



University of
Pittsburgh®

University Library System

Create your Home-Grown Solution: Build a People Leader Program

**Nikhat J. Ghose,
University of Pittsburgh Library System**

Managerial Training

- **Audience Question:**

Did you take a management class when you went to LIS graduate school?

- **Yes**, (required)
- **Yes**, (optional)
- **No**, (not required)

Cook, Dani Brecher, Maoria J. Kirker, Kathleen Kim Bell, Veronica Arellano Douglas, Heather James, and Diann Smothers. "Expanding the Impact of the Conference on Academic Library Management: Identifying Gaps and Opportunities in Professional Development Support for Managers." (2025).

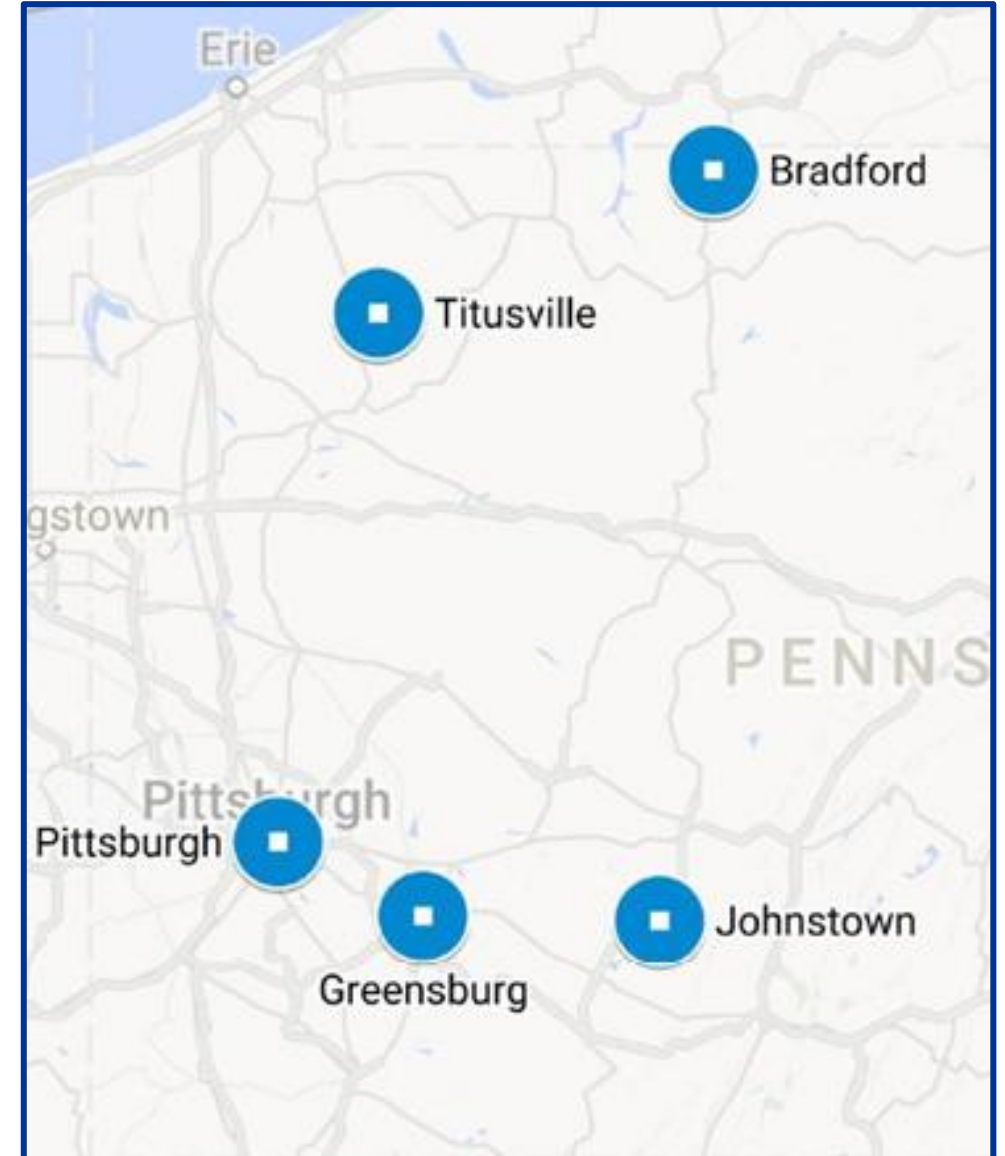
Managers

- Key to guiding organizational culture
- Influence employees
- Succession planning - build leaders from within
- Underprepared managers - long term cost

About the University Library System

University Library System, Pittsburgh, PA.

- Hillman Library
- Department Libraries
 - Thomas Off-site Shelving & Archival Storage
 - Engineering
 - Fine Arts
 - Music
- Four Regional Libraries



Program Design

- Program leaders
- Identify your audience
- Format
- Meeting frequency
- Define goals
 - strategic priorities
- Resources (internal and external)
- Curriculum
- Assessment

Timeline

- Initial Idea (early 2023)
- Leadership Management Team
 - Approval of curriculum (Oct 2023)
 - Cohort selection
 - First Cohort – Jan 2024
 - Second Cohort – Oct 2025



Program Leaders

- Associate University Librarian for Administration and Organization Development
- Personnel Coordinator
- Director of Community Engagement

Audience: People Leaders

- Those who manage Librarians
- Those who supervise Library Staff
- Direct the work of 1 to at the most 9 employees
 - (not including open lines)
- On average direct the work of four employees

Format and Frequency

- Cohort based
- Online meetings via MS Teams
- Year 1: Monthly, 90-minute meetings
- Year 2: 8 months (late fall/spring), 60-minute meetings

Program Goals

- Increase knowledge of Pitt human resources-related policies
- Learn strategies to assist in providing professional growth and emotional intelligence support and resources to employees.
- Develop and refine skills in management and supervision that foster positive approaches to coaching and guiding employees.
- Engage in productive conversations, collaborative problem-solving, small group breakouts and to apply to managerial and supervisory work in meaningful ways.
- Commit to developing, supporting, and recognizing employees by setting clear expectations, offering regular feedback, and identifying professional development opportunities.
- Provide opportunities to engage in self-reflection on lessons learned about professional growth as a result participation.



ULS Strategic Goals 2020-2025

- Continuously develop and sustain a culture of professional growth, responsiveness, and accountability.
- Commit to diversity and inclusion in everything we do.

Identify Internal Resources

Pitt's Supervisor Essentials (4-month, six part on-demand program)

- Communication Skills for Supervisors
- Compensation Administration for Supervisors
- FMLA and Other Types of Employee Leave
- Managing Staff Performance: Partnering for Success
- Understanding Staff Time Off
- Understanding the Staff Hiring Process at Pitt

Office of Human Resources (OHR)

- Organization Development (OD) Department
- Faculty & Staff Development Program
 - Certificate in Organizational Leadership & Ethics (low-cost)

Office of the Provost

- Faculty Advancement and Leadership Development
 - Academic Impressions (new and online)
 - LinkedIn Learning (online)
 - National Center for Faculty Development & Diversity (online)

External Professional Training

National Programs

- Leadership Institute for Academic Librarians (LIAL) – Harvard GSE / ACRL
- Leadership Fellows Program (LFP) – Association of Research Libraries (ARL)
- Intensive Learning Program (ILP) – ARL
- Leadership & Career Development Program (LCDP) – ARL
- UCLA Library Senior Fellows
- Library Management Skills Institute (LMSI I: The Manager) - Jones & Associates/ ARL
- SUNY Library Leadership & Management (Online) Certificate (New York)
- Certificate in Library Leadership and Management- Library Juice Academy

Regional Programs

- BLC Leads – Boston Library Consortium (Northeast)
- NCLA Leadership Institute – North Carolina Library Association (North Carolina)
- Mountain Plains Library Association Leadership Institute (MPLA) (New Mexico)

Curriculum



Curriculum: Year 1 cohort Jan 2024 - Dec 2024

- Program Orientation, Review Charter, Community Guidelines
- Managing Staff Performance: Partnering for Success
- Delivering Employee Feedback; Building SMART Goals
- Effective Communication Strategies; Develop and Plan Connection Event to Help Engage and Unite Employees
- Leading Challenging and Uncomfortable Conversations; Check-ins / additional training for seasoned employees
- Fostering Diversity and Inclusion in the Workplace
- Career Paths and Building a Coaching Culture
- Managing Performance: Check-ins; Onboarding New Hires
- Child Protection Clearances/Understanding Staff Time Off/Disability Resources & Services
- Librarian/Staff Hiring Processes; Unconscious Bias; Discuss ideas for offboarding/exit interviews
- Family Medical Leave Act (FMLA) and Other Types of Employee Leave
 - Develop and Plan Connection Event to Help Engage and Unite Employees
- Wrap-up

Curriculum Year 2: Oct 2025- June 2026

- Program Orientation
- Policy Roundup including Child Protection Clearances / Federal Standards Labor Act / Paid Time Off / Disability Resources & Services
- Effective Communication Strategies
- Leading Challenging and Uncomfortable Conversations
- Emotional Intelligence and Belonging in the Workplace
- Check-in on Managing Performance
- Librarian/Staff Hiring Processes and Unconscious Bias
- Onboarding, Separations, & Program Wrap-up

Supervisor Essentials

- **Communication Skills for Supervisors**
- **Compensation Administration for Supervisors**
- **FMLA and Other Types of Employee Leave**
- **Managing Staff Performance: Partnering for Success**
- **Understanding Staff Time Off**
- **Understanding the Staff Hiring Process at Pitt**

People Leader Program : Year 1

- **Managing Staff Performance: Partnering for Success**
- **Delivering Employee Feedback; Building SMART Goals**
- **Effective Communication Strategies;**
- **Leading Challenging and Uncomfortable Conversations; Check-ins / additional training for seasoned employees**
- **Fostering Diversity and Inclusion in the Workplace**
- **Career Paths and Building a Coaching Culture**
- **Managing Performance:** Check-ins; **Onboarding New Hires**
- **Child Protection Clearances/ Understanding Staff Time Off/Disability Resources & Services**
- **Librarian/Staff Hiring Processes; Unconscious Bias; Discuss ideas for offboarding/exit interviews**
- **Family Medical Leave Act (FMLA) and Other Types of Employee Leave**

People Leader Program: Year 2

- **Policy Roundup including Child Protection Clearances/Federal Standards Labor Act/Paid Time Off / Disability Resources & Services**
- **Effective Communication Strategies**
- **Leading Challenging and Uncomfortable Conversations**
- **Emotional Intelligence and Belonging in the Workplace**
- **Check-in on Managing Performance**
- **Librarian/Staff Hiring Processes and Unconscious Bias**
- **Onboarding, Separations**

Active Learning & Engagement

- Meaningful engagement
 - Questions
 - Reflections
 - Large group discussions
 - Pre and post readings
 - Case Studies
- Breakout Rooms
 - Small group discussions

Assessment

- Pre and post assessments for both cohorts
 - Year 1 : monthly (too much)
 - Year 2: pre and post assessments and satisfaction surveys
- Report to Library Management Team
- Long term assessment
 - retention of both manager and employees

*Reflections from
the desktop of
Nikhat Jehan*



OD is not a subfield of HR

Human Resources

- Employee relations
- Compliance
- Employee policy & legal compliance
- Hiring
- Onboarding
- Payroll
- Benefits
- Performance management

Organization Development

- Organizational culture
- Strategic planning
- Change management
- Leadership development
- Team dynamics
- Organizational design
- Program design
- Coaching

Future Considerations from Year 1

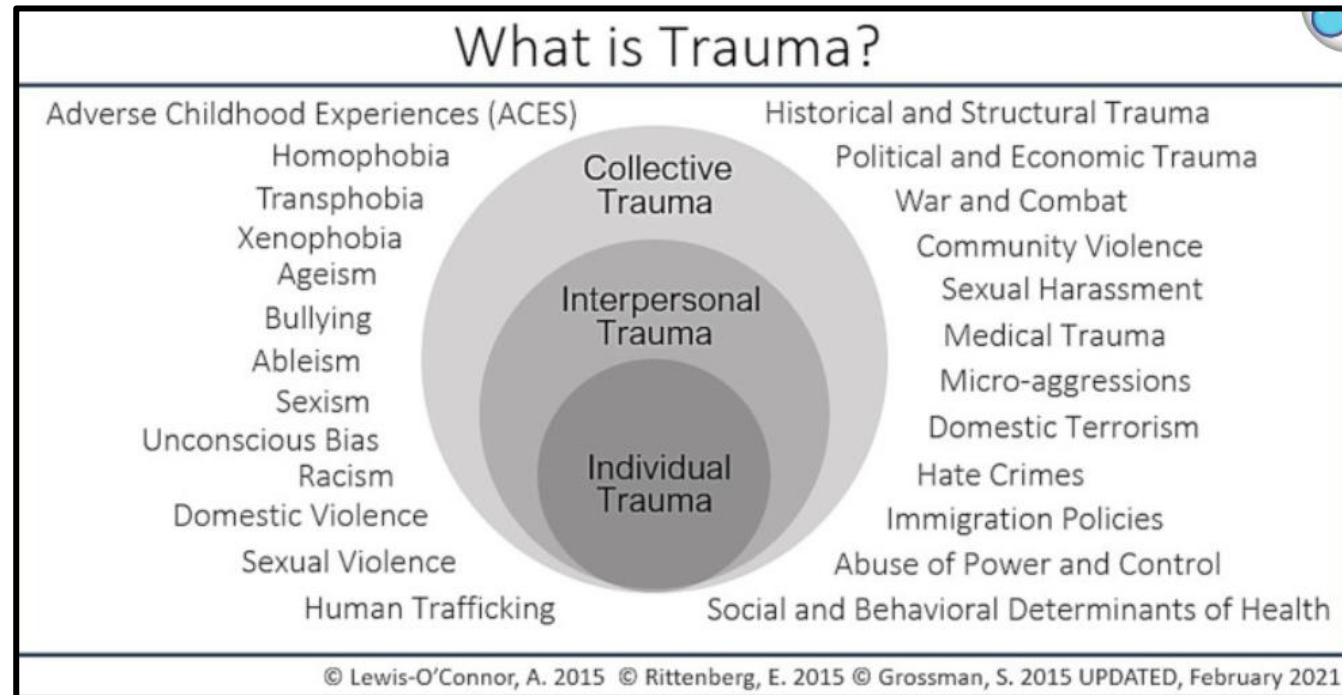
- There will **NEVER** *enough time*
 - People leaders
 - Program leaders
 - Content
- Too structured
- Less is more
- Space for dialogue/discussion

Future Considerations from Year 2

- Still not enough time but better(ish)
 - 60-minute programs
- Content
- Activities/Engagement
- Follow-up resources

Future Opportunities

- Talk to your people leaders and gain their feedback on the skills aspire to build
- Programs on neurodiversity, psychological safety, and trauma informed management.
- Future additional learning opportunities – open to all past cohorts



Questions?

Email: njg83@pitt.edu