

## MBOE Capstone Project Abstract

Company payroll overtime expenses are approaching \$1Million annually in a mature industry with flat demand growth and increasing competition. In an attempt to maintain a competitive cost structure, an effort to identify and understand key sources and drivers of overtime expenses was undertaken. This analysis identified the building maintenance department as a key source of overtime and also identified several potential drivers within this department. Recommended countermeasures included 1) development of policy guidelines defining the appropriate circumstances justifying overtime use, 2) establishment of recurrent operator training on complicated equipment to reduce avoidable maintenance demands and 3) development of standard work for maintenance technicians to eliminate waste in the work process.