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*General Motors Vision Statement:* GM's vision is to be the world leader in transportation products and related services. We will earn our customers' enthusiasm through continuous improvement driven by the integrity, teamwork and innovation of GM people.

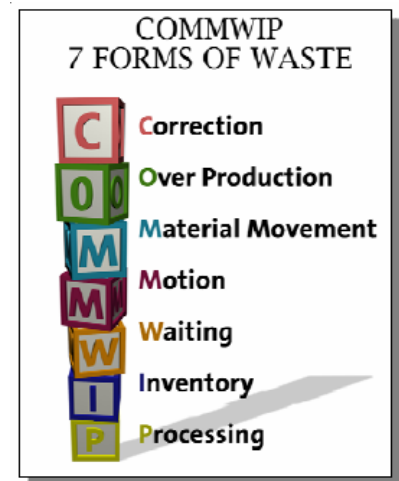
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## GMS Corner – The Seven Forms of Waste

The last few weeks we've looked at the seven forms of waste (COMMWIP) identified by GMS. They are:

- Correction – Rework or work done because of errors in the previous process.
- Over production – Making more than is necessary or making things faster than is necessary (working ahead).
- Material movement – Unnecessary handoffs, transfers, distances of material, designs or information.
- Motion – Unnecessary people motions, travel, walking and/or searching.
- Waiting – People waiting on machines or for information and/or machines waiting on people or information.
- Inventory – Information or materials waiting in queue.
- Processing – Redundant or unnecessary processing, work that is giving the customer more than they are willing to pay for.

Last week we gave you some examples of waste due to material movement. This week, let's look at waste due to motion.



### Waste due to motion:

*Plant:* Generally any non-value added motion that an operator has to perform is considered waste. This may take the form of walking additional steps to get a part, or unnecessary actions to complete a task.

*Office:* Searching around the office for a misplaced item, or an item that someone has borrowed, is waste of motion.

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## Have a Warranty or Repair Problem? Here's What to Do.

Taking your vehicle in for repair is not usually an event we look forward to. Disputes involving repairs are even more unwelcome. That's why the UAW and GM reaffirmed the Vehicle Promotion and Assistance Contact (VPAC) process during the 2007 national negotiations.

VPAC's are assigned at every UAW-GM facility. They serve as a local point of contact for promotional information, such as what incentives or lease deals may presently be in effect. They can help you secure a purchase authorization number or tag a PEP vehicle. They can show you all the benefits of the GM Family First website. They are also available to help you resolve disputes involving repairs made to a vehicle under one of the various GM

warranties or disagreements regarding the extent to which warranty coverage is provided.

### Steps You Need to Take

Here are the steps you need to take if you find yourself in one of these disputes and you would like to involve our local VPAC's (**Larry Givens** and **Larry Melville**). There is a two-step process you must complete before any VPAC can become involved in facilitating a resolution.

*Step #1:* If you have a dispute involving repairs made to a vehicle under the GM Bumper-to-Bumper, Extended, and/or Powertrain Warranties or regarding the extent

(continued on page 2)

## VPAC's

(continued from page 1)

to which warranty coverage was provided, you must first seek resolution with the management of the dealership.

**Step #2:** If resolution is not reached, you must contact the appropriate Customer Assistance Center for your brand of vehicle. They will discuss alternatives with you and/or the dealership to work towards an acceptable resolution. The Customer Assistance Center numbers are:

Buick	1-800-521-7300
Cadillac	1-800-458-8006
Chevrolet	1-800-222-1020
GMC	1-800-462-8782
Oldsmobile	1-800-442-6537
Pontiac	1-800-762-2737
Saab	1-800-955-9007
Saturn	1-800-553-6000

Have your VIN, paper and pen handy when you call Customer Assistance. The Customer Assistance Representative will need the VIN to process your complaint. Before you end

your phone conversation with the Customer Assistance Rep., make sure you ask for a service request number that will be assigned to your case. You will need this number in the event that resolution is not reached and you need to involve one of the local VPAC's. Also keep a record of who you talk to, including phone numbers, as well as when you talk to them, while you work the two-step process.

If working with the Customer Assistance Center does not resolve the dispute, then you may contact one of the Grand Rapids Metal Plant VPAC's for help: **Larry Givens** (246-3198) and **Larry Melville** (246-3112). VPAC assistance is available to employees, retirees and the general public, so don't hesitate to give out their phone numbers to neighbors, friends, and family who may need this type of assistance.



Grand Rapids Metal Plant VPAC's Larry Melville (left) and Larry Givens (right)

## Safety Corner

### Health & Safety Core Elements

There are five Health & Safety Core Elements. Last week we looked at the first, Incident Investigations. This week we look at **Safety Observation Tours (SOT):**

**Definition:** SOT is is personal interaction with employees to observe and discuss their on-the-job safety performance and answer questions. This promotes the "I Care" message.

**Purpose:** To identify health and safety risks, check employees' understanding of health and safety requirements, respond to unsafe acts and conditions, recognize and reinforce strong health and safety performance, and educate employees on health and safety. SOTs are conducted weekly at all levels. Participants are staff, UAW leadership, supervisors, Safety Department, team safety contacts, and team leaders. Items found are tracked until they're fully resolved.

## Thank You from United Way

We are pleased to announce that together our community has raised \$13.8 million, which is 98% of our goal!

Your support of Heart of West Michigan United Way is making a difference in our community by funding 116 programs at 52 local agencies and by supporting our efforts in early childhood development and literacy.

*Sincerely,*

**Frank Merlotti**, chair of Heart of West Michigan United Way's campaign  
**Bob Haight**, president of Heart of West Michigan United Way

### Know Safety, No Accidents

	<u>Through 12/31/07</u>	<u>Through 1/23/08</u>
Injuries	454	18
Recordable Injuries	65	0
Lost Work Days	6	0
Near Misses Reported	232	3

# Around Grand Rapids

## UAW-GM Quality Network Suggestion Corner

### Win \$1,000!

In addition to the 1<sup>st</sup> quarter 2008 drawing of four team suggestions (\$500 to each team), the UAW-GM Quality Network Suggestion Plan is adding a second drawing. **Any employee or team that submits a suggestion about eliminating waste (submit between February 1 and March 15, 2008) will be eligible for another drawing.** One winner will receive \$1,000, and the second and third names drawn will each win \$500. Start suggesting today. Submit more than one and increase your chances!

	<u>01/12/08-01/18/08</u>	<u>Year-to-Date</u>
*Number of Awards Paid:	26	37
\$ Paid Out:	\$ 7,655.08	\$11,253.23
Savings to GM:	\$43,993.03	\$84,410.83

### Tangible Awards Paid Last Week:

- (1) An employee suggested installing crack valves in four-inch branch lines between water supply and return mains on equipment requiring coolant water. This change prevents water from sitting and getting stagnant, which was causing poor water circulation.
- (2) An employee suggested that GM use a lower-cost supplier for fixture pins.

\*Tangible and intangible awards

## UAW-GM Quality Network Employee Recognition

Congratulations to **Fred Zarzecki**, pictured below, who was nominated for a recognition award by an internal (GRMP) customer. Fred was recognized for going above and beyond to ensure departmental efficiency through improved scheduling, fast response, and throughput. Fred is representative of GM's Core Values of *Teamwork, Customer Enthusiasm, and Individual Respect and Responsibility*. Fred works in TDO, 1<sup>st</sup> shift.



Fred Zarzecki, TDO

## Consolidated Mailing of Employee Tax Forms

In 2008, most hourly employees will receive all year-end forms in a single envelope. The following forms will be included in the consolidated mailing:

- Form W-2
- GIS 25 Statements
- SUB 25 Statements
- Legal Services Statements
- Moving Expense Impact Statement
- Tool Allowance Impact Statement

The Troy Output Center started mailing forms directly to employees on January 21, 2008. Please ensure your address is correct in Personnel.

## 2008 Personal Harness & Lanyard Inspection

**When:** Today - Feb. 1

**Where:** North side of #3 crib

**Time:** Wed., Fri.  
5 a.m. to 1 p.m.

Thur.  
9 a.m. to 5 p.m.



## Blood Drive February 6 and 7

Grand Rapids Metal Plant will be sponsoring our **126th** quarterly **blood drive** in Conference Rooms 4/4A on the following dates and times:

**Wednesday, February 6, 2008: 6:00 p.m. to 1:30 a.m.**

**Thursday, February 7, 2008: 9:00 a.m. to 3:00 p.m.**

Employees who wish to give blood should contact your supervisor and schedule a time to give.

# Beyond Grand Rapids

## GM number one in sales

The global auto sales race of 2007 was won by General Motors by a nose. GM reported global sales of 9,369,524, which proved enough for the Detroit automaker to hold the title of world's largest automaker for a 77th year. Toyota said that its total was 9.366 million — about 3,000 fewer than GM's.

*Source: Detroit Free Press, January 23, 2008*

## India's \$2,500 car generating buzz

The most-talked-about car at the Detroit auto show this year is Tata Motors's \$2,500 Nano. India's cheapest car, the Nano, is forcing established automakers to decide whether they want to go head-to-head with such entrants.

The cheapest car in the U.S. is the \$9,995 Chevrolet Aveo from GM. In Japan that distinction goes to the Daihatsu Esse at about \$6,000. In Europe the Dacia Logan from Renault SA starts at just under \$11,900.

*Source: Bloomberg, January 15, 2008*

## Challenging times ahead

U.S. auto production will drop below 10 million cars and trucks this year for the first time since the 1992 recession, said Sean McAlinden, vice president of research at the Center for Automotive Research.

Despite deep production cuts, he said, domestic carmakers continue to operate too far below production capacity. Even after massive employee buyout programs in 2006 and 2007, General Motors, Ford and Chrysler were still below plant operating capacity, he said. In 2007, he said, GM's U.S. factories operated at 85% of capacity, Ford at 78% and Chrysler at 81%.

"You don't make money in this business until you're operating at 90%," he said.

*Source: The Detroit News, January 12, 2008*

## Healthcare costs topped \$2 trillion in 2006

The nation's healthcare bill climbed above \$2 trillion in 2006, averaging a record \$7,026 per person, according to a government report. Costs increased 6.7%, only slightly more than the 6.5% rate in 2005. But it was still well above the overall rate of inflation. Most of those costs are incurred by the sickest patients. For example, about 10% of the population accounts for more than 60% of healthcare costs.

*Source: The Los Angeles Times, January 8, 2008*

## GM Europe increases sales

General Motors boosted European sales 8.9% to a record last year. Volume in Europe rose to 2.18 million vehicles. The biggest advances were in the U.K., Russia, Greece, Italy and Ukraine.

"Outside of North America, GM is doing quite well: They're expanding sales, production and research facilities," Michael Robinet, an analyst at CSM Worldwide in Northville, Michigan, said. "The goal in North America is not so much increasing volume, but getting profitable volume."

*Source: Bloomberg, January 9, 2008*

## Toyota cuts production of Tundra at U.S. plants

Toyota has scaled back production of its Tundra pick-up truck in North America. Toyota produced close to 18,300 of the big pick-ups at plants in Texas and Indiana in November 2007, a 29% drop from October. The Japanese carmaker described the reduction as normal because January and February are normally slow selling months. However, the cut in Tundra output is significantly bigger than for other Toyota vehicles. Toyota has described the latest Tundra model, launched last year, as its most important vehicle since entering the North American market 50 years ago. A new Tundra plant in San Antonio, Texas, is still not operating at full capacity.

*Source: Financial Times, December 10, 2007*

## Getting past excuses to win back a customer who has written us off

The next time someone says to you, "My friends all drive imports," tell them GM's perception story; tell them that GM is closing the perception gap:

- Value for money, warranty fuel economy, and dependability/reliability rank among the top reasons given for purchasing a new GM car or truck.
- Buick tied with Lexus for the lead in J.D. Power overall dependability followed by Cadillac--the first time in 12 years that Lexus has shared the top spot.
- Buick and Cadillac rank 2<sup>nd</sup> and 3<sup>rd</sup> in the J.D. Power 2007 Customer Service Index.

Contact Gary Evey (616-246-3132) or Rick O'Rourke (616-246-3124 - UAW). Fax 616-246-3150.  
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