

# TACOMA PUBLIC LIBRARY DIRECT SHELVING

## Changing Culture and Reducing Waste

Tacoma Public Library patrons were unable to access the materials that they wanted within their expected time frames. While employees typically returned items to shelves the same day they were received, a gap existed in meeting the patron's expectation for a quick turnaround. The Continuous Improvement team worked with the TPL to understand and address this challenge.

Through the use of LEAN tools, the group addressed root cause issues of waste and brainstormed innovative solutions for improvement. The Library team was able to break down complex issues into simple and achievable steps that could then be applied to their work flow. From rethinking how they were using their current resources to analyzing their physical movement through their work space, the team was able to come up with recommendations that they were eager to try.

"In applying the tools that CI taught, I made sure to include my employees in every step and to give them ownership over their ideas. I wanted to make sure that they knew they were heard and saw their ideas implemented."

—Shannon Rich,

Branch Supervisor, Tacoma Public Library

## THE RESULTS:



20 working  
hours saved  
per week



Restructured  
work area that is  
safe, ergonomic  
and productive



Batching  
practices applied  
to reduce wait-  
time through  
active material  
return



Reduction of  
active shelving  
units from 206  
down to 8

Icons by Yu Luck



## CONTINUOUS IMPROVEMENT