

- GMS Terms to Know -

GMS..... Global Manufacturing System

SPQRCE - Safety, People, Quality, Responsiveness, Cost, and Environment

BPD Business Plan Deployment

PMP..... Production Maintenance Partnership

COMMWIP - 7 Forms of Waste - Correction, Overproduction, Motion, Material Movement, Waiting, Inventory and Processing

WPO Work Place Organization

PDCA Plan, Do, Check, Act

JES Job Element Sheet

SOS Standard Operation Sheet

PPE Personal Protective Equipment

PPS Practical Problem Solving

JIT Job Instruction Training

STS Standard Task Sheet

GM's Vision

To be the world leader in transportation products and related services.

We will earn our customer's enthusiasm through continuous improvements driven by the integrity, teamwork and innovation of GM people.

GM Core Values

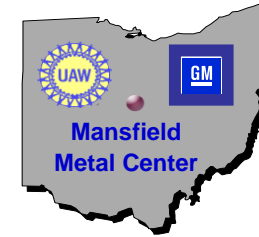
- Customer Enthusiasm
- Integrity
- Teamwork
- Innovation
- Continuous Improvement
- Individual Respect and Responsibility

GM Cultural Priorities

- Enhance our Product and Customer Focus
- Act as One Company
- Embrace Stretch Targets
- Move with a Sense of Urgency

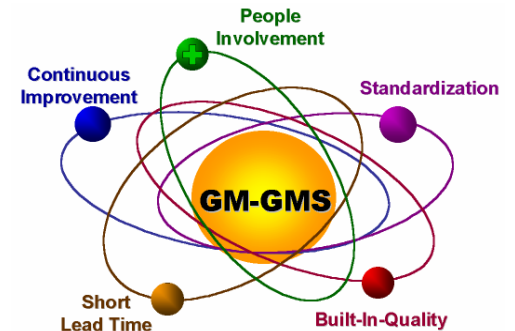
Where are these Posted?

- Catch the Vision Signs
- Team Rooms
- Throughout Plant and Meeting Rooms.



GM-GMS

Global Manufacturing System



Mansfield Metal Center Mission Statement

Our mission is to provide high quality stampings and assemblies that enable GM to build world class vehicles.

One Company, One Production System, Common Elements

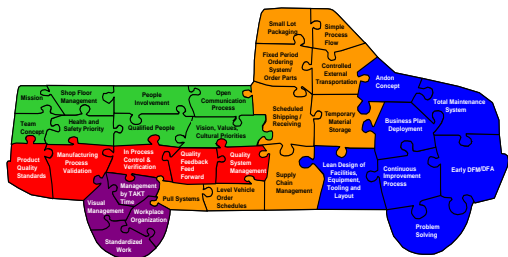


What is GMS?

GMS is a set of standards which describe the *what, why and how* to organize our manufacturing operations in order to eliminate waste. Within GMS, waste is defined as “anything that our customers are not willing to pay for.” Elimination of waste is the only way to survive as a company.

The structure of GMS is organized around five principles – People Involvement, Built-in Quality, Standardization, Short Lead Time and Continuous Improvement. Within each of these principles are several unique operating concepts named “Elements” which define particular ways to accomplish a particular part of our manufacturing effort. In total, there are 33 Elements, each one belonging to one of the 5 Principles. The most important thing to understand about the Principles and Elements is that it takes ALL of them to form GMS.

33 Elements working together



*If there is a missing piece
the truck won't run!*

The Five GMS Principles

People Involvement

Our company recognizes its employees as the most valuable resource, and will provide the support necessary to allow our people to work in a motivated, empowered and particular way.

Standardization

A dynamic process by which we document, follow and perform our work according to core standards, terminology, principles, methods, and processes to achieve a common base from which to improve.

Built-in Quality

Quality expectations are achieved in each process to ensure defects are not passed on to the following process.

Short Lead Time

Reduce the time from the placement of an order by the final customer to the delivery of the product and receipt of payment. There are three types of lead time: Total Lead Time, Product Development Lead Time and Process Lead Time.

Continuous Improvement

Our company will foster an attitude which nurtures change and supports all employees in improving their own jobs and environment for the continuous improvement of the company.

COMMWIP 7 Forms of Waste



To eliminate waste we have to know what ‘waste’ is and what it looks like.

This is a real challenge since much ‘waste’ is not easily seen – and ‘waste’ often escapes our notice because it’s been around so long that it’s become an accepted part of ‘doing business’.

To be successful in our efforts to reduce costs by eliminating waste, we must learn what to look for by defining and describing it. This gives us a common understanding that will help us know what to look for.

Correction – Doing something that requires additional processing, inventory and waiting.

Over-Production – Generating excess parts, information too soon or too fast in a process.

Motion – Unnecessary work movements which do not add value to the product.

Material Movement – Unnecessary transporting, storing or rearranging of items, parts, equipment, people, etc. Etc.

Waiting – To stay in a place in expectation of an event.

Inventory – Too much of anything which may take up space, lead to obsolescence, or impact safety.

Processing – Doing something that the customer does not perceive as adding value to the product.