

## Skye Allmang

### Senior Associate

Social Policy Research Associates

**Ph.D.**, Social Welfare, University of California, Los Angeles, 2019

**M.S.W.**, Social Welfare, University of California, Los Angeles, 2014

**M.P.P.**, Public Policy, Brandeis University, 2009

**B.A.**, Anthropology, Boston University, 2007

- 2021 – present **Senior Associate**  
Social Policy Research Associates
- 2019 – 2021 **Post-Doctoral Associate**  
School of Social Work at Rutgers University
- 2013 – 2019 **Graduate Student Researcher/Teaching Assistant**  
University of California, Los Angeles
- 2010 – 2012 **Project Coordinator/Tutor Coordinator**  
Community Action Commission of Santa Barbara County
- 2009 – 2010 **Americorps VISTA**  
Community Action Commission of Santa Barbara County

## SKILLS AND EXPERTISE

---

- Youth development
- Workforce development programs for youth
- Job quality
- Gender and employment
- Qualitative and quantitative analyses
- Relationship between youth employment and mental/behavioral health

## REPRESENTATIVE PROFESSIONAL EXPERIENCE

---

**Los Angeles Opportunity Youth Collaborative Case Study Report.** UNITE-LA, one of the co-conveners of the Los Angeles Opportunity Youth Collaborative (OYC), has commissioned SPR to develop a case study report that identifies current processes employed by WIOA Youth programs at America’s Job Centers of California (AJCCs) in Los Angeles County that are not optimized for current/former foster youth’s experience and are a significant barrier to enrollment or persistence. This report will be based on a focus group and interviews with current/former foster youth, observation of a Community of Practice among workforce center staff focused on improving youth engagement, and a literature review of key practices that can affect youth engagement and employment outcomes.

*Principal Investigator and Project Director:* Responsible for overseeing all aspects of the project.

***work2future San Jose-Silicon Valley Youth Employment Study.*** work2future, the local workforce development board of Santa Clara County, has commissioned Social Policy Research Associates to better understand and address the workforce development environment for youth in the San Jose-Silicon Valley Local Workforce Development Area. To do so, SPR is conducting labor market analyses, as well as focus groups with youth job-training participants and practitioners, with the goal of uncovering insights and developing recommendations to ensure workforce development services have youth-centered design, while also taking into consideration to meeting the needs of employers today and into the future.

*Qualitative Lead:* Responsible for planning and leading focus groups, as well as leading analyses and writing related to qualitative results.

***Technical Assistance Impact Assessment for YouthBuild Global.*** YouthBuild Global has subcontracted with Social Policy Research Associates to conduct an evaluation of YouthBuild Global's technical assistance (TA). The evaluation goal is to discover links between YouthBuild Global's TA and its impact on YouthBuild programs who are active grantees of the U.S. Department of Labor YouthBuild grant. SPR is using use a mix of methods to capture and analyze TA uptake, learning, and impact. Our approach is grounded in existing frameworks for evaluating and establishing TA best practices and applies rigorous methods to evaluate TA outcomes.

*Project Manager:* Responsible for staffing and budget for the project.

***New Jersey Department of Labor and Workforce Development MyCareerNJ Career Pathways Project.*** The New Jersey Department of Labor and Workforce Development selected Social Policy Research Associates to develop interactive, data-drive sectoral career maps—aimed primarily at young people and people changing careers—for key industry sectors in New Jersey. Through this project, SPR is gathering and analyzing multiple types of data, including labor market data, qualitative data from employers and industry partners, and feedback from potential users of the sectoral career maps, to inform the content for the occupational progressions and sectoral career maps.

*Project Director:* Responsible for overseeing the project timeline and deliverables

***Job Corps Business Engagement Initiative.*** DOL's National Office of Job Corps (NOJC) selected American Institutes for Research (AIR) and its subcontractors, SPR and other partners to support the efforts to continue to invest in its Business Engagement Initiative (BEI). This project includes providing an environmental scan being led by SPR, business engagement training and skill building, training, leveraging existing business partnerships, project management, customer service and support, technical support to other NOJC contracts and build national partnerships.

*Senior Analyst and Project Leadership Team Member:* Led the development of policy briefs for DOL; currently attending regular project meetings and support technical assistance coaches.

***High Road Training Fund Developmental Evaluation.*** SPR was contracted by Jobs for the Future (JFF) to conduct a developmental evaluation of the High Road Training Fund (HRTF).

JFF, in partnership with the California Workforce Development Board, the California Labor and Workforce Development Agency, and the California Governor’s Office of Social Innovation, launched HRTF to advance the state’s high road vision for economic equity, job quality, and climate resilience. HRTF serves as a public-private partnership and private funding vehicle that California High Road Training Partnerships (HRTPs) can leverage when their partnership needs supplemental funding to expand. Ranging from transportation to health care to hospitality, HRTPs are industry-based, worker-focused training partnerships that build skills for California’s “high road” employers that generate family-supporting jobs where workers have agency and voice.

*Senior Analyst:* Responsible for providing input into overall project design and technical aspects of the project, as well as conducting interviews with relevant stakeholders.

***Developmental Evaluation of The James Irvine Foundation’s Better Careers Initiative.*** SPR served as the evaluation and strategic learning partner to The James Irvine Foundation for the first phase of the Better Careers initiative, a philanthropic project to move low-wage workers into family sustaining employment. SPR identified evaluation and learning questions, reviewed, and synthesized existing data on the initiative, and employed surveys, interviews, and analyses of grantee reports, to monitor and learn from the initiative’s progress. Through the project, SPR engaged Irvine staff and grantees to develop meaning from past and current learnings and completed multiple reports, products, and learning sessions to help inform the initiative’s future.

*Senior Analyst:* Responsible for providing input into overall project design and technical aspects of the project; conducted interviews with relevant stakeholders.

***Navigator Evidence-Building Portfolio.*** The U.S. Department of Labor has contracted with Mathematica, Social Policy Research Associates, and several subject matter experts to build the evidence base about the potential of Navigators to improve outcomes and equity in workforce programs. In addition to a literature review of navigators and navigator services and an advisory group made up of individuals with lived experience as navigators, the project includes three sub-studies: (1) an implementation evaluation of the Fostering Access, Rights, and Equity (FARE) Navigator grantees, (2) an implementation evaluation and evaluability assessment of Unemployment Insurance (UI) Navigator grantees, and (3) a formative evaluation and evaluability assessment of Trade Adjustment Assistance (TAA) Navigators. These sub-studies will involve gathering multiple sources of data, including survey, interview, observational, and administrative data, in order to understand the role of Navigators across the three programs. Each sub-study will result in a draft and final report.

*SPR’s Deputy Director and Lead for the FARE Sub-Study:* Responsible for leading SPR’s work on the FARE sub-study.

***Evaluation of Pathway Home.*** The U.S. Department of Labor has funded Mathematica Policy Research with Social Policy Research Associates and the Council of State Governments Justice Center to conduct the Pathway Home Reentry Evaluation. This study will evaluate the implementation and impact of Pathway Home models and strategies. The study aims to build the knowledge base about reentry employment programs by (1) describing how the grantees implemented programs and who they served, (2) identifying successes and challenges of implementation, and (3) assessing the impact of services on participant employment, recidivism, and other outcomes.

*Senior Analyst and Recruiter:* Site recruiter and liaison for a Pathway Home program; responsible for analyzing discussion group data and drafting pieces of an implementation brief for DOL.

***America’s Promise Job Driven Grant Program Evaluation*** (2017 – 2023). This project being conducted on behalf of US DOL examines the approaches taken by 23 regional grantee partnerships designed to provide a pipeline of workers to fill existing job openings, meet existing employer needs for expansion, fuel the talent needs of entrepreneurs, and attract more jobs from overseas. Each grantee consists of a regional workforce partnership that is creating sector-based career pathways for H1-B positions and offering tuition-free training to meet the needs of workers and businesses. The evaluation includes (1) grant application reviews and knowledge development about all grantee partnerships, (2) site visits to assess a subset of grantee partnerships for an impact study, (3) implementation site visits, and (4) a random assignment impact study with a subset of grantees, if feasible.

*Analyst and Report Writer:* Analyzed data on employer engagement and drafted parts of SPR’s chapter for the America’s Promise final report.

***Washington Economic Security for All Evaluation.*** SPR is conducting an implementation evaluation of the Economic Security for All (EcSA) initiative pilot models. The EcSA initiative is a grant program that awarded \$12 million in discretionary federal Workforce Innovation and Opportunity Act (WIOA) Statewide Activities funds to local Workforce Development Councils (WDC) to test new poverty reduction models. These pilot models are intended to be comprehensive approaches to reduce poverty more effectively, measurably, and permanently than the older legacy models. The EcSA Model includes the voice of lived experience of people experiencing poverty in local design leadership; use of the self-sufficiency calculator to establish a self-sufficiency target and identify a career path to employment at a living wage; provision of streamlined access to benefits (such as navigators); and addressing individual needs, including trauma, behavioral health, personal and financial stability, mentorship, and peer support groups such as career clubs.

*Senior Analyst and Site Liaison:* Serve as a site liaison for certain sites and draft sections of the mid-point and final reports.

***Connecting Adults to Success: Evaluation of Career Navigator Training.*** Social Policy Research Associates (SPR) is partnering with Mathematica to conduct a Congressionally-mandated National Assessment of Adult Education (via Title II of WIOA). SPR’s role during the base year is to help conduct the feasibility interviews and summarize the finding. In the option years SPR will conduct RCT site recruitment, support implementation of random assignment, and serve as the task lead for administrative data collection.

*Senior Analyst and Recruiter:* Recruited community college sites into an RCT study.

***The State of Equity in Career and Technical Education in New Jersey.*** This project, conducted in partnership with the Center for Women and Work at Rutgers University, focused on analyzing equity in access and enrollment in Career and Technical Education (CTE) programs, and alignment of CTE programs with regional workforce needs and economic priorities in New Jersey. The project was funded by the Career Equity Resource Center at the New Jersey Department of Education's Office of Career Readiness.

*Principal Investigator:* Responsible for all technical aspects of the project.

***Assessment of the Impact of COVID-19 on Youth Job-Training Participants’ Goals and Expectations for Employment.*** This research project focused on assessing how youth job-training participants experienced the changes wrought by COVID-19, and whether their goals for participating in job-training and their expectations around employment may have shifted. To better understand their perspectives, in-depth, semi-structured interviews were conducted with youth job-training participants between November 2020 and March 2021.

*Principal Investigator:* Responsible for all technical aspects of the project.

***Examination of Job Quality and Health in Emerging Adulthood.*** This project used data from the National Longitudinal Study of Adolescent to Adult Health (Add Health) to create a multi-dimensional measure of job quality and to assess the relationship between changes in job quality and changes in self-rated general health, mental health, and behavioral health.

*Principal Investigator:* Responsible for all technical aspects of the project.

***Analysis of Legislative Protections from Discrimination in Access to Employer-Provided Training.*** This project analyzed laws across all 193 United Nations countries that protect workers from discrimination in access to employer-provided training. Assessments were conducted of the overall level of protection and the characteristics most commonly protected, as well as the extent of variation across geographic regions and country income.

*Lead Author and Data Analyst:* Analyzed data on legislative protections from discrimination and led the development of a peer-reviewed article.

## SELECTED PUBLICATIONS

---

“Untangling the effects of COVID-19 on youth employment: Directions for social work research (with J. Plummer, V. Copeland, & M. Caicedo). Allmang, S., Plummer, J. A., Copeland, V., & Riascos, M. C. *Journal of the Society for Social Work and Research*, 13(3), 433-439. 2022.

“Wage theft in the United States: Towards new research agendas” (with J. Kim). *The Economic and Labour Relations Review*. 32(4), 534-551. 2021.

“Factors associated with educational and career aspirations of young women and girls in Sierra Leone” (with V. Rozhenkova, J. W. Khakshi, W. Raza, & J. Heymann). *Development in Practice*, 1-12. 2021.

“ ‘Just a job?’ An assessment of precarious employment trajectories by gender among young people in the US” (with T. Franke). *Advances in Social Work*, 20(1), 152-171. 2020.

“Effects of a nonformal experiential education on the personal agency of adolescent girls in Tajikistan: Findings from a randomized experimental study” (with L. Karimli, T. Batista, M. M. McKay, & D. Shephard). *Global Social Welfare*, 7(2), 141-154. 2020.

“Legislative protections from discrimination in access to employer-provided training” (with J. Jou, A. Gadoth, V. Rozhenkova, A. Raub, & J. Heymann.) *International Journal of Training and Development*, 23(4), 276-290. 2019.

“The role of comparative city policy data in assessing progress toward the urban SDG targets” (with V. Rozhenkova, S. Ly, D. Franken, & J. Heymann). *Cities: The International Journal of Urban Policy and Planning*, 95, 1-8. 2019.

“Assessing the role of context on the relationship between adolescent marijuana use and property crimes in Mexico” (with C. J. Vilalta). *Substance Use & Misuse*, 1-12. 2016.

## **SELECTED REPORTS**

---

“Creating and Expanding Regional Workforce Partnerships for Skill H1-B Industries and Occupations: Implementation of America's Promise Job-Driven Training Grants (Final Implementation Study Report)” (with Krantz et al.). 2022.

“The state of equity in Career and Technical Education in Central New Jersey” (with G. Gracia-Rivera). Career Equity Resource Center (CERC), a program of the Rutgers Center for Women and Work, funded by the NJ Department of Education. 2021.

“The state of equity in Career and Technical Education in Northern New Jersey” (with G. Gracia-Rivera). CERC. 2021.

“The state of equity in Career and Technical Education in Southern New Jersey” (with G. Gracia-Rivera). CERC. 2021.

“Why do people migrate: The context of migration from Central America and Mexico to the United States” (with M. L. Held, J. Galarza, J. Scott, & I. A. de la Rosa). Las Cruces, NM: Center on Immigration & Child Welfare. 2018.

## **BOOKS REVIEWS**

---

*All I want is a job! Unemployed women navigating the public workforce system*, by Mary Gatta. *Social Service Review*, 89(3), 582-586. 2015.

## **SELECTED PRESENTATIONS**

---

“Recruiting and Engaging Foster Youth: Learnings from Los Angeles,” presented at the National Association of Workforce Development Professionals Youth Symposium, November 2022; Charlotte, NC.

“Social Work's Role in Addressing Precarious, Undervalued Work across Labor Sectors,” presented at the Society for Social Work and Research Annual Conference, January 2021; Virtual.

- “Getting stuck or moving out: An examination of precarious employment trajectories of young adults in the United States,” presented at the Society for Social Work and Research Annual Conference, January 2019; San Francisco, CA.
- “Legislative protections from discrimination in access to employer-provided training across 193 United Nations countries,” presented at a RC19: Sociology of Poverty, Social Welfare and Social Policy session at the XIX ISA World Congress of Sociology, July 2018; Toronto, Canada.
- “Reentry services for juvenile offenders with diagnosable mental health disorders: What do we know about the role of job training?” presented at the Association for Public Policy Analysis and Management (APPAM) International Conference, June 2016; London School of Economics.
- “(En)gendering differences: Do youth job-training programs challenge or reinforce occupational segregation and the gender wage gap?” presented at the Thinking Gender Conference, April 2016; Los Angeles, California.
- “Redefining success: How might the perspectives of practitioners and youth inform the evaluation of youth job-training programs?” presented at the Pathways to Resilience III Conference: Beyond Nature vs. Nurture, June 2015, Dalhousie University, Halifax, Nova Scotia.
- “Implementation of the Affordable Care Act and Its Effect on DACA-Eligible Youth,” presented with Héctor Plascencia and Alma Leyva of UCLA Labor Center at the Annual Conference of the Association for Public Policy Analysis and Management, November 2013, Washington, DC.