

QUALIFICATIONS SUMMARY

Leela Hebbar has over twenty years of experience leading, designing, and conducting implementation, outcome, and impact evaluations of programs that help the unemployed, underemployed, people with barriers to employment, housing voucher recipients, and elderly food assistance recipients. Her specialty areas include assessing and documenting program implementation and analyzing administrative data to support impact studies and the creation of data dashboards to monitor program performance. Her subject matter expertise includes apprenticeship, disability & employment, re-entry, and community-college based programs.

EDUCATION	RELEVANT SKILLS/EXPERTISE
Ph.D. , Urban Planning and Policy Development, Rutgers University, 2007	• Research study design • Implementation research • Qualitative data collection
M.A. , Economics, Rutgers University, 1998	• Random assignment and quasi-experimental evaluation • Facilitating meetings, organizing webinars & grantee engagement events, creating newsletters, strategic planning and needs assessments.
M.Phil. , Development Studies, Cambridge University, 1996	• Administrative data collection, database management, data dashboard development and implementation, statistical analysis
B.A. , Economics, Florida State University, 1995	• Subject matter expertise: apprenticeship, worker advancement

RELEVANT PROFESSIONAL EXPERIENCE

Senior Associate. Abt Associates (2024–present).

Task Lead and Grantee Site Lead, RESEA 2 Evidence Building Project, U.S. DOL (2022–present). Support daily operations of impact study and data collection from design phase to reporting, including preparing selection study evaluation design plan and framework, state recruitment plan, and detailed data analysis plan.

Stakeholder activities include: conducting state recruitment and serving as grantee evaluation liaison, which includes preparing data request documents, reviewing them with grantees, and acquiring needed data to complete the study.

Project management activities include: Creating timelines and managing a team to complete the design framework, state recruitment activities, memorandum of understanding (MOU) completion, data collection, and reporting.

Senior Associate, Partners for Re-entry Opportunities in Workforce Development (PROWD), U.S. DOL (2022–2025). Support Implementation Study Task, including leading the development of a grantee survey, conducting clarifying calls with grantees, and contributing to early implementation data analysis--analyzing and coding interview data and grantee database.

Senior Associate and Grantee Liaison, Equitable Transition Models, US DOL, Client (2023–present). Assist with knowledge development lit review and evaluation design, serve as grantee evaluation site liaison, conduct descriptive and implementation study site visits and data collection and analysis efforts, and report writing.

ADDITIONAL RELEVANT WORK HISTORY

Senior Associate, Social Policy Research Associates (2015–2023). Oakland, CA

- Lead and/or contributed to numerous apprenticeship projects, which included evaluation design, conducting interviews and surveys with staff and apprentices, developing data dashboards and facilitating convenings to engage apprenticeship grantees about creating new apprenticeship programs in non-trades occupations. Projects include the [California Apprenticeship Initiative](#) (CAI), sponsored by the California Community College Foundation. It also includes several projects sponsored by the U.S. Department of Labor: [State Apprenticeship Expansion](#) (SAE), [Apprenticeship Inclusion Models](#) (AIM), and [Enhancing Registered Apprenticeship Initiatives](#) (ERAI).
- Served as project director and/or Principal Investigator on numerous social service program evaluations that included, creating data dashboards, executive briefings/conferences presentations, and final reports. This includes: 1) Leading the design and production of a quarterly dashboard that tracks program enrollment, co-enrollment across participating programs, and service activity for four grantees. 2) Processing student level administrative data into bi-annual dashboard that tracks, program enrollment, participant demographics, degree completion, and transfers to four-year universities. 3) Designing participatory evaluation approaches for a youth and young adult workforce development initiative 4) Co-authoring final reports or briefs, including [Participant Perspectives During Reentry Project Programs](#), and [California Apprenticeship Initiative Evaluation](#), the Breaking Barriers Pilot Evaluation.

Associate, WestEd (2013–2015). San Francisco, CA

- Served as the lead analyst on the Workforce Innovation Fund program [evaluation for San Mateo County](#) and [San Francisco County](#), which focused on serving English language learners and creating information technology career pathways for youth and the unemployed. Both evaluations included an implementation and outcome study.

Senior Analyst & Consultant, MGT Consulting (2005–2009). Tallahassee, FL

- Led and supported projects sponsored by colleges and universities to support long-term planning efforts, such as creating new degree programs and building new student housing.

Research Assistant & Project Director, Heldrich Center for Workforce Development (1998–2004). New Brunswick, NJ

- Worked on numerous workforce development program evaluations and technical assistant projects, including the multi-year evaluation of New Jersey's Individual Training Grant Program (a training voucher program for the unemployed) and the creation of a Consumer

Report Card for state training providers, as part of the state's Workforce Investment Act implementation effort.

RELEVANT PUBLICATIONS OR PRESENTATIONS

- Nurturing Growth: Strategies for Worker Advancement.* Oakland, CA: Social Policy Research Associates. 2023
- Evaluation of the Transformative Autism Program.* Sacramento, CA: Sacramento Employment and Training Agency. 2021
- Implementing Innovative Projects for Oil and Gas Programs in Ohio: Evaluation of the ShaleNET Share Initiative.* North Canton, Ohio: Stark State College. 2020
- Connecting Ticket to Work and Apprenticeships.* Washington, DC: U.S. Department of Labor, Office of Disability and Employment. 2020.
- Strengthening Supports for People with Disabilities in Pre-Apprenticeships.* Washington, DC: U.S. Department of Labor, Office of Disability and Employment. 2020.
- The Impact of a Social Enterprise and Workforce System Operated Transitional Employment Program in Los Angeles.* Los Angeles, CA: Los Angeles Economic and Workforce Development Department. 2019.
- Building New Apprenticeship Programs: A Briefing Paper for the California Apprenticeship Initiative Evaluation.* Sacramento, CA: California Community Colleges Chancellor's Office & Foundation for California Community Colleges. 2018.
- Check In to Check Out: A Case Study of Columbia College's Hospitality Management Apprenticeship Program.* Sacramento, CA: California Community Colleges Chancellor's Office & Foundation for California Community Colleges. 2019.
- Engaging Employers, Incumbent Workers and Jobseekers: Final Report for the Southwest Michigan Employer Resource Network Expansion (SWMERN-E) Project.* Kalamazoo, MI: Upjohn Institute. August 2019.
- Evaluation of Yavapai College's Applied Pre-Engineering Program Expansion.* Prescott, AZ: Yavapai College. May 2019.
- Bringing Together Social Enterprise and Workforce Development System Agencies to Deliver Transitional Employment: Interim Report for the Evaluation of the Los Angeles Regional Initiative for Social Enterprise (LA:RISE).* Los Angeles, CA: Los Angeles Economic and Workforce Development Department, 2018.
- Evaluation of the Southwestern Michigan Employer Resource Network Expansion.* Kalamazoo, MI: Upjohn Institute. February 2018.
- "Vocational Training for the Unemployed: Its Impact on Uncommonly Served Groups," *International Journal of Manpower*, Vol. 27, No. 4, pp 377-395, 2006.
- "Apprenticeships," in *Work in America: An Encyclopedia of History, Policy, and Society* Edited by Carl Van Horn and Herbert Schaffner, Santa Barbara, California: ABC-CLIO, 2003.
- "Impact Study of the Los Angeles Regional Initiative for Social Enterprise (LA:RISE)" Presentation at the Association for Public Policy Analysis and Management Fall research conference. Denver, CO, November 7, 2019.



“Apprenticeship in California: The Results Are In! The California Apprenticeship Initiative (CAI) Evaluation.” (with J. Jessie Oettinger, N. Esquivel, and J. Modlin) Presentation at the California Workforce Association Meeting of the Minds conference. Monterey, CA, September 5, 2018.