


From Japan With Love
LEAN Your Library!



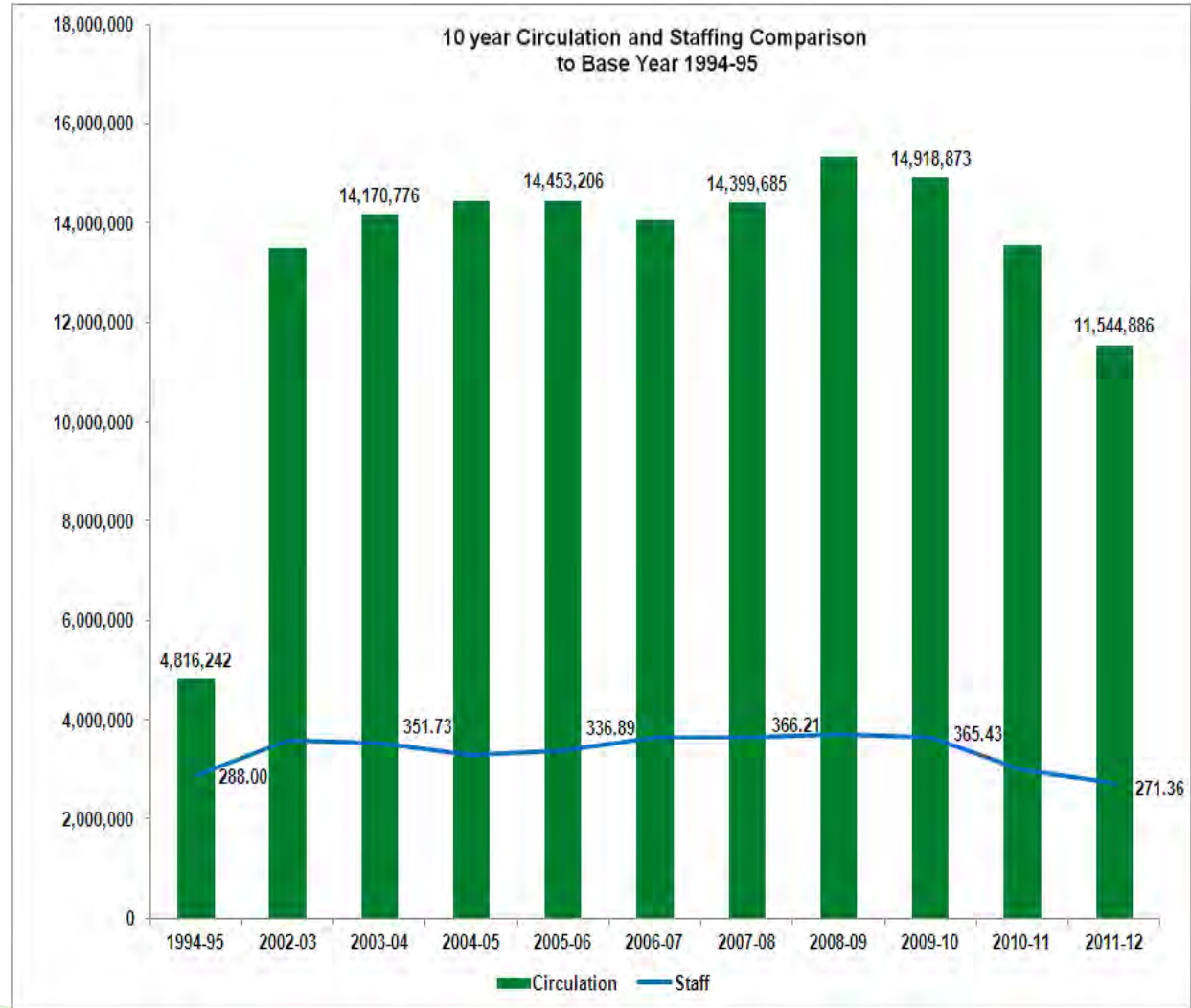
Applying Lean Principles at
San José Public Library

What You Will Get From This Program


- What are Lean processes
 - How we applied Lean to checkin
 - How we applied Lean to technical services
 - ROIs for both projects
- 

San José Quick Facts

Population: 945,942
Circulation: 11,544,886
Visits: 6,780,193




Lean definition

- Elimination of non-value added processes and activities to improve service performance and reduce cost
 - Delivery of a product to the customer in the most effective way in the least amount of steps
- 


Lean Processes



The Value Stream

- Think of navigating a river free of obstacles, twists and turns vs. one with rocks, fallen trees and other debris...
 - The ideal condition is when the product enters the stream and flows through unobstructed, quickly and smoothly to the end...
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Our First Lean Project

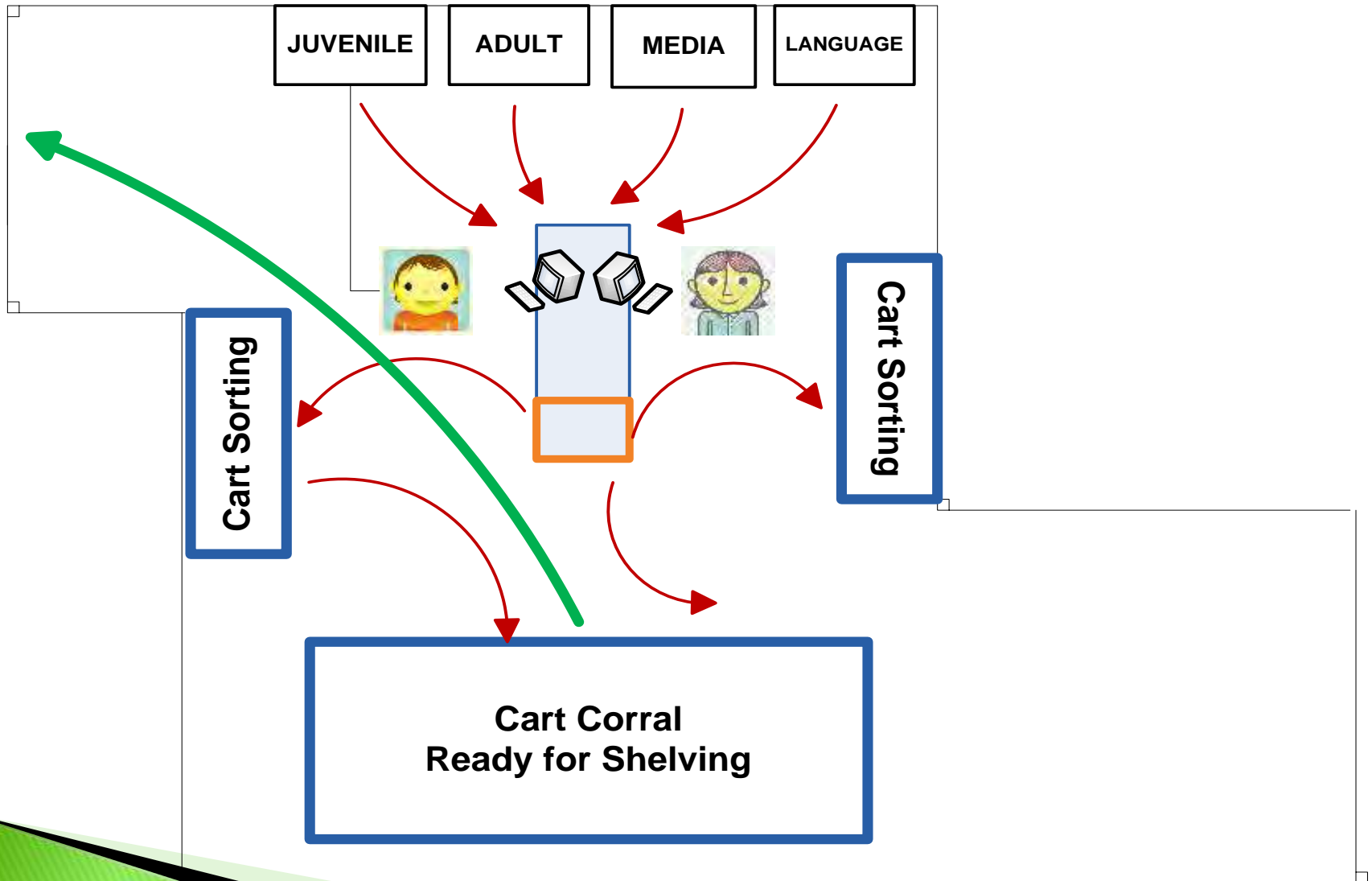
- LSTA Grant to apply Lean to back room processes
 - Work has outpaced the work spaces
 - Too many carts, too much staff time to check in, sort and shelve items
 - Return-to-shelf time was often longer than 48 hours
 - Not meeting customer expectations
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Lean Principles for Checkin

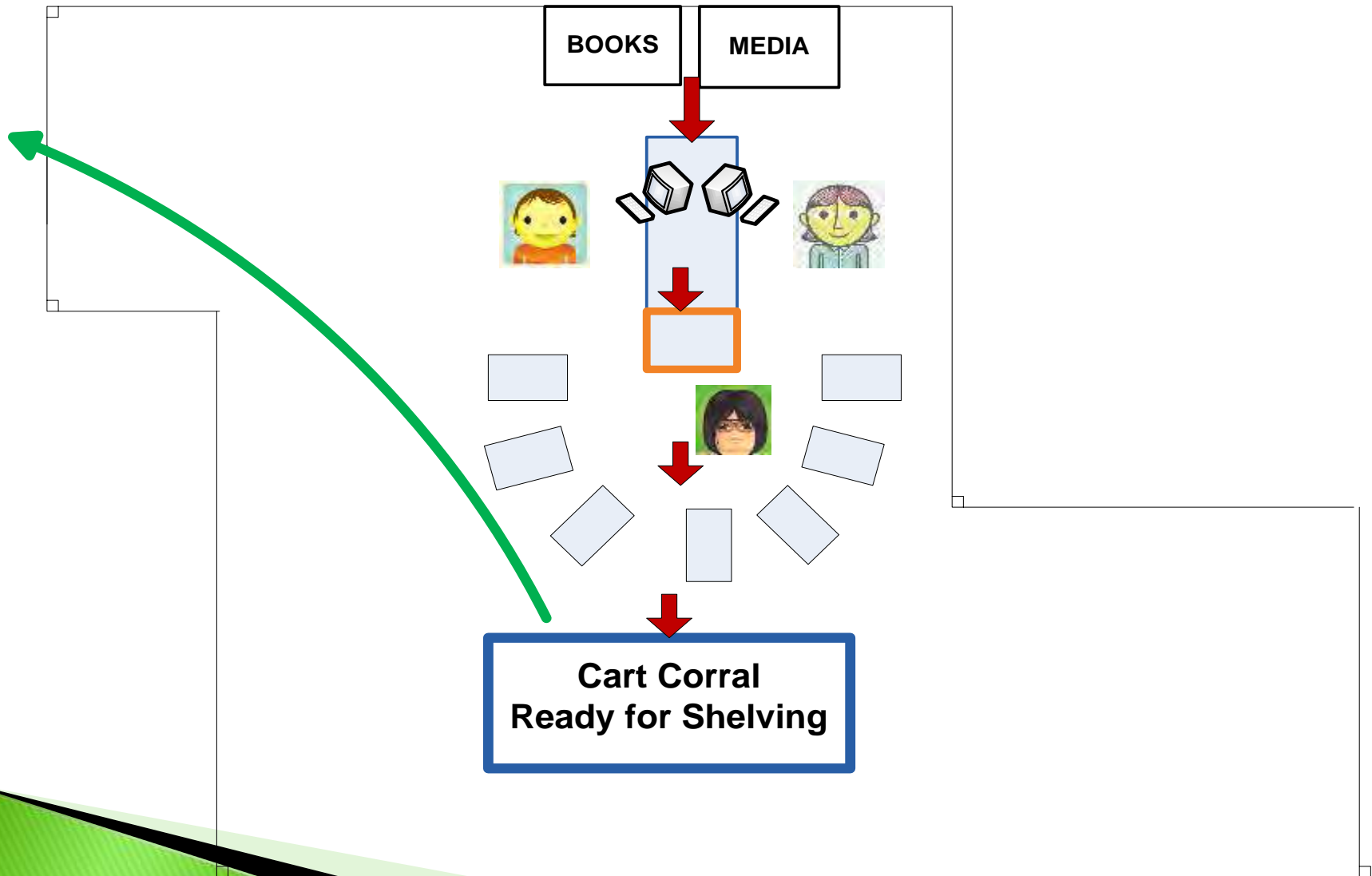
1. **Identify Value:** Check in and shelve items in least amount of steps and in less time. Save staff time and make items available to customers
2. **Map the Value Stream:** Inventory each step, evaluate, eliminate what no longer brings value
3. **Create Flow:** Develop streamlined floor plan and less staging areas
4. **Establish Pull:** Implement changes and have staff establish the Pull
5. **Seek Perfection:** Do continuous improvement



Old Value Stream for Checkin



New Value Stream for Checkin



Lean Implementation



Applying Lean to Checkin




Before Lean



After Lean

ROI's and Discoveries

- Time for returned materials back to shelf went from 23 hours to 15 hours
 - 20% reduction in labor costs
 - Improved employee productivity and morale
 - Improved space utilization
 - Sustainable, replicable improvements
 - Staff re-assigned to relational work (customer assistance)
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What We Discovered



Two return slots rather than four

- Eliminate 'staging' areas for sorting
- Sort to top shelves, not on bottom



Seek Perfection – Automated Materials Handling with Lean



Our Second Lean Project: Tech Services Receiving and Cataloging




Lean Principles for Cataloging

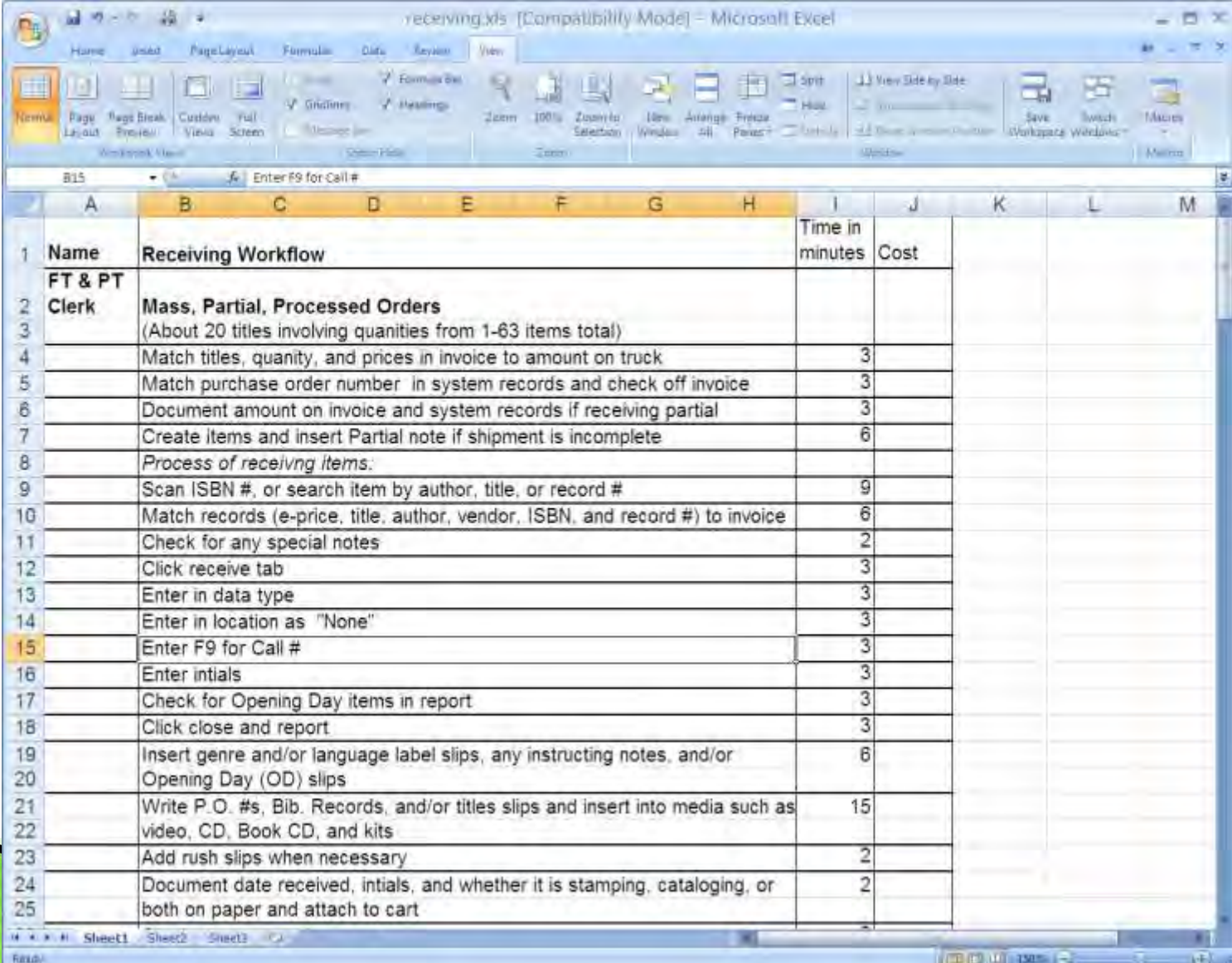
1. **Identify Value:** Receive, process, catalog and distribute to customer in least amount of steps and less time
2. **Map the Value Stream:** Inventory each step, evaluate, eliminate what no longer brings value
3. **Create Flow:** Develop streamlined floor plan and less staging areas
4. **Establish Pull:** Implement changes and have staff establish the Pull
5. **Seek Perfection:** Do continuous improvement



Staff Concerns

- Staff resistance ‘administration doing this to us’
 - Perceptions of ‘am I doing a bad job?’ “Am I going to lose my job?”
 - Have leads in unit who are part of team who can help team with being on board with vision
 - Try not to take it personally
 - Getting the experts to the table
 - Reassure that this is not set in stone – can be reviewed and changed
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Inventory each step in every action



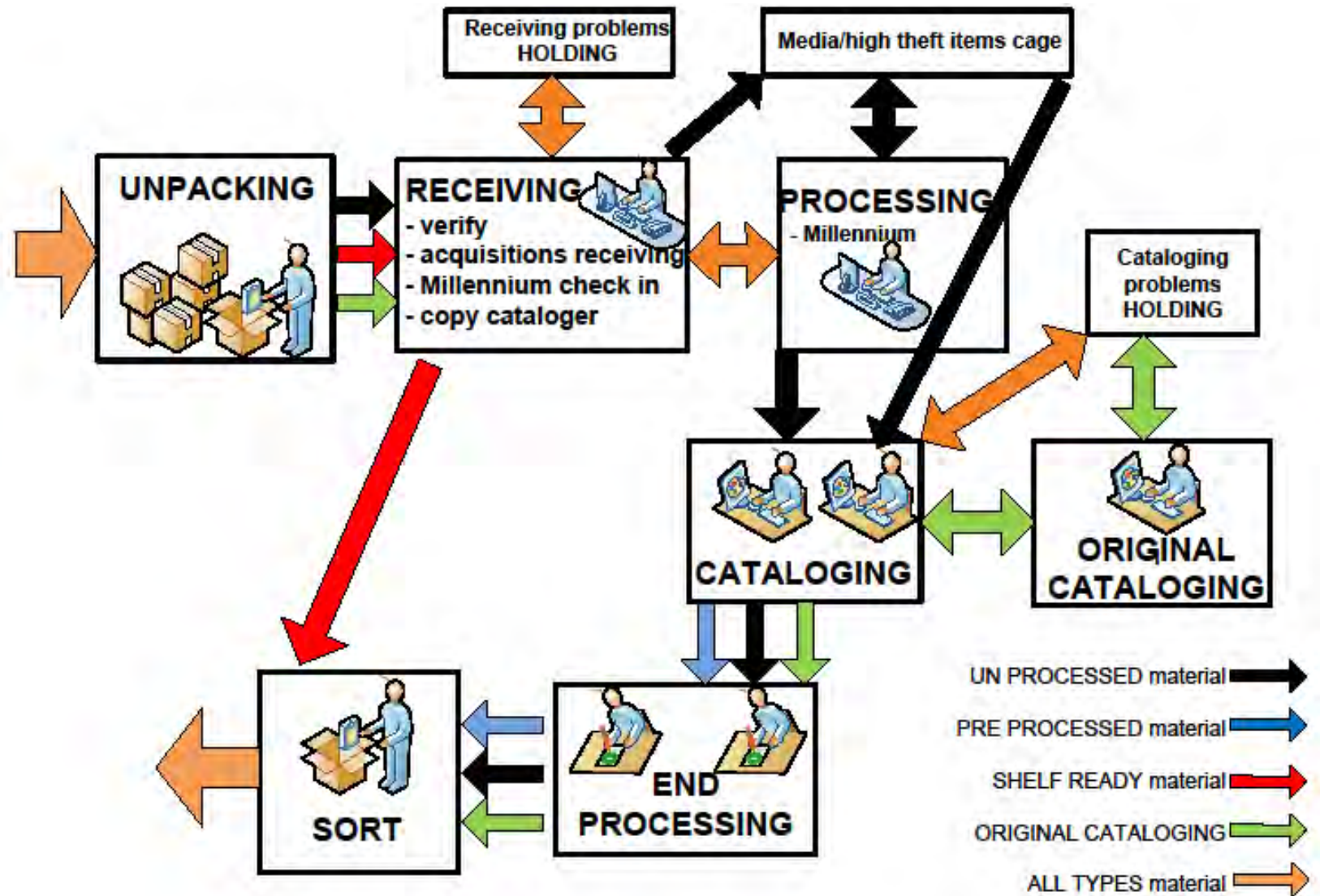
The screenshot shows a Microsoft Excel spreadsheet titled "receiving.xls [Compatibility Mode] - Microsoft Excel". The spreadsheet contains a table with the following data:

	A	B	C	D	E	F	G	H	I	J	K	L	M	
1	Name	Receiving Workflow							Time in minutes	Cost				
	FT & PT Clerk													
2		Mass, Partial, Processed Orders												
3		(About 20 titles involving quantities from 1-63 items total)												
4		Match titles, quantity, and prices in invoice to amount on truck							3					
5		Match purchase order number in system records and check off invoice							3					
6		Document amount on invoice and system records if receiving partial							3					
7		Create items and insert Partial note if shipment is incomplete							6					
8		<i>Process of receiving items.</i>												
9		Scan ISBN #, or search item by author, title, or record #							9					
10		Match records (e-price, title, author, vendor, ISBN, and record #) to invoice							6					
11		Check for any special notes							2					
12		Click receive tab							3					
13		Enter in data type							3					
14		Enter in location as "None"							3					
15		Enter F9 for Call #							3					
16		Enter initials							3					
17		Check for Opening Day items in report							3					
18		Click close and report							3					
19		Insert genre and/or language label slips, any instructing notes, and/or Opening Day (OD) slips							6					
20		Write P.O. #s, Bib. Records, and/or titles slips and insert into media such as video, CD, Book CD, and kits							15					
21		Add rush slips when necessary							2					
22		Document date received, initials, and whether it is stamping, cataloging, or both on paper and attach to cart							2					
23														
24														
25														

Tabs in Books



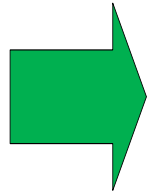
Original Value Stream for Print and Media



Original Value Stream for Periodicals – Separate Work Flow

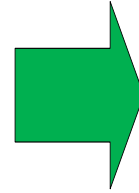
RECEIVE and SORT

- King
- Branches
- English vs. Language



PROCESS

- Stamp/Date
- Barcode
- Tattletape
- Check-In
- Print Labels

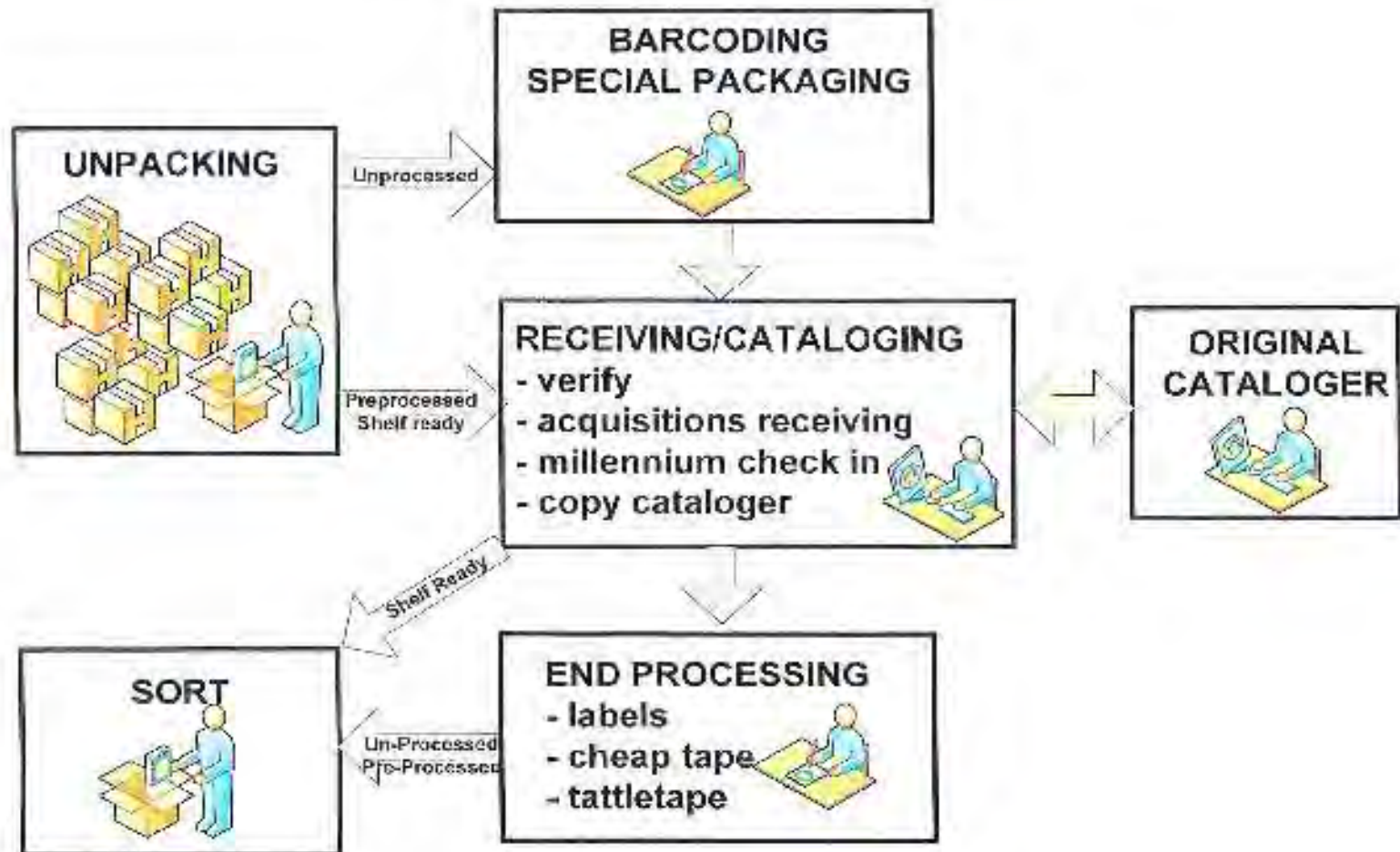


DISTRIBUTE

- Routing Bags
- Routing Bins



New Value Stream for Print, Media and Periodicals



New Floor Plan

MARTIN LUTHER KING LIBRARY LOWER LEVEL



Work Stations




Before Lean



After Lean



ROI's

- Shelf-ready items released within 24 hours
 - Items requiring special handling greatly reduced. Languages and media still require handling, but typically out within a week
 - Continuous flow through 'pull' with very few staging areas
 - Cross-trained staff. Catalogers now also receive all items, order staff do basic copy cataloging and shelf ready
 - For bottlenecks, staff can move to where work is
 - Periodicals are not a separate work flow - now incorporated
 - Leaner workstations and redesigned layout
 - Increased visual to see logjams and work flow
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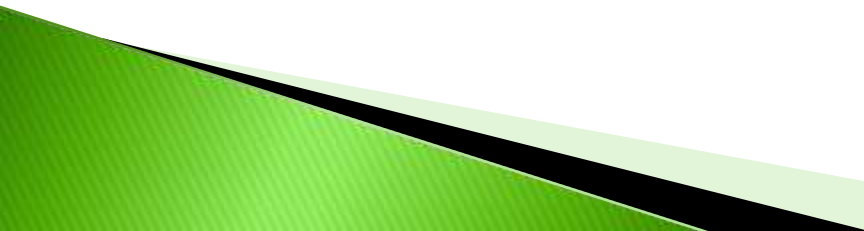
Some Things We Eliminated




- Putting items on lower shelf of cart
- Color coded tabs in first copy of each book
- 50 book carts!




Other Things We Eliminated

- Rush status
 - Language labels for non-Roman materials to put on title page
 - Consolidated the receiving and cataloging work stations
 - Removed second 'quality control' step
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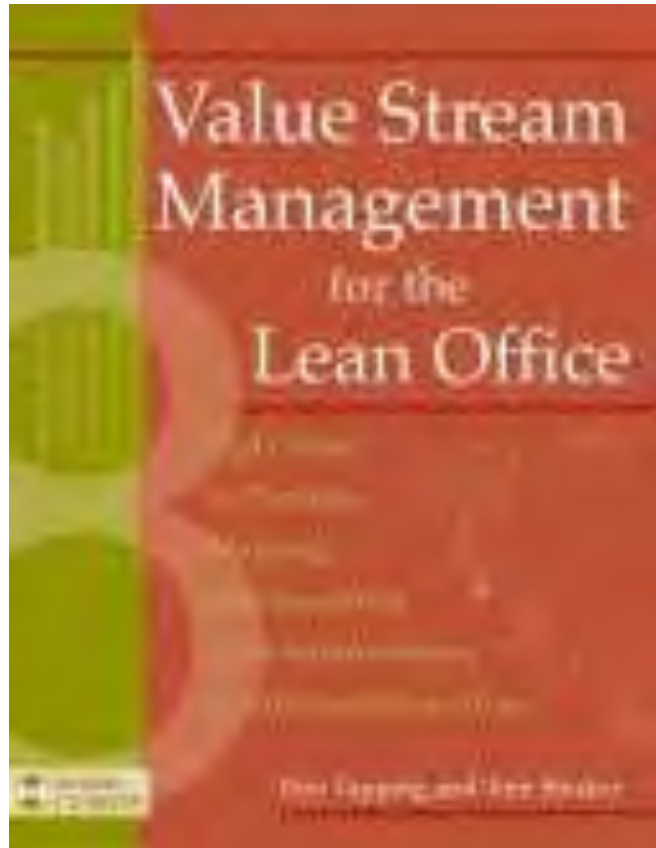
What we discovered

- The flow needs to start 'upstream' with selectors'
 - Selectors started ordering in smaller batches by month to create continuous flow
 - No more overwhelming end of year overloads
 - Create set distributions for language materials (no more waiting for selector input)
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Conclusions

- Examination and analysis of every step of a process, including time spent, helps to discover where waste is occurring
 - It is important to recognize and accept that there is always room for improvement
 - Implementation of Lean principles is an ongoing process – a nonstop effort
 - Can be done without any extra funds
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Two Useful Resources



Don Tapping and Tom Shuker



John J. Huber

Thank you!

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