

Beyond Grand Rapids

2007 Calendar-year results: net income

Net Income

- GM reported a 2007 adjusted net loss of \$23 million
- 2007 adjusted automotive operating pre-tax income improved by almost \$900 million
- Strong emerging market performance helped drive record automotive revenue of \$178 billion

2007 Calendar-year results: market share

GM Global:	13.3%	(down 0.2 pt.)
GMAP:	6.9%	(up 0.4 pt.)
GME:	9.5%	(up 0.3 pt.)
GMLAAM:	17.2%	(up 0.2 pt.)
GMNA:	23.0%	(down 0.8 pts.)

Recalls Down for GM and Toyota

The U.S. government reported that 2007 automaker recalls increased by about 30% over 2006. Recalls have become more common as many companies build vehicles that share common platforms and components and respond more quickly to deal with potential safety hazards.

In 2007, Ford had the most recalled vehicles in the U.S. with more than 5.5 million. DaimlerChrysler had the second-most with 1.47 million, a decline of about 38% in 2006. Volkswagen had to recall more vehicles in 2007 than in any other year this decade. It conducted six recalls involving 1.46 million cars and trucks.

GM and Toyota both saw a decline in total vehicles recalled. **GM recalled 537,992 vehicles in 2007, by far its lowest number during the decade.** The automaker has averaged 4.7 million recalled vehicles a year since 2000.

Toyota, which has vowed to crack down on quality problems, has seen its number of recalls drop for the second straight year to about 583,191 after it recalled a company record of 2.3 million in 2005.

Source: Associated Press, Jan. 17, 2008

\$2,500 Car Proves India's Capability

The West seems thoroughly unimpressed by India's \$2,500 car. Sure, the "People's Car" is cheap and tiny and probably wouldn't thrive in showrooms in Miami or Paris. Commentators in India have called it a feat of "Gandhian engineering," meaning unpretentious and stripped down. For many automobile enthusiasts, the two-cylinder, no-frills car will seem a bit too egalitarian.

However, Tata's feat is a reminder that India's economy is far more than just service centers and information-technology companies. India boasts an engineering prowess that may continue to confound naysayers, create well-paid jobs and accelerate the growth of their middle class.

Source: Bloomberg News, Jan. 23, 2008

Hybrids a Tough Sell for Americans

Hybrid sales jumped 38% last year to 350,000 vehicles, but still accounted for just 2.2% of the 16.1 million vehicles sold.

Ford hasn't made money on the hybrid versions of its Ford Escape and Mercury Mariner, and had some trouble convincing customers to pay more for them. In 2007, Ford sold 25,108 of the hybrid SUVs, up from 22,603 in 2006. One in 8 Ford Escapes or Mercury Mariners sold in 2007 was a hybrid. Since introducing the first American hybrid in 2004, Ford has lost as much as \$3,200 per vehicle.

Ford's not alone in losing money in hybrid programs: Nissan said it was losing money on its hybrid Nissan Altima, while Honda stopped selling a hybrid version of its Accord sedan because of poor sales.

Source: Detroit News, Jan. 22, 2008



AutoKnow



General Motors Core Values: Customer Enthusiasm, Continuous Improvement, Integrity, Teamwork, Innovation, Individual Respect & Responsibility.

Reporting Near Misses -- a Hassle or a Help?

A "near miss" is an undesired event that, under slightly different circumstances, could have resulted in harm to people or damage to property, materials or the environment. Only a fortunate break in the chain of events prevented an injury, fatality or damage. Perhaps a more common term for such events is a "close call."

Proper reporting of near misses is essential, and the investigation that follows is for the purpose of training, educating and preventing future incidents or injury.

If reporting near misses is so important to preventing future injuries, why did we

experience such a drop in the second half of last year (see chart below)? Could it be we simply had fewer near-miss events to report from July on? Perhaps.

Or, could there be other reasons: (1) It takes time and effort to report a near miss and to investigate it; it's easier just to let it go. (2) No harm, no foul; no one got hurt, so why worry about it? (3) Some people are afraid that if they report a near miss that they were a part of, they'll get in trouble for having created an unsafe condition or behaved in an unsafe manner.

Admittedly, in some ways it's a hassle to report a near miss. But we

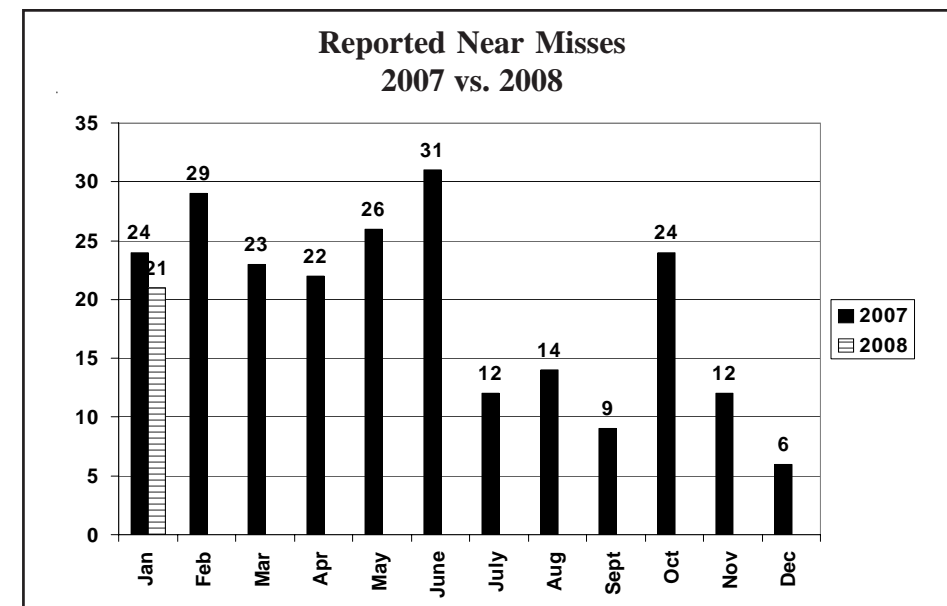
have to remember that it's also a big help; putting up with a few minutes of reporting and investigating a near miss can save someone a lifetime of pain from a serious injury.

Overall in 2007, we did a good job of reporting near misses here in Grand Rapids. Among the 16 General Motors stamping plants, we reported roughly 30% of all near misses. That's easily more than our share.

However, you can see from the chart on this page that most of our near-miss reporting came in the first half of last year. From June to July our reporting dropped off dramatically and averaged only 12.8 reported near misses per month in the second half of 2007. That's compared to an average of 25.8 per month during the first half of the year.

Our 2008 start was slightly behind last year's pace. We reported 21 near misses in January of this year compared to 24 last year.

A person can argue that reporting near misses is a measurement of a plant's safety culture: A plant population that reports several indicates a culture that takes safety seriously. Conversely, a plant that reports very few may give the impression that the people lack the proper concern for their safety and the safety of their coworkers. Which type of plant do we want to be known as?

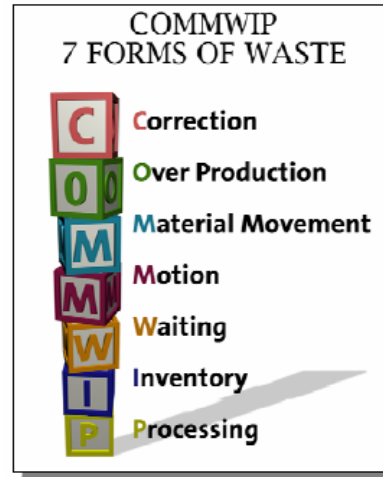


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GMS Corner – The Seven Forms of Waste

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 waiting. This week, let's look at waste due to inventory.

Waste due to Inventory:

Plant: Usually a result of waste due to over production, this waste is visual and can be seen in the storage areas of our plant. Also, ordering more steel, producing more parts, or having more spare parts than are necessary for immediate operating needs.

Office: This waste can be seen in the office when more than one copy of a report or request is kept. Another waste is keeping extra pens in your desk drawer, but whenever you need a pen you still go to the supply cabinet and continue to keep that "extra" in your desk.

Know Safety, No Accidents		
	2007	Through 2/14/08
First-aid Injuries	454	39
Recordable Injuries	65	9
Lost Work Days	6	0
Near Misses Reported	232	33

Safety Corner

Health & Safety Core Elements

There are five Health & Safety Core Elements. This week we look at the fifth, **Employee Safety Concern Process (ESCP):**

Definition: A system designed to identify, investigate, and resolve safety issues presented by plant employees.

Purpose: A leadership-driven process to engage the workforce and give immediate feedback to the employee on the resolution of a safety issue.

The graphic below is being used to track our recordable injuries through the end of 2008.

From a personal perspective, our overall goal is to not have any more recordable injuries this year. That would mean that everyone is leaving work every day in the same condition in which they arrived.

From a strictly measurement perspective, we cannot have more than 26 additional recordable injuries between now and the end of the year if we want to meet our Recordable Injury Rate stretch goal of 2.20.



Around Grand Rapids

Please Retain Your Pay stub

It is the employee's responsibility to retain their pay stub for future reference. Copies are **NOT** available from the Payroll office or from the Timekeeping Center.

If you need a copy of your pay stub you can get a copy from the GM website, mysocrates. The address is mygm.gm.com. You will need to login to mysocrates. First time users will need to apply for a pin number. Once in mysocrates click on the Personal tab. Under the Compensation heading click on Pay stub. From there you can print the required pay stubs.

Service Awards

Congratulations to the following employees who have recently celebrated a milestone in their years of service to General Motors and this plant.

40 Years of Credited Service:

- **Connie Floriam** WFG

35 Years of Credited Service:

- **Rita Reister** Press Room
- **Richard Stouten** Metal Assembly

30 Years of Credited Service:

- **Bill Wilson** Material Handling
- **Bill Zalenski** Material Handling
- **Lynn Mishler** Blanking
- **Steven Hytinen** Material Handling

25 Years of Credited Service:

- **David Johnson** WFG
- **Terry Williams** Press Room
- **Roger Humphrey** Quality Control
- **Daniel Lopez, Jr.** Blanking
- **Daniel Stone** TDO
- **Gary Syswerda** TDO
- **Larry Dyke** TDO

Two Perfect Safety Records

Twenty-five first-shift millwrights in WFG (shown celebrating at right) worked all of 2007 without a single recordable injury. The same can be said for the WEMRs at Grand Rapids Metal Plant. The WEMRs also incurred only one recordable injury in 2006.

Perfect safety records such as these don't occur by "accident." Instead, avoiding serious injuries is the result of paying attention to details, watching out for one another, wearing the right PPE, reporting near misses, and following established safety policies and procedures.

Congratulations to these two groups.

UAW-GM QN Suggestion Corner

	02/02/08-02/08/08	YTD
*Awards Paid:	23	60
\$ Paid Out:	\$8,858.29	\$ 27,822.86
Savings to GM:	\$38,488.81	\$145,169.28

Tangible Awards Paid Last Week:

- (1) An employee pointed out that we needed a better way to clean fans, so he suggested that GM buy a fan cleaning machine from Jan Fan, Inc., and that the machine be used at other GM locations, too. This suggestion is saving GM \$86,525.79!

*Tangible and intangible awards

Child Care News: Reward Your Child Care Provider!

Time is running out to nominate a child care provider who consistently supports your work/life balance needs through positive leadership and exceptional child care practices.

If you have an exceptional child care provider, please fill out a Provider Recognition Award Nomination Form available at the Child Care Office or at <http://www.workfamilyprogram.com/>. Username is "uawgm" and the password is "helpnow." Click on the Child Care picture/tab at the top of the page, and then click the Provider Appreciation tab on the left.

The Child Care Provider Award winner will receive a gift certificate from a local retailer and a special plaque to display at their facility. Nominations are due by the end of February 2008.

