor’s Council. The Governor’s Council then reviews the documentation and certifies each WIB that meets the requirements. A link to the full policy is included in the Assurances section of this plan.

Operating Systems and Policies Supporting the State’s Strategies:

Policy that Supports Coordinated Implementation of State Strategies

One of the guiding principles of the Governor’s Council states: “Oklahoma will always work through collaborative systems of policy governance, benchmarking, evaluation, and rewards.” Under this principle, Oklahoma strives for fully integrated, seamless service delivery.

However, for this to happen at the local level, the state partners must be engaged and supportive. Thus, Oklahoma’s workforce development system operates under a statewide *Commitment to a Workforce and Economic Development Partnership Agreement* that commits the public agencies represented on the Governor’s Council and the WSST to collaborate on workforce and economic development issues. Local areas are also encouraged to develop similar agreements.

Through Oklahoma’s collaborative workforce development system organization, the state receives data from state agencies relative to program goals, resources, targeted clients, etc. and uses this information to align the strategic plans of the various agencies to ensure cooperation and efficient service delivery systems.

Operating Systems, Common Data Collection/Reporting Processes that Support Coordinated and Aligned Strategy Implementation for All Clients of the Workforce System

Oklahoma has the Service Link (OSL) web-based system that workforce professionals use statewide for WIA programmatic reporting purposes. WIA case managers enter customer data into the system and can update information as necessary. Service Link compiles reporting data for each local area, as well as statewide numbers. Training and support for Service Link is provided by the State and occurs as needed.

The OSL module also serves as Oklahoma's technological infrastructure for the statewide workforce management information system. The following are tracked through OSL: WIA Adult, WIA Dislocated Worker, WIA Youth, TAA and Trade Re-adjustment Allowances, Unemployment Insurance, Re-employment services, labor exchange, National Emergency Grant funded services, and veterans' programs. Service providers share common data elements and case managers share information on individuals enrolled in multiple programs.

In addition, the OSL system utilizes unemployment wage data which is uploaded to the system weekly. Federal employment data (FEDES) and wage record interchange system (WRIS) are uploaded on a quarterly basis to ensure that data concerning entered employment, employment retention and wage gain are captured.

Accountability

OSL provides a standardized method of data collection that enables Oklahoma to meet the U.S. DOL reporting requirements for all supported programs. Additional elements enable state administrators to manage WARN notices and oversee the approved training provider listings.

Still, it remains difficult to discern the true cost of achieving a given outcome and serving TAA/dislocated workers or anyone entering the workforce system. Additionally, the lack of comprehensive and integrated longitudinal data makes it impossible for policy-makers to determine success rates by training and educational program.

To fully align and integrate its operating systems and common data collection/reporting processes and to ensure accountability enhancements, the State is creating the Oklahoma Workforce Data Enterprise System (OK-WDES), which has been detailed in earlier sections of this plan.

The Oklahoma Department of Commerce, with the help of its workforce and education and employer partners, has launched the first piece of OK-WDES, which is OKJobMatch.com, an online labor exchange and real-time labor market data tool. This tool will work in conjunction with other LMI and BLS tools to provide current real-time labor market information to all system partners that will help coordinate service delivery, resource allocation and system integration.

OKJobMatch.com will eventually replace the current labor exchange system in use: OK Job Link. Both systems reside side by side currently, with separate sign-on access for employers and job seekers. The State expects to have a single sign-on by the end of 2012. Shortly after that, OK Job Link will be phased out completely.

OK-WDES will enable the State to determine the true cost of services for achieving specific outcomes and the ROI associated with specific education/training programs, certificates, credentials, and degrees. Its implementation and the strategies to be supported by OK-WDES will make Oklahoma's workforce development system much more accountable and transparent for those who use the system and support it with their taxes.

To operationalize these strategies at the regional level, Oklahoma has developed a framework for one-stop system certification. This framework document, discussed in *Section 1: State Workforce Strategic Plan*, includes local partners, processes, timelines, standards and other such information relevant to ensuring an aligned and seamless service delivery system. This process will be implemented beginning with a series of pilot projects. Through these pilot projects we will be working out details of the overall process, specific partner roles, and local implementation.

Oklahoma Workforce Development System Certification Framework (“New Day, New Way”):

http://okcommerce.gov/assets/files/workforce-development/Oklahoma_Workforce_Development_System_Certification_Framework.pdf

Workforce System Certification Standards:

http://okcommerce.gov/assets/files/workforce-development/Workforce_System_Certification_Standards.pdf

In addition to the system certification, Oklahoma is also working on implementation of initiatives and strategies through improved business services. A study of business retention/ and expansion (BR&E) and layoff aversion (entitled *Creating a Proactive System to Help Business Stay Strong and Grow*) has recently been completed and posted to www.OKcommerce.gov.

Oklahoma recognizes the importance of its existing businesses and is committed to providing resources to help them stay strong and grow. Healthy, growing businesses means a healthy and growing economy and will ultimately lead to increased quality of life for all Oklahomans. The recent studies such as *Building Blocks for an Employer-Responsive Workforce System* in 2011 and the *FallinForBusiness Survey* conducted in early 2012 lay the foundation for understanding what businesses need to remain competitive and how they wish to access the services available to assist them.

The *Creating a Proactive System to Help Business Stay Strong and Grow* project/report builds on that research and moves toward defining the “how.” How do businesses become more aware of the services available? How are an individual company’s needs identified? How do partners from economic development, workforce development and education communicate and collaborate to provide solutions?

Some of the recommendations for the Governor’s Council included in *Creating a Proactive System to Help Business Stay Strong and Grow* are:

- Strengthen employer engagement and move toward a more demand-driven system;
- Align partner policies and performance measures;
- Connect in a more meaningful way to the LWIBs; and,
- Assist stakeholders in shifting to a business-centered model.

All of these efforts will help to clarify roles, streamline processes and provide better services to clients and job seekers over the period covered by this plan. Using this report to further develop initiatives and operationalize how we serve employers and work on clarifying roles for the agency.

Link to the full report, *Creating a Proactive System to Help Business Stay Strong and Grow*:
[http://okcommerce.gov/assets/files/workforce-development/Creating a Proactive System to Help Business Stay Strong and Grow-Final Report.pdf](http://okcommerce.gov/assets/files/workforce-development/Creating_a_Proactive_System_to_Help_Business_Stay_Strong_and_Grow-Final_Report.pdf)

Aligning with Registered Apprenticeship and Job Corps

Information is provided by participating unions and employers to Workforce Oklahoma centers throughout Oklahoma. In addition, the State works with the Bureau of Apprenticeship and Training (BAT) to inform local centers and service providers about apprenticeship programs in Oklahoma and around the nation. The BAT was an active participant in the Governor’s Summits on Economic and Workforce Development. A member of the Governor’s Council also attended a seminar on integrating WIA and apprenticeship programs.

Job Corps representatives serve on four local workforce boards and youth councils in areas where there is a Job Corps Center. Job Corps representatives work with local one-stop centers to do recruitment, education, and other facets of Job Corps operations. Job Corps representatives are co-located in some Workforce Centers. The State will be working with other one-stop centers and Job Corps centers across Oklahoma to get more representation in the one-stops and on local

WIBs. A Job Corps representative serves on the State Workforce Youth Council and offers insight on a number of issues facing the state's youth population.

Rapid Response

Effective July 1, 2012, the Oklahoma Department of Commerce assumed responsibility for all statewide Rapid Response efforts. These activities are provided as part of a comprehensive workforce investment system designed to respond quickly when a mass layoff and/or plant closure appears imminent. Staff members at ODOC and the Oklahoma Employment Security Commission (OESC) respond quickly to employer, employee and community needs when a mass layoff and/or plant closure appears imminent. The objective of Rapid Response is to help workers transition from notification of layoff to re-employment as soon as possible.

Oklahoma maintains a database of WARN notices to track mass layoffs and plant closings. This database captures the number of workers laid off, the reason for layoff, presence of a labor union, and tracks the services provided to the employers and affected workers. This information is available to the public on the OESC website, but with ODOC now assuming responsibility for this program, the information will be moved to the ODOC website.

The Rapid Response Team performs the following duties:

- Coordinates activities with the Unemployment Insurance staff and those in the worker adjustment program;
- Ensures the prompt and appropriate targeting of additional assistance to local WIBs for basic readjustment and retraining services;
- Assures that local resource providers such as CareerTech and higher education entities are a part of the Rapid Response effort;
- Ensures Rapid Response activities are carried out in local areas, and works in conjunction with Local WIBs and chief elected officials in those areas;
- Provides prompt additional assistance to local areas that experience disasters, mass layoffs or plant closings, or other events that precipitate substantial increases in the number of unemployed individuals;
- Provides technical assistance to local areas to increase coordination of other available resources such as NAFTA-TAA and Pell Grants.

When the layoff or closure involves organized labor, Rapid Response works closely with organized labor representatives in conducting Rapid Response activities. Oklahoma's Rapid Response Team works extremely well and creates a dynamic partnership that provides for quick and effective information and services for affected workers.

Rapid Response funds are used at the state level by ODOC and OESC. They are set aside for emergencies, or for when all allocated resources are expended. The local areas are involved as a part of the Rapid Response Team, but Rapid Response funds aren't allocated to local workforce

boards. Rapid Response funds may be used by local workforce boards through application for emergency funding as needed for specific layoff events.

The vast majority of companies in Oklahoma don't fall under the WARN Act provisions, so most aren't required to file a WARN notification. Notices of impending layoffs received from these employers are informal in nature. These may include telephone calls from local elected officials, local workforce area service providers, economic development professionals, the employer, or the affected workers themselves. The affected workers in this situation are also offered Rapid Response services.

Once the State receives notification of an impending layoff, the information is recorded into a database and plans for Rapid Response service provision begins. A telephone call or personal visit is made to the company to set up employee meetings with Rapid Response staff. The team makes every effort to work with the employer to set up meetings during the affected workers' shift so workers can continue to be paid while learning about the various services available.

This often results in Rapid Response meetings during the wee hours of the morning, on weekends, and late in the evenings. If it isn't possible to conduct Rapid Response meetings on company time, then the workers are notified by announcement at the workplace and/or through the news media of the time and place for the meetings.

A team of workforce and other service providers give information to affected workers at all Rapid Response meetings. Workers are given printed information about Unemployment Insurance, services provided by the local Workforce Oklahoma Center, programs available to dislocated workers, tips for job searches – including resume development and interviewing skills, community services like consumer credit counseling, healthcare, and childcare, access to websites, and physical locations of local Workforce Oklahoma centers. Workers are told which documentation they will need to register for Workforce Oklahoma and Unemployment Insurance programs/benefits, and they are given an approximate timetable on how quickly services can be provided. In many cases, job fairs are scheduled and held for the affected workers notified.

Employers are also informed at Rapid Response meetings about the many business services available through the state's workforce system. Because of this, downsizing businesses use the system to assess, screen, and hire workers as their situations change and they are able to re-staff and/or expand. There are also numerous instances when companies scale back layoffs because they now know about the number of free services available that can cut costs and still leave workers employed.

Because receipt of a WARN notice is not sufficient, in most cases, for helping to avert a layoff, Oklahoma is currently working on a layoff aversion plan that will provide a policy framework from which services can be provided holistically to reduce layoffs, and to help dislocated workers get back to work more quickly.

The project goals are to:

- Identify and validate existing relevant programs, services, and initiatives as effective tools for Lay-off Aversion (LoA)/Business Retention & Expansion (BR&E);
- Identify programs, services, and initiatives that are missing;
- Organize programs, services, and initiatives into an interconnected system for BR&E/LoA; and,
- Develop a comprehensive BR&E/LoA plan that illustrates how ***all*** partners contribute to retaining and growing jobs in Oklahoma

A key part of this project will be to validate that the Oklahoma's workforce strategies identified in this plan will be effective as lay-off aversion tools.

Ultimately, Oklahoma's workforce system will ensure that we have the business intelligence necessary to understand employer needs. Also, the system will ensure that we are creating the talent pipeline necessary to provide the skills and credentials demanded by employers and needed by Oklahomans to enter the labor market or return to the labor market as quickly as possible.

Applicable state policies can be found at the link below:

<http://okcommerce.gov/workforce-development/workforce-issuances/memos/>

Services to State Target Populations:

Oklahoma intends to use the career pathways process as a key strategy to better serve clients within these special populations. The career Pathways framework is described in *Section 1: State Workforce Strategic Plan* under *State Strategies*.

In addition, the OK-WDES longitudinal database project and other efforts to provide 24/7/365 online services will provide enhanced and streamlined access to services, including those needed by our target populations.

The standards developed thru our various state initiatives are part of the system certification process, which is also designed to provide improved access and services to ALL clients.

The initiatives detailed in this plan directly support Governor Mary Fallin's strategic economic and workforce development vision, which focuses on job creation and skill attainment as crucial to addressing the issues of limited opportunity and underemployment. By providing high-touch and high-tech, regional and statewide systemic integration and innovation, Oklahoma strives to connect employers with the workforce needed and to create jobs and to raise the education and

skill levels of all citizens—dislocated workers, veterans, individuals with disabilities, youth, individuals with limited English proficiency, low-income individuals, etc.

Dislocated Workers

Oklahoma's Dislocated Worker programs are operated on a year-round basis by the local workforce investment areas (LWIAs). The funds allocated must be used to provide core, intensive and training services. Core services include, but are not limited to, outreach, intake, initial assessments, basic employment plans and placement assistance. Intensive services include comprehensive and specialized assessments, group counseling and short-term pre-vocational services. Training Services include on-the-job training, skills upgrades and occupational skills training. The Dislocated Worker program in Oklahoma is fully integrated with the TAA program.

Veterans and Others Eligible for Services under Jobs for Veterans State Grants

Governor Fallin has indicated her strong support of efforts to support returning and transitioning service members, veterans and their families. A special committee has been formed consisting of cross agency members. They are working on various efforts to coordinate services and to plan hiring events for returning military personnel and their families.

In support of this effort, ODOC and the Governor's Council have launched a website (OKmilitaryconnection.com) to connect veterans with a variety of state and national resources and services. This site will be expanded and enhanced over time, and it will ultimately be a key part of the OK-WDES.

Oklahoma is an enthusiastic supporter of the Gold Card Initiative for our nation's returning veterans. The State is currently working with the local WIBs, Workforce Oklahoma center staff, and service providers to develop a system to track the number of veterans coming into the center for Gold Card services as well as the number informed about the Gold Card and signed up at the center, the types of services provided, and the outcomes of those services.

The State is also working with employer councils, trade associations, the State Chamber, local chambers, state and federal agencies and education/training providers to connect transitioning service members, veterans and other eligible persons with quality training and employment. Efforts are also under way with Oklahoma's CareerTech technology centers, community colleges, and four-year institutions to develop fast-track credentialing and degree programs that offer credit for experience gained during military service.

In general, veterans and others eligible for services under Jobs for Veterans State Grants (JVSGs) are identified at each point of entry into Oklahoma's workforce development system. All customers so identified receive priority of service. Through an assessment process, eligible customers also determined to have significant barriers to employment or designated as eligible by the U.S. Department of Labor are referred for services to a Disabled Veterans Outreach Program

Specialist (DVOP) where available. Those being served at Centers lacking an assigned DVOP are referred for services to other Workforce Center staff.

All local office staff and workforce system partners performing labor exchange through the current Oklahoma Job Link system are required to provide veterans and other eligible persons with priority. Close monitoring through system reports, field visits, and training is conducted to ensure legislative requirements for veterans are followed.

The State assures that veterans and others eligible for JVSG-funded services will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in Chapters 41 and 42 of Title 38 U.S.C. The State assures that it will comply with the veterans priority established in the Job for Veterans Act (Public Law 107-288). The State and the Veterans Employment and Training Service have a memorandum of understanding to ensure services will be provided to veterans as described in Title 38 U.S.C., Chapters 41, 42 and 43; at 20 CFR Chapter IX, CFR, codified at 20 CFR 1001, 100; and all applicable Training and Employment Guidance Letters (TEGLs) and Veterans' Program Letters (VPLs).

Local Veterans' Employment Representatives (LVERs) are assigned to many Workforce Centers across the state to conduct outreach to the employer community and conduct capacity building activities within the employment service delivery system to ensure easier access to the appropriate employment and training services for job seeking veterans and others eligible for services under the JVSGs. LVERs play an important role in assisting with the development of the service delivery strategies for veterans and other eligible customers in their assigned Workforce Centers as well as educating all Center partner staff with current employment initiatives for those same customers.

Individuals with Disabilities

A key aspect of serving individuals with disabilities is accessibility. Ensuring that services are accessible is always a key consideration whenever looking at programs and processes, whether on-line or place based.

Workforce Oklahoma centers strive to expand capacity, enhance partnerships, and improve service delivery to improve training and employment opportunities and outcomes for youth and adults with disabilities who are unemployed, underemployed, and/or receiving Social Security disability benefits. Staff work daily with a variety of partners locally and across the state that provide services to people with disabilities and the general population either directly at the Workforce Oklahoma centers or through referrals to partner facilities.

These partners include education/training institutions; employers; healthcare, mental health, and childcare facilities; faith-based organizations; community-based non-profits; legal assistance providers; and other state and federal agencies, such as the Department of Rehabilitation Services, Veterans Administration, Department of Human Services, Department of Housing and

Urban Development, and the Department of Corrections. Many of these linkages are formal and codified in memorandums of understanding.

Oklahoma's objective is to provide equitable services to individuals with disabilities and to ensure that all Workforce Oklahoma centers comply with the Americans with Disabilities Act (ADA). Specifically, the Oklahoma Employment Security Commission has contracted with the Oklahoma Department of Rehabilitation services (OKDRS) to provide assistive technology to individuals with disabilities in Workforce Oklahoma centers. OKDRS staff working in Workforce Oklahoma centers have made available for customer use assistive listening devices, Intrepretype, and Comfort Duett. These technologies and translation services can be utilized with customers that have communication difficulties, such as the deaf, hard of hearing, and individuals with limited English proficiency.

OESC works to develop and support increased employment opportunities for individuals with disabilities. Workforce Oklahoma center staff routinely refer individuals with disabilities to the OKDRS for more intensive training and job placement opportunities. In addition, five of the seven OKDRS Benefits Planners serving individuals with disabilities are stationed full-time in Workforce Oklahoma centers.

Center staff and OKDRS Benefits Planners collaborate to assist customers receiving SSA benefits. Specifically, when referred by center staff to an OKDRS Benefits Planner, customers are provided information concerning the impact of work on receipt of SSA benefits and the impact of work on other benefits and services the individual may be receiving, such as TANF, SNAP, UI compensation, Veteran's benefits, etc. OKDRS Benefits Planners not only address the concerns of individuals with disabilities about the possibility of losing benefits, but also help these customers understand and maximize their work incentives.

Youth

Oklahoma is committed to a "Growing Our Own" initiative that includes providing the best opportunities for our youth to develop into skilled, productive citizens that want to stay in Oklahoma to live, work, and play. The State Workforce Youth Council was established to identify and address youth workforce issues. The current state of Oklahoma's youth population is constantly scanned to ensure advancement for the purpose of developing a statewide plan in support of youth and a communication infrastructure that will inform and engage all stakeholders.

The State Workforce Youth Council consists of various state agency representatives, juvenile court judges, Job Corps., non-profit groups specializing in youth issues, private sector representatives, and youth participants in various state and federal programs. The State Workforce Youth Council also ensures that Local Youth Councils are serving all Oklahoma Youth.

One of the roles of the State Workforce Youth Council is to better support local youth councils. Further, the statewide WIB certification process is intended to help re-vitalize local youth

councils. As part of this process, special emphasis will be placed on assisting local youth councils improve coordination with Job Corps centers where applicable. As stated above, Job Corps representatives have been and will continue to be members of the State Workforce Youth Council.

Since educational attainment among youth and adults is a critical component of workforce development, the State Workforce Youth Council, working with the Governor's Council, will establish and measure targets for educational attainment in Oklahoma. One of the primary goals for the State Workforce Youth Council will be developing strategy to increase the target numbers. Initial targets may include: percentage of Oklahomans completing 8th grade; percentage of Oklahomans attaining a high school diploma or GED; percentage of Oklahomans attaining an associate's degree or industry-recognized credential/certificate; percentage of Oklahomans attaining a bachelor's degree.

All youth activities focus on developing Oklahoma's youth to meet the demands of Oklahoma business. This philosophy includes emphasis on increasing the high school graduation rate so that Oklahoma has the highest rate in the nation, expansion of the Career Readiness Certificate (CRC) program in Oklahoma high schools and post-secondary institutions, expansion of early childhood education, increasing the number of post-secondary graduates in the state, and introducing youth, educators, and parents to Oklahoma's targeted industry sectors, the skills needed, and the career pathways and opportunities available. This vision requires facilitating and modeling meaningful youth involvement and creating system-wide solutions by aligning workforce development, education, youth-serve agencies and non-profits, and business to improve opportunities and the quality of life for Oklahoma's youth.

The Oklahoma State Workforce Youth Council promotes youth development by facilitating the collaboration and alignment of statewide and local services that are of the highest quality and responsive to the needs of all youth.

To contribute positively to the relationships, opportunities, skills, values, and self-perceptions of youth, the State Workforce Youth Council:

- Provides leadership in the development of policies that affect Oklahoma's youth;
- Promotes a system that develops personal, social, career and academic skills;
- Guides efforts to effectively serve youth who are most in need;
- Values and supports youth as leaders, young adults, contributors, producers and stakeholders;
- Facilitates meaningful youth involvement as a means of increasing effective planning and decision-making;
- Promotes healthy relationships between youth and caring adults;
- Addresses critical issues affecting Oklahoma's youth;
- Emphasizes safe and healthy communities that are based on positive solutions to common pressures of adolescence; and,
- Provides policy guidance for local youth councils.

Oklahoma high schools are using the WorkKeys assessments as another tool to prepare students for End of Instruction tests, and most high schools now issue a CRC along with a high school diploma. Additionally, the Governor's Council requires WorkKeys assessments for youth enrolled in WIA programs statewide. These assessments allow eligible youth to earn a CRC and demonstrate to employers and post-secondary institutions that they have the knowledge base necessary to enter the workforce and/or continue education.

Oklahoma has one of the highest incarceration rates in the nation, especially among women. The State is making efforts to establish the WorkKeys assessment system in adult and juvenile correctional facilities around the state. Inmates will be able to earn their CRC and several pilot programs are in operation that are placing ex-felons into employment at Oklahoma construction and manufacturing companies. Partnerships between the Oklahoma Department of Corrections, Oklahoma Office of Juvenile Affairs, and the state's CareerTech and higher education system are developing innovative programs where ex-felons are going to work at wages that exceed the state's per capita personal income. The State will expand these programs as data proves that they are instrumental in reducing recidivism and provide valuable employees to Oklahoma's targeted industries.

The State has also developed the Oklahoma Career Planner System, which includes the Oklahoma Career Information System (OKCIS) and enables students, educators, and parents to access a variety of career, financial aid, career pathway, and other information that helps them make decisions on career choices. This web-based system is fully implemented in Workforce Oklahoma one-stop center resource rooms around the state and throughout educational institutions across Oklahoma.

Since OKCIS is part of the Career Planner System and will be available in Oklahoma Workforce Centers, the State encourages local areas to assist eligible WIA youth develop a CIS portfolio. This process helps youth determine work and training opportunities available and serves as a tremendous asset for case managers as they help youth develop training and/or work plans.

The State Workforce Youth Council also works with organizations such as Job Corps., the U.S. Junior Chamber of Commerce, Junior Achievement, and other groups to develop a comprehensive initiative on entrepreneurial development for youth. Oklahoma believes that tapping into the creative spirit and initiative of our youth can "Grow Our Own" into successful entrepreneurs and citizens.

In support of the local youth councils, the State Workforce Youth Council contributes to the planning and resources of three state youth summits designed to provide life lessons. Each summit serves around 200 to 1,000 youth engaging the support and participation of the local Native American tribes and other service providers. These summits are aptly named Elevate, which is coordinated by the Eastern Workforce Investment Board; Xtreme Ability is Power, which is coordinated by the Southern Workforce Investment Board; and the Youth Leadership Summit, which is coordinated by the East Central Workforce Investment area.

The Southern Workforce Investment Area coordinates the “**Real Life Math!**” program, which was developed as a part of a broader initiative called “WORK.” “**Real Life Math!**” is based on the needs of businesses. Since math is used every day in work and home, this project illustrates how businesses use what the kids have learned in Algebra, Geometry or Calculus. Participants include middle school and high school students in up to 13 counties in southern Oklahoma and three counties in north Texas. Others involved include: superintendents, principals, counselors, teachers, and businesses.

Individuals with Limited English Proficiency

Oklahoma’s local areas are subject to both federal and State requirements regarding non-discrimination and equal opportunity, which includes equal access for persons with limited English proficiency. This includes the requirement that local areas must take reasonable steps to ensure that individuals with LEP receive, free of charge, the language assistance necessary to afford them meaningful access to the programs, services, and information the local area provides. Local area equal opportunity officers receive training in a number of issues relating to equal access in all Workforce Oklahoma centers.

Low-Income Individuals

If the funds received by the State and allocated to the local boards for adult services are determined by the governor to be limited, priority of service will be given to public assistance recipients and other low-income individuals. These funds will be used to:

- Provide core services to assist job seekers find employment as soon as possible;
- Provide intensive and training services to job seekers who do not have the skills needed to secure employment immediately; and
- Further develop the statewide network of services.

Oklahoma intends to assist individuals find employment as soon as possible. The first job may be only the first rung on a career ladder, but it is important in helping develop work skills and history. For those who need more than core services to find employment, WIA provides for intensive and training services. Local boards must set the criteria for determining acceptable employment that provides for self-sufficiency through employment in target industries and at wages at or above the average county- and/or state-per-capita wage.

The local WIBs may also use local funds to provide:

- Customized screening and referral to training;
- Customized services to employers on a fee-for-service basis; and,
- Supportive services payments to individuals participating in assisted core, intensive or training services.

Wagner-Peyser Agricultural Outreach (Migrant and Seasonal Farm Workers):

Assessment of Need

The Oklahoma Employment Security Commission (OESC) has recognized the decline of migrant farm workers operating throughout Oklahoma. In recent years, agricultural mechanization and technology has significantly decreased the demands for migrant workers. It appears that mechanization has currently peaked and the limited needs for seasonal workers in Oklahoma should remain stable. Oklahoma is not designated as a significant MSFW state, and OESC is exempt from having a full-time State Monitor Advocate. (See the letter on Page 60 below.) In fact, no MSFWs were enrolled in the past two years. MSFWs are normally only found in the state during periods of seasonal crop activities and at times of intensive agency recruitment of workers.

However, OESC's Outreach and Rural Job Placement Programs are designed; however, to provide the full range of employment services, benefits and protection to MSFWs as are provided to the non-migrant applicants.

Proposed Outreach Activities

OESC has planned and will implement specific efforts to assure that Migrant and Seasonal Farm Workers (MSFWs) receive services that are, at a minimum, quantitatively proportionate and qualitatively equivalent to those services provided to other applicants. Federal regulations at 20 CFR, Part 651, Subpart B, and Part 658, Subparts E and F, relating to MSFW services and the Employment Service Complaint System, are being complied with. MSFW Indicators of Compliance are being monitored.

Coordination between the state Monitor Advocate and Employment Service Director will ensure that services for MSFWs will be maximized throughout all local Workforce Centers. Preparation of the State Plan of Service is coordinated with the Monitor Advocate. Consideration is always given to any recommendations made by the Monitor Advocate and other concerned groups as per regulations 20 CFR 653.109(t).

OESC partners with ORO Development Corporation, a current grantee provider of the Workforce Investment Act (WIA) Title I Section 167 program and non-profit corporation of the State of Oklahoma. ORO provides employment, training and supportive services to Oklahoma's migrant and seasonal farm workers. ORO accepts all referrals made by OESC to ORO and provides services in accordance with the availability of funds and services offered by ORO.

The State Plan for Agricultural Services is given to ORO, which is asked every year to comment and provide recommendations to the plan. ORO does provide comments and they are always included in the state plan. OESC and ORO Development Corporation have a working MOU.

ORO has placed staff in five of our Oklahoma offices to provide services to the Migrant and Seasonal Farm Worker community and additionally serve other rural and socio-economic persons who meet eligibility requirements. OESC accepts all referrals made by ORO to OESC and provides services in accordance with the availability of funds and services offered by OESC.

OESC also works with the Oklahoma Department of Education; the U.S. Department of Labor, Wage and Hour Division; the Oklahoma Department of Labor; and other agencies working specifically with this target group. OESC will attend appropriate meetings as a joint effort with other Community Based Organizations (CBOs) and federal and state agencies to find ways to reach MSFWs. There is, and will continue to be, discussions pertaining to the type of exchange the various agencies can provide to each other that would best serve the MSFWs in Oklahoma. All of these efforts are proving to be both successful and rewarding. The Oklahoma Employment Security Commission will continue to provide quantitative, qualitative, proportionate, and equivalent services to all applicants.

Services Provided to Agricultural Employers/MSFWs

OESC provides all labor-exchange services to migrant and seasonal farm workers on a quantitative, qualitative, proportionate, and equivalent service to all applicants. The State, through the Governor's Council and local workforce boards, will reach out to agricultural employers to help determine their needs for MSFWs. Local Workforce Oklahoma centers can assist employers and MSFWs by providing information on work status documentation and other aspects of employment.

Numerical Goals

OESC does not expect to have more than 10 migrant and seasonal farm workers seeking agricultural work in this state.

Data analysis

The USDOL Migrant Indicators of Compliance quarterly report has shown for several years the decline of migrant activity in Oklahoma.

(Section continues on the following page with the Letter for a Part-Time State Monitor Advocate.)

Oklahoma Employment Security Commission



Richard McPherson, Executive Director

Mary Fallin, Governor

Representing Employers

Douglas R. Major, Ed. D., Commissioner
Shannon Davies, Commissioner

Representing the Public
Rev. W.B. Parker, Chairman

Representing Employees

Rev. Mike Wester, Commissioner
Sen. Mike Fair, Commissioner

August 21, 2012

RE: Reporting less than full-time State Monitor Advocate position in Oklahoma

Dear Sirs:

The Oklahoma Employment Security Commission (OESC) recognizes that Oklahoma is not a listed significant Migrant Seasonal Farmworker (MSFW) state and as such is not required to work a full-time State Monitor Advocate.

The OESC will provide all labor-exchange services to migrant and seasonal farmworkers on a quantitative, qualitative, proportionate and equivalent service to all applicants.

Sincerely,

Richard McPherson
Executive Director

Services to Employers:

Governor Mary Fallin is committed to ensuring Oklahoma businesses have a highly skilled workforce that leads to a dynamic, innovative economic environment and affords Oklahoma workers and their families an enhanced quality of life with wages that exceed national averages. Shortly after taking office, Governor Fallin launched a statewide survey of businesses—large and small—to determine specifically what they need to grow and thrive.

The Office of the Governor and all public agencies involved with workforce and economic development will use these survey results to drive policy and resource allocation decisions designed to ensure that every business in Oklahoma succeeds.

The Governor’s Council for Workforce and Economic Development seeks to generate wealth for Oklahoma businesses, individuals, and communities by creating and implementing leading-edge strategy to align workforce and economic development objectives.

Employer-led Skills Panels have occurred in several workforce areas and statewide panels for targeted industries to identify barriers and come up with suggestions for closing the skills gaps. Representatives from industry, government, and education will work together to close skills gaps among the current workforce and provide:

- Workers with better skills, jobs, and career opportunities;
- Employers with more efficiency, less turnover, and higher profits;
- Expansion of skill standards to meet employer needs;
- Educational programs that address key economic clusters and on-the-job learning strategies;
- Career pathways for future workers in the industry and current employees desiring advancement;
- Local and state information about employers’ skill needs; and,
- Policy recommendations based on real-time information.

One of the priorities of the Workforce Solutions Staff Team (WSST) is to develop priority pathways to create skilled workers within industry clusters, and work has begun to map the current system, develop a model of career pathways, ladders and lattices, and to recommend a comprehensive system of career development for Oklahoma.

Together OKJobMatch.com and OKCareerPlanner.com (detailed earlier) serve as resources for businesses by providing workforce data; detailed information on the services available through local Workforce Oklahoma centers, such as employee recruitment, screening, hiring, and connection to customized training; career pathways; and labor exchange.

Further, and in alignment with Governor Fallin's vision for meeting the needs of Oklahoma's businesses, the Oklahoma Employment Security Commission (OESC) works through multiple programs to deliver tangible services and benefits to the employer community.

Workforce Oklahoma center staff make available a variety of employer services on a daily basis, such as, job matching, customized recruitment events, employee skill upgrading opportunities, labor market information, and lay-off assistance and aversion.

Workforce Oklahoma center staff routinely provide labor exchange job matching services to employers. These services include referral of quality job seekers to available job openings, assistance in the development of job descriptions, applicant pre-screening, and specialized recruitment for hard-to-fill positions. OESC's nationally recognized recruitment model, the Talent Acquisition Team, is a unit of recruiters assigned to assist employers with a customized strategy of recruitment services, working diligently to connect employers with qualified candidates for hard-to-fill positions.

OESC has also started implementation of new labor exchange procedures that focus on increasing the number of suppressed job orders and the number and quality of job seeker referrals to employers. Two pilot projects were launched in late 2011 to test this new model, with positive results showing improvement in service to employers through management of and quality referrals to suppressed job orders.

As demands for Oklahoma businesses expand and change, OESC is poised to work closely with business customers to determine specific needs and formulate an effective, individualized service solution. OESC makes every effort to efficiently and effectively link employers with the qualified employees they need. Workforce Oklahoma staff facilitate job fairs and mass hiring events, coordinate application submission, pre-screen candidates, and provide space in the local Workforce Oklahoma center for employers to use when interviewing qualified candidates.

Currently, OESC sponsors major semi-annual job fairs each spring and fall in the Oklahoma City and Tulsa metro areas. These job fairs attract on average over 1,000 job seekers and more than 100 employers at each event.

OESC knows that well-trained employees are the key to Oklahoma's business success. In today's competitive labor market, demand for skilled workers far exceeds supply. OESC offers businesses a variety of skill upgrading opportunities for their employees, such as skills and proficiency testing, CRCs in the areas of Applied Mathematics, Reading for Information, and Locating Information, and facilitation of industry-specific training for either new hires or current employees requiring advanced skills.

OESC's local employer council initiative grew out of the need to foster a partnership with Oklahoma's business community. Employer councils bring together employers of varying sizes and industries to learn about local employment and training issues. Employer councils meet on a regular basis as determined by the needs of council members and each meeting includes an educational presentation that qualifies for credit toward recertification from the Human

Resources Certification Institute. Currently, OESC sponsors employer councils in the Oklahoma City and Tulsa metro areas. Each month, nearly 275 industry professionals attend presentations by leaders in human resources, labor and employment law, and business and management offering cutting-edge information regarding current trends in the industry.

OESC consistently provides businesses with up-to-date information regarding the status of Oklahoma's economic health. OESC produces, analyzes, and delivers timely and reliable statistics to help you make informed business decisions. Examples of the information OESC provides are employment and wage data by occupation and industry, labor force and unemployment rates, economic indicators, and population estimates.

OESC recognizes and understands that a layoff is difficult for everyone, including employers. OESC can help a business' impacted employees by providing a variety of resources if it becomes necessary for the business to downsize. OESC-provided services focus on ensuring that the employer's affected employees are aware of the Unemployment Insurance program and job seeker services, including referrals to other community resources that may be available through the local workforce system.

Through participation in the Expanding Business Engagement–Technical Assistance Initiative grant, OESC, in coordination and collaboration with ODOC and the business retention and expansion, layoff aversion, and other employer service strategies discussed throughout this plan, is committed to cultivating its engagement of business and industry as partners and stakeholders. To that end, OESC will include key state and local team members from at least two local areas in the planning and development of additional local Employer Council initiatives and Talent Acquisition Team recruitment models outside of the Oklahoma City and Tulsa areas. Expanding the current Employer Councils and Talent Acquisition Teams will serve to strengthen business engagement and help to further meet the needs of business customers statewide.

OESC will continue its current efforts and find additional ways to engage businesses through the development of robust policy and procedure. Currently, the agency uses surveys to collect feedback and data from employers, and makes enhancements to service delivery based on the information gathered. OESC is a partner in the unique survey of Oklahoma Executives, the *Fallin for Business Survey* that asks business leaders for their insight on challenges and issues in Oklahoma's current business climate. Another option that we will explore is employer focus groups. Important information that can be ascertained from such focus groups:

- Understanding the biggest challenges that employers face in finding, hiring, developing and retaining employees;
- Gaining insights into recruiting, screening and assessment, and training resources that employers value most; and,
- Further assessing whether local American Job Centers currently meet the needs of business.

Further, OESC is dedicated to sharing knowledge and promising practices with non-participating states in Year Two of this grant. OESC will engage in peer-to-peer mentoring opportunities by

attending regional conferences and state administrator meetings and will share the technical expertise gained through business engagement strategies, policies and programs.

OESC understands that employers value the services it currently provides and it is the agency's goal to expand and improve such services through the maintenance and further development of a high quality workforce system statewide. OESC strives to enhance the economic health of the business community by providing a prepared workforce and by:

- Increasing the number of repeat employer customers accessing the American Job Center services;
- Expanding the array of business-valued services offered through the American Job Center delivery system;
- Increasing the number of employers accessing services for the first time through our workforce delivery system;
- Increasing the percentage of individuals enrolled in training activities who enter training-related employment;
- Increasing the ratio of placements to referrals for job openings posted by employers;
- Reducing the average number of days to fill job openings; and,
- Increasing the satisfaction of employers using our American Job Center services.

Desired Outcomes

Further, OESC has been actively working to strengthen the relationship between its Wagner-Peyser and Unemployment Insurance programs to provide quality services to Oklahoma's job seekers and employers. Consequently, this supports USDOL's nationwide objective of reemploying claimants and reducing improper payment rates among UI claimants.

OESC is currently engaging in several strategies within both the Wagner-Peyser and UI programs in order to achieve the following identified goals: increase the state's UI trust fund balance, decrease fraud, and decrease claimant duration.

With regard to the Wagner-Peyser program, OESC has recently revised its Labor Exchange procedures with a renewed focus on increasing the numbers of staff-assisted job orders and quality referrals. Additionally, all claimants are now required to register for work through Oklahoma JobLink, and OESC is focusing on facilitating quicker engagement of claimants through increased delivery of staff-assisted services to job seekers.

With regard to the UI program, OESC is in the process of modifying the current claims model, transitioning from an inbound call center model to take claims and answer questions to an outbound model with virtually all claims filed online. Expected outcomes of these strategies include a decrease in the number and duration of UI claims, reduced improper payment rates, and a more efficient and manageable claims model that is focused on reemployment of claimants.

Trade Adjustment Assistance (TAA):

Oklahoma's workforce system provides the entire array of services to dislocated workers through a multi-agency Rapid Response Team anchored by the Oklahoma Department of Commerce (ODOC) and the Oklahoma Employment Security Commission (OESC). This team works closely with employers, workers, economic development professionals, representatives from a variety of local and state public agencies, and local chambers to initiate services and provide information to those most recently affected by plant or facility closings.

Unemployment Insurance, access to Trade Adjustment Assistance (TAA) benefits, training and employment placement, and core and intensive supportive services are provided as needed and as determined by the individual assessments conducted. The team strives to make dislocated workers aware of their transferable skills and place them in jobs at the highest replacement wage as quickly as possible.

Early Intervention

OESC manages Oklahoma's TAA program and all TAA petitions file through that agency. OESC's involvement with the state's Rapid Response Team ensures that when TAA petitions are filed, the team is notified immediately and can spring into action to assist the employers and workers affected.

Co-Enrollment, Assessments, and Employer-Driven Skills Development

Workforce Oklahoma one-stop center staff often dual enroll dislocated workers/TAA applicants. All applicants seeking services under the TAA program are referred to the Dislocated Worker program for core, intensive, and/or training services. The total cost of training is paid for by TAA funds, Dislocated Worker funds, or a combination of both. Consolidation and collaboration among functions (functional integration) in Workforce Oklahoma centers enables seamless, efficient service delivery.

Center staff members use WorkKeys assessments as well as labor market data from EMSI and OKJobMatch.com, the state's online labor market exchange tool, to determine an individual worker's skill level, the high-demand occupations in the area, and where the two might meet for successful employment.

The WorkKeys assessments are available in hundreds of sites across the state, including all Workforce Oklahoma one-stop centers, CareerTech technology centers, community colleges, public libraries, other public agency service locations, and throughout the secondary education system. The use of WorkKeys, KeyTrain, and the state's Career Readiness Certificates ensure that dislocated workers and all entering the workforce system are being guided to acquire applied skills vital to Oklahoma's employers.

Further, the Governor's Council has long embraced sector strategies as a way to ensure that the skills being developed across the state meet the needs of employers within specific locales, regions, and industries.

Specifically to the TAA/dislocated worker population, the Oklahoma Department of Commerce took an active part in developing a consortium of all 14 community colleges within the state to propose training capacity building initiatives for the U.S. DOL's TAA-CCCT grant competition. The consortium, dubbed OKWorks!, received \$2.7 million in funding to expand programs at each institution valued and demanded by employers within their regions.

WIA Waiver Requests:

(NOTE: Under at least the first year of WIOA (the federal re-authorization of WIA), these waivers—except for the one related to common measures—are no longer valid.)

To make the best use of resources, Oklahoma continues to take advantage of federal waiver opportunities to seek relief from provisions that restrict flexibility and creativity or limit efficiencies. Oklahoma submitted waiver requests covering a broad array of workforce issues as part of the revised Strategic Two-Year Workforce Investment Plan in 2009.

The waivers were extended thru June 30, 2012. The requested waivers were developed with local workforce boards and other stakeholders. They have provided the authority to increase local control of program delivery, improve the ability of the local workforce boards to respond quickly to the changing needs within their workforce areas and to increase flexibility at the local level to serve business and industry. No state or local statutory or regulatory barriers to implementing the requested waivers exist.

The *WIA Waiver Requests* section was included in the State Plan when it was posted for public comment. No comments were received on the State Plan or on this section.

Note: The State Plan and all corresponding waivers detailed below were approved and granted by the U.S. Department of Labor in December 2012. For complete, detailed responses to the waiver requests, please see the six-page letter on **Pages 98-103** to Governor Mary Fallin from Jane Oates, Assistant Secretary of the U.S. Department of Labor/Employment and Training Administration (USDOL/ETA).

Waiver Extension Requests

Oklahoma requests the following waivers be extended to June 30, 2017.

Waiver to use common measures in lieu of performance measures for Workforce Investment Act Title I and the Wagner-Peyser Act

Oklahoma was previously granted a waiver that allows the State to replace the 17 performance measures under WIA Section 136(b) with the common measures. Oklahoma will negotiate and report WIA outcomes against the common performance measures only. Oklahoma will no longer negotiate and report to ETA on the following WIA measures: WIA Adult and Dislocated Worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures. The implementation of this waiver has allowed Oklahoma to successfully integrate Labor Exchange and WIA staff across the state. As Oklahoma expands with true “system integration,” the necessity for simplified performance measures will become more important than ever.

Goals, Outcomes, and Individuals/Entities Impacted: Oklahoma’s intent mirrors that of the Workforce Investment Act and WIA reauthorization: to simplify and streamline the performance accountability system. Duplicative performance measurements cause local workforce areas to focus on meeting program performance rather than meeting the needs of employers and participants. Refocusing them away from individual program performance to integrated services and Common Measures remains an integral part of the reformed workforce development system.

Similarly, continuation of the historic WIA measures with Common Measures compels staff to spend even more time focusing on program outcomes rather than the needs of employers and job seekers. This request is in keeping with the Governor’s Council mission of advancing demand-driven workforce and economic development systems. It has been Oklahoma’s experience, and is the consensus opinion of most workforce development professionals, that the 17 indicators of performance are too cumbersome to be a viable program management tool across departments. One set of clear outcome measures across workforce development programs ensures accountability, improves program management and performance, and facilitates service integration.

Common performance measures across programs and data collected for them also provide necessary information to help effectively oversee the workforce investment system. The use of Common Measures enhances Oklahoma’s ability to assess the effectiveness and impact of workforce development efforts. Using the Common Measures provide a clear means of determining program performance, accomplishing this through a system-wide perspective. Such a cross-program strategy is consistent with Oklahoma’s overall move toward integration of programs and the non-duplication of services to benefit all customers of the workforce investment system.

Oklahoma continues to collect and report all fields as required by the Workforce Investment Act Standard Record Data, including all information pertaining to older and younger youth participants. Oklahoma conducts customer satisfaction surveys for employers and job seekers on a quarterly basis.

Monitoring: Oklahoma will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult and Dislocated Worker programs. Oklahoma will use the three youth common performance measures to negotiate goals and report outcomes for the WIA Youth program. The Workforce Investment Act Standardized Record Data System

(WISARD) item 619, Type of Recognized Credential, will be completed for each individual as appropriate regardless of this waiver to report on common performance measure outcomes only. State regulations and policy statements are in compliance with current federal law.

Adult, Dislocated Worker and Youth program enrollments, service levels and program outcomes are monitored and analyzed on a monthly and quarterly basis using our comprehensive case management system, Oklahoma Service Link (OSL). In addition, program monitors conduct comprehensive compliance monitoring on an annual basis utilizing reports generated from Oklahoma Service Link. Oklahoma issued OETI 01-2007 clearly outlining requirements for common measures. In addition OSWDI-02-2012 clearly outlines documentation requirements for eligibility, program service delivery and program outcomes for Adult programs. OETI 22-2009 does the same for the Youth programs.

This waiver request was included in the State Plan when it was posted for public comment. No comments were received on the State Plan or on this waiver request.

Waiver of the required 50% employer contribution for customized training at WIA section 101 (8)(c)

Under this waiver, Oklahoma uses the following scale: (1) no less than 10% match for employers with 50 or fewer employees, and (2) no less than 25% match for employers with 51 to 250 employees. For employers with more than 250 employees, the current statutory requirements (50% contribution) continue to apply.

Goals, Outcomes, and Individuals/Entities Impacted: Customized training optimizes the resources available under workforce development initiatives to meet the needs of employers and job seekers. Customized training focuses on employers' and job seekers' needs while minimizing programmatic and bureaucratic barriers. Many small businesses are excluded from these funds because they can't meet the match requirement. This waiver enables local workforce boards to provide funds for customized training on a sliding scale that open the door for more small business participation in the Oklahoma workforce development system.

Allowing businesses to apply the sliding match scale increases employer participation in WIA customized training programs at the local level. The sliding scale answers employers' primary reason for not participating in customized training. Employers further benefit by having a labor pool with the marketable skills they require. Local workforce boards increase participation rates for skilled job seekers that receive training and find employment.

Monitoring: When determining the funding source for customized training, Oklahoma uses the appropriate program funds for the appropriate WIA-eligible population. Oklahoma and the local workforce areas provide customized training to individuals over age 18 with WIA Adult funds and gives priority to low-income individuals when funds are limited. Oklahoma provides customized training to dislocated workers with WIA Dislocated Worker funds. Customized training provided with state funds must serve WIA eligible individuals.

Upon receipt of this waiver, all customized training programs will be monitored and analyzed on a monthly and quarterly basis using our comprehensive case management system, Oklahoma Service Link (OSL). In addition, program and financial monitors conduct comprehensive compliance monitoring on an annual basis utilizing reports generated from Oklahoma Service Link and local area fiscal records. The State continues to make adjustments to monitoring performance requirements to ensure that performance goals and objectives are met for all WIA customized training programs. Customized training contract provisions address specific performance measures for each project.

In accordance with the current monitoring plan, ODOC will conduct financial and program monitoring for all local areas annually and conduct monthly desk monitoring of reported expenditures and cash requests. Accounting records are reviewed to track all funding utilized to the maximum allowed and approved. In addition, the funding will be tracked to the associated performance outcomes to ensure that all funds were used in accordance with training design and service delivery.

This waiver request was included in the State Plan when it was posted for public comment. No comments were received on the State Plan or on this waiver request.

Waiver of WIA section 101 (31)(B) to increase the employer reimbursement for on-the-job training (OJT) to a sliding scale based on the size of the business

Oklahoma operates under a previously granted waiver that allows an increase in employer reimbursement for on-the-job training through a sliding scale based on the size of the business. Under the waiver, Oklahoma uses the following re-imbursements for OJT: (1) up to 90% for employers with 50 or fewer employees, and (2) up to 75% for employers with 51 to 250 employees. For employers with more than 250 employees, Oklahoma applies a 50% reimbursement.

When determining the funding source for OJT, Oklahoma uses the appropriate program funds for the appropriate WIA-eligible population. Oklahoma and the local areas may provide OJT to individuals over age 18 with WIA Adult funds and provides priority to low-income individuals when funds are limited. OJT may be provided to dislocated workers to WIA Dislocated Worker funds. OJT provided with statewide funds must serve WIA eligible individuals.

Goals, Outcomes, and Individuals/Entities Impacted: Small to mid-sized businesses benefit from this waiver because it serves as an attractive incentive to participate in OJT programs that they might not otherwise be able to afford. Further, it provides them with highly skilled employees, which enables them to meet current market demands as well as expand capacity for growth. Job seekers, particularly the dislocated worker, long-term unemployed and other target populations, benefit by augmenting their education and training with on-the-job experience and avenues to employment that might otherwise be closed.

Monitoring: Upon receipt of this waiver, OJT contracts will be monitored and analyzed on a monthly and quarterly basis using our comprehensive case management system, Oklahoma Service Link (OSL). In addition, program and financial monitors conduct comprehensive compliance monitoring on an annual basis utilizing reports generated from Oklahoma Service Link and local area fiscal records. The State continues to make adjustments to monitoring performance requirements to ensure that performance goals and objectives are met for all WIA OJT programs. OJT trainings contract address the employer's intent to retain the participant in subsidized employment and ensure objectives are met for all WIA OJT contracts.

The State monitors all OJT programs, comparing actual performance with contract benchmarks. Accounting records are reviewed to track all funding utilized to the maximum allowed and approved. In addition, the funding will be tracked to the associated performance outcomes to ensure that all funds were used in accordance with training design and service delivery. The State continues to make adjustments to monitoring performance requirements to ensure that performance goals and objectives are met for all WIA OJT programs.

This waiver request was included in the State Plan when it was posted for public comment. No comments were received on the State Plan or on this waiver request.

Waiver of WIA section 134 (a)(1)(A) to permit up to 20% of state rapid response funds to be used for incumbent worker training

Under this waiver, Oklahoma uses up to 20% of Rapid Response funds for incumbent worker training only as part of a lay-off aversion strategy. All training is delivered under this waiver is restricted to skill attainment activities.

Goals, Outcomes, and Individuals/Entities Impacted: Program participants benefit because local workforce boards have the added flexibility to design programs based on local needs and priorities; more customers have access to essential services; local areas can target more resources to layoff aversion activities involving incumbent worker training; and the State is able to more effectively target resources where most needed to provide incumbent worker and other activities. By increasing the skill base of employees in local business and industry, Oklahoma's employer community strengthen their standing in competitive markets, leading to more robust local economies and a faster recovery for those companies experiencing cut backs and/or closure.

The waiver benefits employers, incumbent workers, job seekers, youth, WIBs, service providers, and Workforce Oklahoma center staff. The flexibility of these funds authorized under this waiver encourages local areas to increase their services and become more responsive and innovative to meet existing and new customers' needs.

Economic sectors, types of training and employers will be selected based potential impact to local economy. Each situation will be analyzed and addressed on an individual basis. Each local area will be required to justify how employers were selected as well as provide documentation of

the employer's commitment to retain employees or pay a higher wage as a result of the training provided.

Monitoring: Oklahoma reports performance outcomes for any incumbent workers served under this waiver in the WISARD, field 309. Oklahoma uses TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" provides policy guidance related to the implementation of this waiver. State regulations and policy statements are in compliance with current federal law.

This waiver request was included in the State Plan when it was posted for public comment. No comments were received on the State Plan or on this waiver request.

Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training

Oklahoma allows local workforce areas to use up to 20% of local Dislocated Worker funds for incumbent worker training only as part of a lay-off aversion strategy. All training delivered under this waiver is restricted to skill attainment activities. Local workforce areas are still required to conduct the required local employment and training activities at WIA Section 134(d), and the State is required to report performance outcomes for any individual served under this waiver in the WISARD, field 309.

As with the waiver of WIA section 134 (a)(1)(A) to permit up to 20% of state rapid response funds to be used for incumbent worker training, Oklahoma uses TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" as guidance. State regulations and policy statements are in compliance with current federal law.

Goals, Outcomes, and Individuals/Entities Impacted: This waiver is instrumental as a component in Oklahoma's workforce strategy, which is consistent with national policy direction, to develop a more integrated, efficient, and effective workforce system. Under this waiver, Oklahoma's workforce system improves the ability of local workforce boards to respond to changes within their local areas; provides greater flexibility in designing and implementing WIA programs; and increases local control for program delivery.

Further, the State can increase employer/board collaboration to address industry needs and the need for employer-driven worker training; enhance employment, re-employment, and job retention for job seekers and workers by providing education, training, and other services necessary to assist individuals in moving along the wage and skill continuum; enhance effective access of individuals and businesses to training and employment services that meet a local area's workforce needs; contribute to maintaining and increasing the availability of a quality mix of

jobs in all Oklahoma communities; and increase the numbers of incumbent workers trained across the state.

This waiver benefits local workforce boards, employers, job seekers, service providers, and Oklahoma communities. The flexibility of these funds authorized under this waiver encourages local areas to increase their services and become more responsive and innovative to meet existing and new customers' needs.

Economic sectors, types of training and employers will be selected based potential impact to local economy. Each situation will be analyzed and addressed on an individual basis. Each local area will be required to justify how employers were selected as well as provide documentation of the employer's commitment to retain employees or pay a higher wage as a result of the training provided.

Monitoring: The Oklahoma Department of Commerce (ODOC) is the State administrative entity for the Workforce Investment Act and will monitor service delivery and outcomes under the waiver as required by an annual on-site review.

In accordance with the current monitoring plan, ODOC will conduct financial and program monitoring for all local areas annually and conduct monthly desk monitoring of reported expenditures and cash requests. Accounting records are reviewed to track all funding utilized to the maximum allowed and approved. In addition, the funding will be tracked to the associated performance outcomes to ensure that all funds were used in accordance with training design and service delivery.

This waiver request was included in the State Plan when it was posted for public comment. No comments were received on the State Plan or on this waiver request.

Waiver of provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers

Under this waiver, Oklahoma will postpone the determination of subsequent eligibility of training providers. The waiver also allows the State to provide an opportunity for training providers to re-enroll and be considered enrolled as initially eligible providers.

Goals, Outcomes, and Individuals/Entities Impacted: This waiver improves services through increased customer choice in accessing training opportunities in demand occupations; increases the number of training providers; provides local workforce areas more flexibility in securing service providers; promotes better use of service providers in rural areas; and eliminates duplicate processes for service providers.

Further, the number of training providers in workforce areas increase, and training services for eligible participants are available in a faster and more efficient manner. Many local areas find it difficult to secure training providers willing or able to provide the information required for

subsequent eligibility so that training services in demand occupations can be provided to eligible participants. In many instances, providers have elected not to participate in the ETP because the data cannot be easily provided. As a result, approved training programs are severely limited particularly in rural areas.

Monitoring: The State uses OSL as the mechanism for dissemination of information pertaining to WIA approved training providers. Each local area's demand occupation policy is reviewed prior to the approval of each training provider and each training program. The State program staff reviews each application for initial and subsequent approval prior to publication on OSL. State provides direction to the Local Areas and the process is monitored through regular dialogue with local areas, employers, and training providers and through contact with local workforce board staff.

In addition, State program monitors conduct comprehensive compliance monitoring onsite to review the training services provided in coordination with the ETP system and the local areas demand occupation policy. State provides direction to the local Progress is monitored through regular dialogue with local areas, employers, and training providers and through contact with local workforce board staff.

This waiver request was included in the State Plan when it was posted for public comment. No comments were received on the State Plan or on this waiver request.

Waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts (ITAs) for older and out-of-school youth program participants

This waiver enables local areas to continue utilizing ITAs for older and out-of-school youth program participants who are age 18 or older, regardless of the participant's age at the time of enrollment. Oklahoma tracks funds used for ITAs, and the ITAs are reflected in the individual service strategies for these youths.

Goals, Outcomes, and Individuals/Entities Impacted: This waiver improves increased customer choice in accessing training opportunities in demand occupations and provides local workforce areas more flexibility in securing service providers for older and out-of-school youth; promotes better use of service providers in rural areas; and eliminates duplicate processes for service providers.

Monitoring: The State provides direction to the local workforce boards to use the Eligible Training Provider System for older and out-of-school youth; identify the criteria for determining when the use of Individual Training Accounts is appropriate; provide guidance on how to assist youth in choosing appropriate training providers; and in modifying local plans. Progress is monitored through regular dialogue with local areas, employers, and training providers and through contact with local workforce board staff.

In addition, State program monitors conduct annual comprehensive compliance monitoring onsite of the comprehensive assessment tools, the ISS and ITA to assure the needs of the youth are addressed as outlined in local area policy. The State also provides direction to the local areas through regular dialogue with local board staff and service provider staff.

In accordance with the current monitoring plan, ODOC will conduct financial and program monitoring for all local areas annually and conduct monthly desk monitoring of reported expenditures and cash requests. Accounting records are reviewed to track all funding utilized to the maximum allowed and approved. In addition, the funding is tracked to the associated performance outcomes to ensure that all funds are used in accordance with training design and service delivery.

This waiver request was included in the State Plan when it was posted for public comment. No comments were received on the State Plan or on this waiver request.

Request to Discontinue an Existing Waiver

For 2012-2017, Oklahoma requests that its previously approved waiver concerning the competitive procurement of follow-up services for youth be discontinued. The State has found that this waiver is an impediment to the State's efforts to ensure separation of local workforce investment boards, Workforce Oklahoma one-stop center operators, and WIA Title 1 provider staff as required by Oklahoma's two-year certification process for local boards.

New Waiver Requests

Pursuant to WIA Section 189 (i)(4)(B) and the WIA Federal regulations at 20 CFR 661.320, The State of Oklahoma requests a waiver to increase the allowable transfer amount between Adult and Dislocated Worker streams allocated to a local area

Statutory or Regulatory Requirements to be Waived: WIA Section 133 (b)(4) (29 USCA section (i)(4)(B) and WIA Regulations 20 CFR section 667. There are no state or local statutory or regulatory barriers to implementing this waiver. Upon notification of approval of this waiver, ODOC will amend policy to comply with the waiver.

Goals, Outcomes, and Individuals/Entities Impacted: Oklahoma intends to increase the State's and local boards' ability to respond as needed to changes within the state and or region. This waiver will also allow greater flexibility in designing and delivering services to adults and dislocated workers as appropriate. This waiver would increase the use of WIA programs by adults and dislocated workers and result in more job seeker services.

Currently, local areas have the ability to transfer up to 30% of funds between the Adult and Dislocated Worker programs. The State requests a waiver to allow local areas to transfer up to 50% of funds between programs to allow greater customization of service delivery, maximize use of limited funds, and redirect resources where demand is greatest. This waiver will allow

local areas to serve greater numbers of low-income adults in areas where unemployment is low and to quickly serve greater numbers of dislocated workers in areas that experience sudden increases in unemployment due to mass layoffs or Rapid Response events.

This waiver will give greater access to employment and training services to those most in need and will give local areas greater flexibility to design their programs based on local economic conditions and priorities.

Monitoring: The State requires the use of OSL electronic case management system to store all eligibility, programmatic and outcome documentation pertaining to each individual's program participation. State staff reviews and analyzes enrollment, service levels and program performance on a quarterly basis or more often if needed. To provide for the financial oversight of Transfer of Funds requests ODOC has issued policy at OWDI 03-2012. Upon approval of this waiver, the policy shall be re-issued to allow for a maximum of 50% transferrable amount between said programs. The policy requires that the LWIBs demonstrate board approval of the transfer and submit an impact study to outline the advantages of the transfer on local area performance and outcomes. In accordance with the current monitoring plan, ODOC will monitor all local areas annually and conduct monthly desk monitoring of expenditures and cash requests.

Accounting records are reviewed to track all funding utilized to the maximum allowed and approved. In addition, the funding will be tracked to the associated performance outcomes to ensure all funds are used in accordance with the scope of work outlined in the impact study.

The State also provides direction to the local areas through regular dialogue with local board staff and service provider staff. ODOC continually reviews performance reports and compares performance against negotiated goals. Monthly expenditure reports and enrollment reports will be monitored on a regular basis.

This waiver request was included in the State Plan when it was posted for public comment. No comments were received on the State Plan or on this waiver request.

Pursuant to WIA Section 189 (i)(4)(B) and the WIA Federal regulations at 20 CFR 661.320, The State of Oklahoma requests a waiver to reduce the collection of participant data for incumbent workers

Statutory or Regulatory Requirements to be Waived: WIA Regulations 20 CFR 666 and 20 CFR 667.300(a) There are no state or local statutory or regulatory barriers to implementing this waiver. Upon approval of this waiver, ODOC will issue policy to clarify data collection requirements for incumbent workers.

Goals, Outcomes, and Individuals/Entities Impacted: To reduce the burden for employers participating in WIA-funded incumbent worker training, the waiver permits the State to discontinue the collection of the following Workforce Investment Act Standardized Record Data

(WIASRD) elements: single parent (117), unemployment compensation eligible status at participation (118), low income (119), TANF (120), other public assistance (121), homeless individual and/or runaway (125), and offender (126). This waiver will enable the State to streamline the data capture requirements so employers are not unnecessarily burdened with federal data requirements.

The basic information collected on incumbent workers will be collected in a confidential manner either onsite or at the American Job Center based on the contractual agreement between the employer and the LWIB. The case file data will be collected electronically and housed in the OSL system.

Additionally, the waiver strengthens the ability of Oklahoma's workforce system to meet lay-off aversion needs, coordinate with economic development strategies, and develop employer linkages. Economic sectors, types of training and employers will be selected based potential impact to local economy. Each local area will be required to justify how employers were selected as well as provide documentation of the employer's commitment to retain employees or pay a higher wage as a result of the training provided.

One of the primary reasons that local workforce boards provide incumbent worker training is to improve regional economies by upgrading the skills of the existing workforce, enabling both the employer and the individual worker to improve competitiveness. Additionally, as workers improve their skills and climb the career ladder, the vacancies created by the promotions are backfilled with dislocated workers, the long-term unemployed, etc. Thus, the program builds employer usage of and satisfaction with the public workforce system.

Employers have been reluctant to utilize incumbent worker funds because of the data collection requirements. Awarding this waiver will address the issues Oklahoma has had with meeting employers lay-off aversion needs by addressing the issues employers have had with requesting personal information from potentially impacted employees. Should this waiver be granted, elimination of the collection of personal demographic information that does not apply to employed individuals will greatly simplify the enrollment process and lessen the burden on the participants and the employers.

Monitoring: The State requires the use of the OSL electronic case management system to store all eligibility, programmatic and outcome documentation pertaining to each individual's program participation. State staff review and analyze enrollment, service levels and program performance on a quarterly basis or more often if needed.

In addition, State program monitors conduct annual comprehensive compliance monitoring onsite of program expenditures and discretionary grants to assure that contract requirements are being met for all WIA programs. The State also provides direction to the local areas through regular dialogue with local board staff and service provider staff. ODOC continually reviews performance reports and compares performance against negotiated goals. Monthly expenditure reports and enrollment reports will be monitored on a regular basis. State administrators

continually review performance reports and compares performance against negotiated goals. Monthly expenditure reports and enrollment reports will be monitored on a regular basis.

This waiver request was included in the State Plan when it was posted for public comment. No comments were received on the State Plan or on this waiver request.

Pursuant to WIA Section 189 (i)(4)(B) and the WIA Federal regulations at 20 CFR 661.320, The State of Oklahoma requests a waiver of the requirement to provide local workforce investment areas incentive grants to reward regional cooperation, local coordination of activities and exemplary performance

Statutory or Regulatory Requirements to be Waived: WIA Section 134 (a)(2)(B)(iii) and 20 CFR 665.200 (e) There are no state or local statutory or regulatory barriers to implementing this waiver.

Goals, Outcomes, and Individuals/Entities Impacted: The reduction to five percent in the WIA allotment of the governor's reserve has restricted the State's ability to carry out required statewide workforce investment activities. The reduction in funding has not eliminated the state's requirements to cover the following activities:

- Operation of fiscal and management accountability systems;
- Submission of required reports to the U.S. Department of Labor;
- Dissemination of the list of eligible training providers;
- Providing technical assistance to poor performing local areas; and,
- Assisting in the establishment of a one-stop delivery system.

In addition to the required activities, Oklahoma is currently working to establish the first fully integrated workforce system in the country. This system will utilize a common data portal and informational video to provide job seekers and employers with information pertaining to services available to them through the Oklahoma workforce system.

Although Oklahoma does intend to grant incentive awards to local workforce investment areas for PY11 due the timing of this waiver request, the continuation of the current funding level in the Governor's reserve is insufficient to continue to fund incentive grants to local areas.

Historically Oklahoma has set aside up to \$200,000 to grant incentive awards to LWIBs. The reduction from 15% to 5% of the statewide activities funds has greatly affected the state's ability to conduct the following required activities: State administration of the WIA program, dissemination the list of eligible providers of training services; funding the operation of the State's WIA case management and MIS system; providing technical assistance to local areas and carrying out federal reporting requirements. Approval of this waiver will ensure that the State may prioritize the use of the governor's reserve funds for the activities the State deems most essential to the basic functions of the workforce investment system in Oklahoma.

Monitoring: The implementation of this waiver will be monitored by ODOC to ensure accountability for Federal funds by reviewing monthly expenditure reports, performance and other reports, through regular contact with the ETA Regional Office liaison, and through its monitoring and performance accountability system.

This waiver request was included in the State Plan when it was posted for public comment. One comment was received on this waiver request from the Central Oklahoma Workforce Board. As a result of this comment a change in the waiver request was made to award incentive grants for program year 2011.

Note: The State Plan and all corresponding waivers were approved and granted by the U.S. Department of Labor in December 2012. For complete, detailed responses to the waiver requests, please see the six-page letter below on **Pages 98-103** to Governor Mary Fallin from Jane Oates, Assistant Secretary of the U.S. Department of Labor/Employment and Training Administration (USDOL/ETA).

U.S. Department of Labor

Assistant Secretary for
Employment and Training
Washington, D.C. 20210



DEC - 7 2012

The Honorable Mary Fallin
Governor of Oklahoma
Capitol Building
2300 Lincoln Blvd., Rm. 212
Oklahoma City, Oklahoma 73105

Dear Governor Fallin:

This letter provides approval of Oklahoma's State Integrated Workforce Plan for Title I of the Workforce Investment Act (WIA), the Wagner-Peyser Act (W-P), including W-P Agricultural Outreach Plan, and plans for coordination with Trade Adjustment Assistance (TAA). The Employment and Training Administration (ETA) received the State Plan on September 12, 2012. This letter also responds to Oklahoma's WIA waiver requests.

Training and Employment Guidance Letter (TEGL) No. 21-11, issued on March 27, 2012, and TEGL No. 21-11, Change 1 issued on August 8, 2012 provide guidance for states to submit their State Workforce Plans and waivers for Program Year (PY) 2012 and beyond. We appreciate the State's responsiveness to this guidance.

Plan Review and Approval

ETA has reviewed the Oklahoma State Integrated Workforce Plan in accordance with Title I of WIA, the Wagner-Peyser Act, the Trade Act (as amended), the corresponding regulations, the State Integrated Workforce Plan Requirements for Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce Programs (<http://www.doleta.gov/usworkforce/wia-planning/docs/integrated-planning-guidance.pdf>), and TEGL No. 21-11 and the corresponding Change 1. Pursuant to 20 CFR 661.230(e), this letter constitutes a written determination under WIA Section 112 (29 USC 2822) that ETA is approving the WIA Title I, W-P and TAA portions of Oklahoma State Plan for the period July 1, 2012 through June 30, 2017, PY 2012-PY 2016. The annual W-P Agricultural Outreach Plan is approved for the period July 1, 2012 through June 30, 2013.

The State is eligible to receive WIA formula allotments for Adult, Dislocated Worker, and Youth programs, and W-P program allotments, effective July 1, 2012 through June 30, 2017.

- 2 -

Performance Levels

Each year, the Regional Administrator negotiates the Program Year's WIA and W-P performance goals with each state. As required by TEGL Nos. 21-11 and 38-11 dated June 18, 2012, negotiations must be completed by December 31, 2012 for PY 2012. Once the final goals are established, the Regional Administrator's letter advising the State of the PY 2012 WIA and W-P final performance goals constitutes a modification to the State Plan. ETA will incorporate Oklahoma's final performance goals for PY 2012 into the Regional and National Office copies of the State Integrated Workforce Plan. Please include these final PY 2012 goals in the State's official copy of the State Plan.

Waivers

As part of Oklahoma's State Integrated Workforce Plan, the State submitted waiver requests for waivers of statutory and regulatory requirements under WIA (copy enclosed). The State's requests for waivers are written in the format identified in WIA Section 189(i)(4)(B) and 20 CFR 661.420(c). The disposition of the State's waiver requests is outlined below. This action is taken under the Secretary's authority at WIA Section 189(i) to waive certain requirements of WIA Title I, Subtitles B and E, and Sections 8-10 of the Wagner-Peyser Act.

Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area.

The State requested a waiver to permit an increase in the amount a state is allowed to transfer between the Adult and Dislocated Worker funding streams. The State is granted this waiver through June 30, 2017. Under the waiver, transfer authority is limited to 50 percent. This limitation provides states flexibility while ensuring consistency with Congressional intent regarding the level of funding appropriated for the WIA Adult and Dislocated Worker programs.

Waiver to permit the State to replace the performance measures at WIA Section 136(b) with the common measures.

The State requested a waiver that allows the State to replace the 17 performance measures under WIA Section 136(b) with the common measures. The State is granted this waiver through June 30, 2017.

This waiver permits the State to negotiate and report WIA outcomes against the common performance measures only, rather than the performance measures described at WIA Section 136(b). The State will no longer negotiate and report to ETA on the following WIA measures: WIA adult and dislocated worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures. The State will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult and WIA Dislocated Worker programs. The State will use the three youth common performance measures to negotiate goals and report

- 3 -

outcomes for the WIA Youth program. Workforce Investment Act Standardized Record Data system (WIASRD) item 619, Type of Recognized Credential, should be completed for each individual as appropriate, regardless of this waiver to report on common performance measure outcomes only.

Waiver of the required 50 percent employer contribution for customized training at WIA Section 101(8)(C).

The State requested a waiver of the required 50 percent employer contribution for customized training to permit the use of a sliding scale for the employer contribution based on the size of the business. The State is granted this waiver through June 30, 2017. Under the waiver, the following sliding scale is permitted: 1) no less than 10 percent match for employers with 50 or fewer employees, and 2) no less than 25 percent match for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50 percent contribution) continue to apply. When determining the funding source for customized training, the State must use the appropriate program funds for the appropriate WIA-eligible population. The State and local area may provide customized training to individuals over age 18 with WIA Adult funds and must provide priority to low-income individuals when funds are limited; the State and local area may provide customized training to dislocated workers with WIA Dislocated Worker funds. Customized training provided with statewide funds must serve WIA eligible individuals.

Waiver of the provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers.

The State requested a waiver of the time limit on the period of initial eligibility of training providers provided at 20 CFR 663.530. The State is granted this waiver through June 30, 2017. Under the waiver, the State is allowed to postpone the determination of subsequent eligibility of training providers. The waiver also allows the State to provide an opportunity for training providers to re-enroll and be considered enrolled as initially eligible providers.

Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training.

The State requested to permit local areas to conduct allowable statewide activities as defined under WIA Section 134(a)(3) with local WIA formula funding, specifically incumbent worker training. The State is granted this waiver through June 30, 2017. Under this waiver, the State is permitted to allow local areas to use up to 20 percent of local Dislocated Worker funds for incumbent worker training only as part of a layoff aversion strategy. ETA believes limiting incumbent worker training to the specified level and requiring it to be a part of layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system. All training delivered under this waiver is restricted to skill attainment activities. Local areas must continue to conduct the required local

- 4 -

employment and training activities at WIA Section 134(d), and the State is required to report performance outcomes for any individual served under this waiver in the Workforce Investment Act Standardized Record Data system (WIASRD), field 309. TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" provide policy guidance related to implementation of this waiver.

Waiver of WIA Section 101(31)(B) to increase the employer reimbursement for on-the-job training.

The State requested a waiver to permit an increase in employer reimbursement for on-the-job training through a sliding scale based on the size of the business. The State is granted this waiver through June 30, 2017. Under the waiver, the following reimbursement amounts will be permitted: 1) up to 90 percent for employers with 50 or fewer employees, and 2) up to 75 percent for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50 percent reimbursement) will continue to apply. When determining the funding source for on-the-job training, the State must use the appropriate program funds for the appropriate WIA-eligible population. The State and local area may provide on-the-job training to individuals over age 18 with WIA Adult funds and must provide priority to low-income individuals when funds are limited; the State and local area may provide on-the-job training to dislocated workers with WIA Dislocated Worker funds. On-the-job training provided with statewide funds must serve WIA eligible individuals.

Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training.

The State requested a waiver to permit use of rapid response funds to conduct allowable statewide activities as defined under WIA Section 134(a)(3), specifically incumbent worker training. The State is granted this waiver through June 30, 2017. Under this waiver, the State is permitted to use up to 20 percent of rapid response funds for incumbent worker training only as part of a layoff aversion strategy. ETA believes limiting incumbent worker training to layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system. All training delivered under this waiver is restricted to skill attainment activities. The State is required to report performance outcomes for any incumbent workers served under this waiver in the Workforce Investment Act Standardized Record Data system (WIASRD), field 309. TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" provide policy guidance related to implementation of this waiver.

- 5 -

Waiver of 20 CFR 666 and 667.300(a) to reduce the collection of participant data for incumbent workers.

The State requested a waiver of the requirements to reduce the data collection burden for employers participating in WIA-funded incumbent worker training programs. The waiver permits the State to discontinue the collection of the following Workforce Investment Act Standardized Record Data (WIASRD) elements: single parent (117), unemployment compensation eligible status at participation (118), low income (119), TANF (120), other public assistance (121), homeless individual and/or runaway (125), and offender (126). The State is granted this waiver through June 30, 2017.

Waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth.

The State requested a waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts (ITAs) for older youth and out-of-school youth program participants. The State is granted this waiver through June 30, 2017. Under this waiver, the State can use ITAs for older youth and out-of-school youth program participants. The State must continue to make the 10 youth program elements available as described at WIA Section 129(c)(2). The State should ensure that funds used for ITAs are tracked and that the ITAs are reflected in the individual service strategies for these youth.

Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) to exempt a state from the requirement to provide local workforce investment area incentive grants.

The State is requesting a waiver of the requirement to provide local workforce investment areas incentive grants to reward regional cooperation, local coordination of activities, and exemplary performance. The State is granted this waiver effective through June 30, 2013.

Waiver of WIA Section 123 that requires that providers of Youth program elements be selected on a competitive basis.

The State has withdrawn this waiver request.

The approved waivers are incorporated by reference into the State's WIA Grant Agreement, as provided for under paragraph 3 of the executed Agreement, and are incorporated into the State Integrated Workforce Plan. A copy of this letter should be filed with the State's WIA Grant Agreement and with the approved State Plan. In addition, as described in TEGL No. 29-11, the State should address the impact these waivers have had on the State's performance in the WIA annual performance report, due on October 1 of each year.

We look forward to working together as you implement your State Integrated Workforce Plan for PY 2012 and beyond. Thank you for co-branding as a proud partner of American Job Center brand; we are available to provide technical assistance as needed.

- 6 -

If you have any questions related to the issues discussed above, please contact Felecia Blair, the Federal Project Officer for Oklahoma, at (972) 850-4643 or Blair.Felecia@dol.gov.

Sincerely,



Jane Oates
Assistant Secretary

Enclosures

cc: Joseph Juarez, Regional Administrator, ETA Dallas Regional Office
Felecia Blair, Federal Project Officer for Oklahoma

Section III-Integrated Workforce Plan Assurances and Attachments

ASSURANCES AND ATTACHMENTS-PLANNING PROCESS AND PUBLIC COMMENT

STATEMENT		REFERENCE		
1.	√	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f), (g), (h), 20 CFR 641.335	No comments were received.
2.	√	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	A draft copy of the State Plan were posted as open for comment on the Oklahoma Department of Commerce (ODOC) website on July 24, 2012
3.	√	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public		The finalized State Plan will be available on the ODOC website, www.okcommerce.gov .
4.	√	The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20CFR 661.220(d) 20 CFR 653.108(f)	There were no comments received from the State Monitor Advocate
5.	√	In the development of the plan, that state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.	20 CFR 653.108(t)	The State Monitor Advocate participated in the development of the State Plan
6.	√	The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	The State follows the guidelines set forth in Title 25, Oklahoma Statutes 301-304 also known as the Oklahoma Open Meeting Act. http://www.foioklahoma.org/OpenMeeting.pdf
7.		Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on	20 CFR 641.315(a)(1-10) 641.325(f), (g), (h)	Not Applicable.

		aging; State and local boards under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506(a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations.		
ASSURANCES AND ATTACHMENTS-REQUIRED POLICIES AND PROCEDURES				
		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
8.	√	The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	OWDI 01-2012 Roles and Responsibilities http://www.okcommerce.gov/Libraries/Documents/OWDI-01-2012-1_3570.pdf
9.	√	The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	WIA Sections 112(b)(13), 111(f), 117(g)	OWDI 01-2012 WIA Roles and Responsibilities http://www.okcommerce.gov/Libraries/Documents/OWDI-01-2012-1_3570.pdf
10	√	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116. (Typically, appeals are not necessary because of the collaborative nature of our designation and re-designation process. However, we do have a guidance memo posted to OKCommerce.gov—see link in the right hand column, and an official policy including an appeals process will be finalized by Dec. 1. The draft policy can be found on Page 48 of this plan.)	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	Guidance for Role or Workforce Investment Area Change http://www.okcommerce.gov/Libraries/Documents/M-02-2012-Guidance-For-Role-Or_3578.pdf See page 58 of this plan for the draft policy, which includes an appeals process.
11	√	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area. (See the note above in #10.)	20 CFR 667.640 20 CFR 662.280	Guidance for Role or Workforce Investment Area Change http://www.okcommerce.gov/Libraries/Documents/M-02-2012-Guidance-For-Role-Or_3578.pdf See page 58 of this plan for the draft policy, which includes an appeals process.
12	√	The state established a written policy and procedure that set forth criteria to be used by chief	WIA Sections 112(b)(6), 117(b)	OWDI 02-2010 WIB Two-Year Certification Process

		elected officials for the appointment of local workforce investment board members.	20CFR 661.300(a), 20 CFR 661.325	http://www.okcommerce.gov/Libraries/Documents/OWDI-02-2012-1_3581.pdf
13	√	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	OWDI 02-2010 WIB Two-Year Certification Process http://www.okcommerce.gov/Libraries/Documents/OWDI-02-2012-1_3581.pdf
14		Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(b), (e) 20 CFR 661.210(c)	Not applicable.
15		Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)	WIA Sections 111(b), (e) 20 CFR 661.210(c)	Not applicable.
16	√	When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	OETI 16-2008 Memorandum of Understanding Policy and Tool Kit http://www.ok.gov/oesc_web/documents/OETI_16-2008_MOU.pdf http://www.ok.gov/oesc_web/documents/MOU_20Tool Kit October 2008.pdf Memorandum of Understanding Memo http://okcommerce.gov/assets/files/workforce-development/M-07-2012_MOU.doc
17	√	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii) ,122, 134(d)(4) 20 CFR 663.515, 663.535	OETI 04-2005 Eligible Training provider Program http://www.ok.gov/oesc_web/documents/04-2005_Eligible_Training_Provider_System.pdf The Oklahoma Department of Commerce has requested a waiver on the subsequent eligibility requirements for training providers.
18	√	All partners in the workforce and education system described in this plan will ensure the physical,	WIA Section 188 W-P Section 8(b)	OETI 16-2001

		programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	29 CFR part 37 20 CFR 652.8(j)	Nondiscrimination and Equal Opportunity Policy and Procedures Manual http://www.ok.gov/oesc_web/documents/16-2001_Nondiscrimination_and_Equal_Opportunity_Policy_and_P.pdf
19	√	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 29 CFR 37	ODOC and OESC work with various community service and outreach groups in addition to schools statewide to ensure their knowledge of and ability to access services and programs offered by Title I programs. Additionally, we also use these relationships to improve outreach services to various populations and sub-populations.
20	√	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	Universal access to WIA Title I financially assisted programs is provided to members of both sexes, various racial and ethnic groups, individuals with disabilities and individuals in varying age groups. Informational materials are available statewide in paper and virtual formats. These materials include all phone numbers and contact names.
21	√	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	Oklahoma certifies that it has developed and maintains a Methods of Administration under 37.54. The MOA establishes the States assurance that programs financially assisted by the DOL shall be operated in a nondiscriminatory manner.
22	√	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188	WIA Section 185	The state collects and maintains for 3 years standardized record data on each individual receiving services without regard to the race, color, religion, sex (except as permitted under title IX of the Education Amendments of 1972), national origin, age, disability, political affiliation or belief.
23		For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	Not Applicable.
ASSURANCES AND ATTACHMENTS-ADMINISTRATION OF FUNDS				
		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
24	√	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated	WIA Sections 111(d)(5), 112(b)(12)(A),	State Plan Allocation Formulas

		Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	(C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20FR 661.205(e)	Request for Dislocated Worker Reserve Emergency Funds http://okcommerce.gov/assets/files/workforce-development/State_Plan_Allocation_Formulas-7_12.pdf http://okcommerce.gov/assets/files/workforce-development/State_Plan_Emergency_Request_Form.pdf
		For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision	WIA Section 133 (b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	State Plan Allocation Formulas Request for Dislocated Worker Reserve Emergency Funds http://okcommerce.gov/assets/files/workforce-development/State_Plan_Allocation_Formulas-7_12.pdf http://okcommerce.gov/assets/files/workforce-development/State_Plan_Emergency_Request_Form.pdf
25	√	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Section 111(d)(5) 112(b)(12)(A) 128(b)(3)(B) 133(b)(3)(B) 20 CFR 661.205 e)	State Allocation Formulas http://okcommerce.gov/assets/files/workforce-development/State_Plan_Allocation_Formulas-7_12.pdf
26	√	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the time and process for determining whether a distribution will take place.	WIA Sections 133(a)(2) 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	Request for Dislocated Worker Reserve Emergency Funds http://okcommerce.gov/assets/files/workforce-development/State_Plan_Emergency_Request_Form.pdf
27	√	The state established a written policy and procedure to competitively award grants and contracts for WIA Title 1 activities.	WIA Section 112(b)(16)	State Procurement and Contract Policy and Toolkit http://www.ok.gov/oesc_web/documents/OET_I_11-2003_Change2.pdf http://www.ok.gov/oesc_web/Services/Workforce_Services/RFP.html

28	√	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112 (b)(18)(B), 123, 129	State Procurement and Contract Policy and Toolkit http://www.ok.gov/oesc_web/documents/OETI_11-2003_Change2.pdf http://www.ok.gov/oesc_web/Services/Workforce_Services/RFP.html
29	√	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610	State Procurement and Contract Policy and Toolkit http://www.ok.gov/oesc_web/documents/OETI_11-2003_Change2.pdf http://www.ok.gov/oesc_web/Services/Workforce_Services/RFP.html
30	√	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year to year during the period covered by this plan.	WIA Section 112(b)(12)(B)	Yes
31	√	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments make for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections 112(b)(11), 127, 132, 184 W-P Sections 9(a), (c) 20 CFR 652.8(b), (c)	OETI 4-2010 Governor's Oversight and Monitoring Plan http://www.ok.gov/oesc_web/documents/OETI_4-2010_Governor's_Oversight_and_Monitoring%20P.pdf
32	√	The state ensures compliance with the uniform administrative requirements in WIA through annual, on-site monitoring of each local area.	WIA Sections 184(a)(3), (4) 20CFR 667.200, 400 (c)(2) 667.410	OETI 12-2000 Administrative Requirements http://www.ok.gov/oesc_web/documents/12-2000_Administrative_Requirements.pdf
33	√	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA and applicable Departmental regulations.	WIA Sections 134(f)(2), (f)(3), 122, 185(a)(4)(B) 20 UCR 1232g 20 CFR 666.150 20 CFR part 603	The State does not have a written policy on the Family Educational Rights and Privacy Act of 1974 (FERPA), but it does abide by FERPA, WIA, and all applicable laws and regulations.
34	√	The State will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181 (b)(7), 20 CFR 663.730	The State does not use funds received under WIA to assist, promote, or deter union organization.

ASSURANCES AND ATTACHMENTS-ELIGIBILITY				
	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS	
35	√	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirement regarding the “deficient in basic literacy skills “criterion.	WIA Sections 101 (13)(C) (i) CFR 664.205 (b)	OETI 17-2009 Youth Common Measures http://www.ok.gov/oesc_web/documents/OETI%2017-2009%20Youth%20Common%20Measures.pdf
36	√	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding “requires additional assistance to complete an educational program, or to secure and hold employment” criterion.	WIA Sections 101 (13)(C)(iv) 20 CFR 664 200 (c) (6), 664.210	OETI 17-2009 http://www.ok.gov/oesc_web/documents/OETI%2017-2009%20Youth%20Common%20Measures.pdf
37	√	The state established policies, procedures, and criteria for prioritizing adult title 1 employment and training funds for use by recipients of public assistance and other low –income individuals in the local area when funds are limited.	WIA Section 134 (d)(4)(E) 20 CFR 663.600	OSDWI 02-2012 Final Data Validation, Program Eligibility and Document Uploader Requirements for Adult Programs http://okcommerce.gov/assets/files/workforce-development/OSWDI-02_2012.pdf
38	√	The state established policies for the delivery of priority of service for veterans and eligible spouses and others eligible for JVSG-funded services by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state’s workforce system. The state policies: <ol style="list-style-type: none"> 1. Ensure that covered person are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of ; <ol style="list-style-type: none"> a. Their entitlement to priority of service; b. The full array of employment, training, and placement services available under priority of service; and c. Any applicable eligibility requirements for those programs and/or services. 3. Require local workforce investment boards to develop and include policies in their local 	WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125 Jobs for Veterans Act P.L. 107-288 38 USC 4215 20 CFR 1010.230 1010.300-310	OETI 25-2009 Veterans Priority of Service http://www.ok.gov/oesc_web/documents/OETI_25-2009_VeteranPriorityOfService.pdf M-07-2010 Priority of Service for Veterans and Eligible Spouses http://www.ok.gov/oesc_web/documents/Memo_07-2010_Veterans_Priority.pdf TEGL 19-13 Jobs for Veterans’ State Grants (JVSG) Program Reforms and Roles and Responsibilities of American Job Center (AJC) Staff Serving Veterans http://wdr.doleta.gov/directives/corr_doc.cfm?docn=7239 TEGL 20-13

		<p>plan of implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers</p>		<p>Designation of Additional Population of Veterans Eligible for Services from the Disabled Veterans’ Outreach Program Specialist – Veterans 18 to 24 http://wdr.doleta.gov/directives/corr_doc.cfm?docn=9059</p> <p>VPL 01-14, Change 1 Distribution of Additional Fiscal 2014 Funds – Jobs for Veterans’ State Grants Program</p> <p>VPL 03-14 Jobs for Veterans’ State Grants (JVSG) Program Reforms and Roles and Responsibilities of American Job Center (AJC) Staff Serving Veterans</p> <p>VPL 04-14 Designation of Additional Population of Veterans Eligible for Services from the Disabled Veterans’ Outreach Program Specialist – Veterans 18 to 24</p>
<p>39</p>	<p>√</p>	<p>The state assures the Migrant and Seasonal Farmworker (MSFW) significant officer requirements are met. Note: the five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity.</p>	<p>WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) W-P Sections 3 (a), 107 9i), 653,112 (a0, 653,108(d)(1)</p>	<p>Wagner-Peyser Agricultural Outreach Plan, Page 75 of the Plan Letter for part ti me State Monitor Advocate, Page 78 of the Plan</p>

		If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.		
40	√	Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Departmental regulations.	W-P Sections 3(a) 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)	In accordance with Wagner Peyser Section 3(a)5(b) Workforce Oklahoma will provide Wagner-Act-funded labor exchange activities with merit based employees through the Oklahoma Employment Security Commission (OESC). All State merit employees are identified and selected by OESC through the Oklahoma State Office of Personnel Management. http://www.ok.gov/opm/State_Jobs/index.html
41	√	The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling and placement for individuals with disabilities.	W-P Section 8(b) 20 CFR 652.211	The center managers in each Workforce Oklahoma office are designated the responsibility of promoting and developing employment opportunities, job counseling and placement activities for individuals with disabilities
42	√	If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.	W-P Section 8(b) 20 CFR 652.211	Yes

ATTACHMENT A**PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES**

Name of WIA Title I Grant Recipient Agency: Oklahoma State University-Oklahoma City
Address: 900 N. Portland Avenue, Oklahoma City, OK 73107
Telephone Number: 405-945-3230
Facsimile Number: 405-945-3325
E-mail Address: Natalie.Shirley@osuokc.edu

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):
(Same as above)

Name of WIA Title I Signatory Official: Natalie Shirley, Secretary of Education and Workforce Development
Address: 900 N. Portland Avenue, Oklahoma City, OK 73107
Telephone Number: 405-945-3230
Facsimile Number: 405-945-3325
E-mail Address: Natalie.Shirley@osuokc.edu

Name of WIA Title I Liaison: Deidre D. Myers, Deputy Secretary of Workforce Development
Address: 900 N. Portland Avenue, Oklahoma City, OK 73107
Telephone Number: 405-815-5383
Facsimile Number: 405-815-5290
E-mail Address: mdeidre@osuokc.edu

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:
Oklahoma Employment Security Commission
Address: Will Rogers Memorial Office Bldg. PO Box 52003, Oklahoma City, OK 73152
Telephone Number: 405-557-7237
E-mail Address: Teresa.Keller@oesc.state.ok.us

Name and Title of State Employment Security Administrator (Signatory Official):
Richard McPherson, Executive Director
Address: Will Rogers Memorial Office Bldg. PO Box 52003, Oklahoma City, OK 73152
Telephone Number: 405-557-7201
E-mail Address: Richard.McPherson@oesc.state.ok.us

As the governor, I certify that for the **State of Oklahoma**, the agencies and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur. I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this plan and the assurances herein.

Signature of Governor:

Governor Mary Fallin

Date: April 8, 2013

A handwritten signature in black ink that reads "Mary Fallin". The signature is written in a cursive, flowing style.