Meeting Date: August 12, 2019
Type of Item: Informational
Subject: Lean library projects
Presented by: Eileen McCluskey, Holly Bucks, Erin Lucero and Brenda Blake

Background

Last year, Eileen M. and Holly B. attended Lean Basics training offered by the City of Fort Collins. The tools and information shared at the training are easily applied to many aspects of library operations. The training teaches employees how to take a structured approach to problem-solving. Upon completing the Lean Basic training, Holly and Eileen signed up for the Lean Managers training, encouraged other library employees to attend the training, and identified library issues that could be "leaned" out. Additional employees were encouraged to attend the training and teams were formed to improve processes that had staff asking each other, "How can we do better" and "Why do we perform a task this way?"

Lean is defined as the systematic elimination of waste. The FC Lean program "empowers City employees at every level of the organization to continuously improve the efficiency and quality of public services." The library is heavily process-oriented so there are many opportunities for employees to apply the Lean tools and lessons learned to library operations and customer service models. The employees performing the tasks have the most complete understanding of where the waste in a task can be found and improved upon. Through Lean process improvement, they are empowered to problem-solve.

Kirsten Silveira teaches the class and is the City's Process Improvement Project Manager.   One of the key benefits of the City's approach to Lean is that the information and tools presented are accessible to all employees to improve how they approach their work and thus improve the customer experience. The intent is not to become Lean Six Sigma certified but to put the Lean tools into the hands of people who can apply them and "just do it."

As a result of attending this training, library employees completed a number of lean projects which improved customer service, reduced processing errors, and resulted in significant staff savings.

- Managing hold notifications
- Meeting room reservations process
- Shelf reading at OTL
- Volunteer jobs coordination at OTL
- 3D printing – jobs coordination
- Desk scheduling improvements at OTL and hourly employee scheduling coordination between AC, HL and OTL

Example of LEAN – Just Do It! Submitted by Kristen Draper

3D Printing at OTL Computer Lab

Changes needed: submission form lacked key details the lab staff needed to prioritize 3D prints based on cost, detail, project type and speed

- ✓ Library patrons wanted faster, cheaper (or more detailed) 3D prints

- ✓ Lab staff needed to prioritize school projects and prototypes over "fun" prints

- ✓ Lab staff desired a quicker and easier 3D printing process

Revised the 3D print web submission form to include:

- ✓ Permission to print an 'economy' version: ~90% choose this to save money/time

- ✓ Project type: prioritizes school projects/prototypes over other submissions

- ✓ Maximum $$ amount authorized: allows customers to choose their budget

Estimate of savings:

- ✓ 30% average cost savings to patrons

- ✓ 40% increase in speed, resulting in shorter turnover time for printing

- ✓ 20-30% smaller and easier to use Excel spreadsheet for 3D prints