

Beyond Grand Rapids

A look ahead

The shaky economy clearly is sending ripples of distress through a jittery auto industry. Toyota, Nissan and Honda — typically A-list performers — had lower sales last month. And the domestic industry is slashing production.

Of the six top-selling automakers, only General Motors had higher sales — up 2.6% from January 2007. By contrast, industry sales declined by 2.9%.

Market share trends

Ford's share dropped from 15.1% in 2006 to 14.2% last year, a decline that represents about half the production for an assembly factory. That was better than 2006, when the automaker lost nearly two full percentage points of retail market share.

Meanwhile, Toyota and Honda picked up most of Ford's decline in the U.S. market. And General Motors has stabilized its retail share, with about 22% of the U.S. market.

Tom Libby, senior director of industry analysis at the Power Information Network, a subsidiary of J.D. Power and Associates, called GM's performance impressive.

"For many, many years, we saw GM declining," he said. "GM is holding its own, and that's really a change."

Source: Detroit Free Press, February 1, 2008

Did you know . . .

. . . that automakers' energy use is down 27% since 2002 — only 7% has come from shuttered factories. About half of that savings comes from changing worker behavior. The rest comes from investments in new technologies, infrastructure changes or use of alternative energy sources.

Source: The Detroit News, December 17, 2007

Vending machines running low?

It's possible that some of the vending machines around the plant are running out of refrigerated items (milk, pop, etc.) this week. The storage cooler broke this past weekend. It is being repaired, and vending machines will be restocked as soon as possible. We ask that you please be patient for the next few days.

Driving habits contribute to climate debate

Congress and President Bush late last year agreed to order car makers to boost the average fuel efficiency of new vehicles to 35 miles per gallon by 2020.

Car makers and consumers will bear considerable costs to switch to a fleet of cars that meets the 35 mpg CAFE goal. But that might not result in a significant reduction in U.S. petroleum consumption or cut the CO2 we add to the atmosphere if we keep driving more and more miles.

From 1977 to 2001, the number of miles driven every year by Americans rose by 151% — about five times faster than the growth in population.

The U.S. Department of Energy projects that miles driven will keep increasing in coming years. That means even though we'll be driving vehicles that slurp less petroleum per mile, carbon dioxide emissions could grow by as much as 41%, according to a report titled "Growing Cooler: The Evidence on Urban Development and Climate Change," published by the Urban Land Institute.

Source: The Wall Street Journal, February 4, 2008

The impact of trucks

Sales of big pickups, among the most profitable vehicles for the Detroit Three, fell for the third successive year in 2007 amid the housing crisis and high gas prices.

It is hard to exaggerate how important large pickup trucks are to Chrysler, Ford and GM. They are "the earnings engine of the Big Three," said Joseph Phillippi, a long-time industry analyst who heads Auto Trends Consulting Inc. in Short Hills, N.J.

Each sale of a Dodge Ram, Ford F-series or GMC Sierra generates between \$8,000 and \$10,000 in variable gross profit, Mr. Phillippi figures. They represent almost 30% of Ford's annual sales, 21% of GM's and 17% of Chrysler's. Roughly 15% of the assembly plant jobs at those companies' factories in the United States and Canada are dedicated to cranking out the vehicles.

The bad news is that J.D. Power is forecasting another 2% decline in pickup truck sales this year and no rebound until 2009.

Source: Bloomberg, February 1, 2008



AutoKnow



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.

Cool It! Slightly Lower Air Temperature Results in Much Lower Fuel Costs

With what it costs to heat our homes these days, most of us have probably lowered our thermostats more than we might have in the past. The same is true at General Motors. In 2006, for example, GM employees saved the company roughly \$86 million by reducing energy consumption by 10.2% over the previous year.

To achieve even more savings in 2007, Worldwide Facilities Group (WFG) lowered plant and office air temperatures at all GM facilities by two degrees fahrenheit, from 68° in the plant and 71° in offices to 66° and 69°, respectively. If administered correctly and consistently at all GM locations, this reduction during the heating season nets savings of \$4 to \$5 million.

The Grand Rapids Metal Plant often performs an air temperature survey on the floor and in the offices. Below shows the temperatures recorded during a February 9 survey.

The numbers in *black squares* below indicate temperatures that were at or below the maximum of 66°F. Numbers in *circles* represent temperatures that exceeded the maximum of 66°F and therefore didn't meet corporate guidelines. So if you work in an area of the plant with a circled temperature, you should expect to see an effort made to reduce the temperature a bit.

Last year Grand Rapids reduced its fuel consumption by 17.4%. The goal for 2008 is to reduce our consumption another 6.5%. This is important because natural gas rates have increased 145% during the last five years.

As we all know, it's hard, if not impossible, to satisfy everyone in the same environment due to differences in personal metabolism and activity rate. The equalizer must be proper selection of clothing, so please dress accordingly so you're comfortable working under these guidelines.

**Air Temperature Survey
Grand Rapids Metal Plant, February 9, 2008**

75	77	76	74	71	72	66	67
74	72	73	73	73	73	72	71
70	68	69	70	62	68	61	64
70	64	66	66	66	68	67	64
68	64	66	66	65	70	62	65
65	64	63	64	66	70	70	65

Labels for temperature survey: CO-4, 5, and 6; CTL; TDO; E-1 and G-1; P-1; BB-1 and BB-2; JJ-1; OO-3 and PP-3; MACHINE & TRUCK REPAIR; WFLOOR PAN; METAL ASSEMBLY AISLE; EMPTY CONTAINER STORAGE; RAIL DOCK; AARB Parts Storage.

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

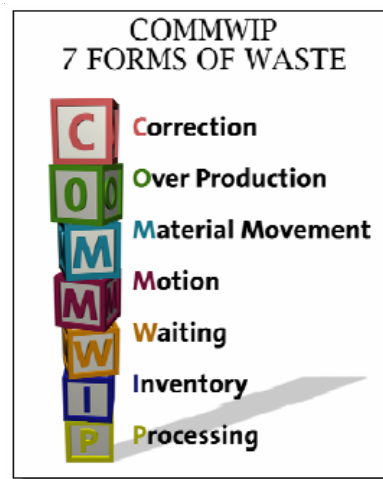
Last week we gave you some examples of waste due to inventory. This week, let's look at waste due to processing.

Waste Due to Processing:

Plant: Sometimes we can identify a process we've been following that has unnecessary steps to it. For example, in 2006 we made changes to our Red Folder process, which is a process used when we contain product. Several steps and forms were removed from that process to make it more effective and easier to follow.

Office: In the office, an example of waste of processing is a spreadsheet updated many times instead of waiting until the correct information is available and completing the task just once.

Now that you have seen all the forms waste can take, are there any forms of waste in your area?



Safety Corner

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 24 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.



Pedestrian Walkways

I've been hearing concerns at team meetings that we have mobile equipment operators parking vehicles on pedestrian walkways as well as both salary/UAW leadership stopping in pedestrian walkways to hold meetings/conversations. This causes pedestrians to step "into the road" or into the mobile equipment aisles, which creates unsafe conditions. I ask that all of us step off the pedestrian walkways when we have a need to stop and talk with someone. Also, drivers should keep all mobile equipment off pedestrian walkways.

--Nick Kassanos
Assistant Plant Manager

Around Grand Rapids

Service Awards

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

30 Years of Credited Service:

- **Booker Gray** Press Room
- **Bill Dau** Personnel
- **Sergio Camarillo** TDO
- **Timothy Siereveld** TDO
- **Leo Wiseman** TDO
- **Harry Parent** Tech Support
- **Robert McDonald** Plant Maintenance
- **William Atwell** Material Handling
- **Richard Baker** Material Handling
- **Richard Heller** Material Handling
- **William Thurston** Material Handling

25 Years of Credited Service:

- **Fannie Walker** Press Room
- **Michael Kerry** WFG
- **Gary Bird** TDO
- **David Cook** TDO
- **Jerold Groeneveld** TDO
- **Michael Jacobs** TDO
- **Bruce Johnson** TDO
- **David Kerkstra** TDO
- **Dale Peterson** TDO
- **Tom Razzoog** TDO
- **Bryan Robinson** TDO
- **Bruce Gravelin** Tech Support
- **Rick Visser** Material Handling
- **Ronald Smith** Material Handling
- **John Potyraz** Material Handling

Get Your Nutrition Facts Straight

LifeSteps will be at an educational table to provide GRMP employees facts on nutrition, portion control, and more.

Dates: March 5 and 6
Where: Table outside cafeteria
Times: 6:00 a.m. - noon and 1:30 - 3:30 p.m.

GMS 8-Hour Training

Have you been through the 8-hour GMS overview training? If not and you would like to attend, please let your supervisor or team leader know.

Dates: March 5 (1st shift), 19 (2nd shift) and April 2 (3rd shift)
Times: 7:00 a.m. - 3:00 p.m. (1st shift), 3:00-11:00 p.m. (2nd), and 11:00 p.m. - 7:00 a.m. (3rd)
Where: Conference Room 3

UAW-GM QN Suggestion Corner

	02/09/08-02/15/08	YTD
*Awards Paid:	40	100
\$ Paid Out:	\$ 1,090.11	\$ 28,912.97
Savings to GM:	\$ 0.00	\$145,169.28

Tangible Awards Paid Last Week:
There were no tangible awards during the week.

*Tangible and intangible awards

Employee of the Year: Robert Rector

Congratulations to **Robert Rector** (shown below), who was named Employee of the Year 2007 by the Quality Network People Recognition Steering Committee. Robert was earlier recognized as Employee of the Month for September 2007. Robert was recognized for his going above and beyond to ensure quality in manufacturing processes, responsive trouble shooting, and reducing downtime and scrap to improve throughput. Robert is representative of GM's Core Values of Continuous Improvement, Innovation, and Teamwork. Robert is a 1st-shift WEMR.



From left: UAW Local 730 Shop Chairman **Steve Rop**, Employee of the Year **Robert Rector**, Plant Manager **Max Miller**, UAW Local 730 President **Barb Henderson**, and Personnel Director **Roger Chalk**.

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