CHEVROLET SALUTES GENERAL MOTORS ON ITS 75TH ANNIVERSARY


William C. Durant

Chevrolet and General Motors enjoy a long and proud relationship—one that goes back further than General Motors' purchase of Chevrolet in 1918, for both the Corporation and the Division were founded by William "Billy" Durant, who envisioned both organizations as creating quality vehicles at prices everyone could afford—"a car for every purse and purpose."

Meeting the national need for dependable and economical transportation remains the guiding principle at Chevrolet, the value leader of General Motors. While Chevrolet products span a wide range of transportation needs, they focus on high-volume, functional vehicles at the lower end of the price spectrum.

Value at Chevrolet has always meant more than price alone. From one of Chevrolet's earliest low-priced cars—the Model 490 of 1915 (the name taken directly from the $490 price tag)—Chevrolet has provided more advanced design, more engineering innovation, more value than others who sought price leadership alone. Belief in America's desire for quality allowed Chevrolet to take industry sales leadership in 1927. Chevrolet has remained the number-one-selling car name nearly every year for more than a half a century.


1914 "Baby Grand" H-4 Touring Model

This same commitment to quality, engineering excellence, and value is evident in Chevrolet Motor Division's current identity statement, which reads in part: *Chevrolet vehicles offer the customer fuel-efficient transportation with high value based on modern designs embodying advanced technology that provide reliability and quality.*

Today, this broad commitment can be seen throughout the Chevrolet product line—from the popular subcompact Chevette to the only true American sports car, the Corvette.

And since the first commercial truck rolled off the assembly line in 1916, Chevrolet has kept the same commitment and leadership in that market. Today Chevrolet trucks are offered in many sizes and configurations to meet specific needs of buyers, including the popular and economical S-10 Pickups and Blazers.

"Excellence and leadership take on new and special meaning in today's market," says Robert C. Stempel, general manager of Chevrolet and a vice president of General Motors Corporation.


1927 Chevrolet AA Coach

"Dramatic changes in recent years have launched us, more than ever before, into a world market—competing in value and quality as part of an international organization. We have accepted the challenge to take the broadest possible view—a world view—and to take charge now."

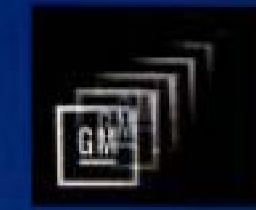
Taking charge at Chevrolet has meant multibillion-dollar investments to introduce more new car and truck models in the past four years than anyone in the world industry. Taking charge has meant leadership in front-wheel-drive technology with Cavalier, Citation, and Celebrity. Taking charge has meant diesel-powered leadership, with greater availability in diesel-powered cars and trucks than anyone else. And it has meant more advanced aerodynamics, more technological sophistication in the products, plants, and dealerships.

Stempel says, "Taking charge is our commitment to stay on top of a new market—a commitment to excellence as the leading division of a world organization."


1941 Chevrolet Special Deluxe Coupe

Expanding worldwide competition in recent years has meant an increase in component integration. To achieve the highest quality products at truly competitive prices, Chevrolet's manufacturing operations build a complete range of major components, not only for Chevrolet vehicles but for other GM divisions and even for outside competitors. *Continued on following page.*

COVER: Included with a photograph of Louis Chevrolet, an early Chevrolet assembly line, and the Design Staff dome at the GM Technical Center, is a glimpse of Chevrolet Engineering's newest prototype vehicle, CITATION IV.



This integration has allowed Chevrolet to participate in every segment of the market, and to take full advantage of the benefits of specialization. This was one of the dreams on which Durant founded General Motors, a vision which means higher quality and more technologically advanced products at competitive prices.

Chevrolet now is responsible for merchandising the full range of Chevrolet cars and trucks, and is the world's largest vehicle component manufacturing operation. The Division makes engines for cars and trucks, axles, transmissions, brakes, instrument panels, chassis parts, sheet metal stampings, and literally thousands of other metal and plastic fabricated parts.

To understand how significant this broadening is, we can look back to 1921 when General Motors experienced a unique full year of losses. In that year management consultants reportedly suggested that the solution to the Corporation's money problems was to eliminate its Chevrolet Division. They felt staying competitive in the low-priced market was simply unprofitable. General Motors disagreed, and instead made major investments to improve Chevrolet products and productivity.

In the past few years, competition has been equally great in the low-priced field. Again General Motors chose to stay with this field and make the multibillion-dollar investments needed to make Chevrolet world-competitive. The year 1921 and the decade of the 1980s are a long way apart, and 1921 will never repeat itself because Chevrolet is an indispensable member of the General Motors organization.

"Yet becoming part of a worldwide competitive organization," Stempel says, "has also brought with it new responsibility—responsibility for each Chevrolet operation to take charge of itself. We have to face open competition against the highest standards of quality and productivity. That means a commitment by every Chevrolet man and woman to contribute more thought and more pride to his or her work."

1955 Chevrolet Bel Air Hardtop Coupe

Through Chevrolet's Quality of Work Life programs, a new partnership among individuals on all levels has emerged. The result is the highest quality—the ultimate measure of craftsmanship—in cars and components that Chevrolet has ever produced.

1967 Corvair Monza Sport Sedan

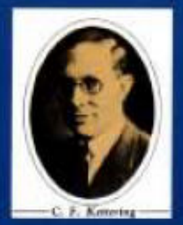
As General Motors President F. James McDonald has said: "In the final analysis, it is the employes who must provide the margin of leadership—people who come to work every day, who contribute a top-quality effort on the job, and who recognize that their own economic security depends on the success of GM."

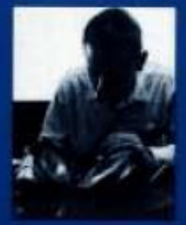
While an important part of General Motors, Chevrolet facilities retain much operational autonomy. This independence allows the nearly 50,000 Chevrolet people tremendous opportunities for personal growth, creativity, performance recognition, and leadership that are highly visible in the Chevrolet organization. This, of course, is the much-imitated General Motors approach—decentralization and centralization in balance—creating the greatest good for the Corporation's people, its products, and ultimately for every customer.

This is why at Chevrolet the three-quarter-century anniversary of General Motors is a cause for celebration. In saluting General Motors, each Chevrolet person is celebrating his own or her own contributions.

The purpose of this publication is twofold. It is not only to celebrate General Motors' diamond anniversary, but to provide a look at how its right hand—the Chevrolet Motor Division—works. What follows are descriptions of the various departments of the Division:

1984 Corvette





ENGINEERING

Chevrolet Engineering still follows a declaration made over 50 years ago by Charles F. Kettering—"Let the product tell you what it needs." Today, that's called "experimental evaluation" and it coincides with another modern term—"Faster and better."

Chevrolet engineers the largest number of automotive model offerings under a single product logo in the world. It develops, designs, and tests thousands upon thousands of different parts for function, reliability, and quality. And, in the process, it helps to make absolutely certain these components can be manufactured and assembled in high volume into the value-leader vehicles expected from Chevrolet.

In addition to making diverse, complete vehicle designs for Chevrolet models, Engineering also designs existing engines for the majority of GM's cars and trucks as well as the vehicle subsystems for nearly every American-made GM automobile and light-duty commercial vehicle.

All this is accomplished with the extraordinary resources of an Engineering team of unique proportions and talents, supported by experienced technical expertise and skill from the GM Staff Activities, allied divisions, and many suppliers.

In bringing this total engineering approach about, a quiet revolution is taking place—one that has affected every part in today's Chevrolets and every part of the engineering process.

In the strictest sense, drawings, specifications, bills of material, and release notices for vehicle production are the actual and final product of Chevrolet Engineering. These items describe in exact detail what the part or component is, where it is to be used in a specific vehicle, and establish authority for its manufacture and assembly into Chevrolet vehicles.

As an indication of the size of this job alone, the Engineering Department's direct responsibility for the 1984 model year covers over 50,000 such parts with about 9,000 completely new or used in new applications. If paper alone were used to transact this business, as in the past, a veritable mountain of individual sheets would bury the activity. Of course, computers and computer graphics are part of the solution but with a difference. Space age techniques, with a science fiction twist, are part of the quiet revolution.

Chevrolet's faster and better experimental evaluation is at work with equipment, design techniques, and test methods that used to be the exclusive domain of science fiction—from programmable *Star Wars*-like robots rolling windows up and down thousands of times, to engineers driving a hand-built test car over the actual road course programmed by computer.

In moving from computer analysis through scale modeling and lab testing to the driving of prototype vehicles, one sees the expertise, craftsmanship, training, and experience of each member of the Chevrolet Engineering team at work. Many skilled technicians are used—modelers; machinists; mechanics; test, development, and design engineers; experts in computer sciences, programming, and graphics, and many more.

The traditional view of the designer's workplace has been large drawing boards arranged row upon row in huge open rooms, some appearing as big as football fields. Clustered on each board were the tools of each designer—compasses, triangles, needle-sharp pencils and pens, long straight edges, and longer sweeps with graceful curves.

The quiet Chevrolet revolution is changing as designers learn and use the faster and better techniques of new computer-aided design (CAD).

Today with CAD, about all that remains in many instances is a pen, except now it is electronic—a probe to "draw" on a cathode-ray tube. Called a CRT, in effect a large television screen, it and various multifunction keyboards are now the designer's tools.

Sitting at a modern console, in subdued lighting and hushed acoustics, the designer uses the speed and capacity of a very large computer to automatically generate the shapes, lines, and dimensions of his or her design.

Large boards are still used but many are computer-driven, automatically translating the electronic images of the designer into lines on thin translucent sheets of plastic. From the quiet whirr of a drawing head and blinking lights of a microprocessor, precise full-size layouts, 20 feet and longer, are produced in periods measured in minutes and seconds rather than the weeks and days of the past.

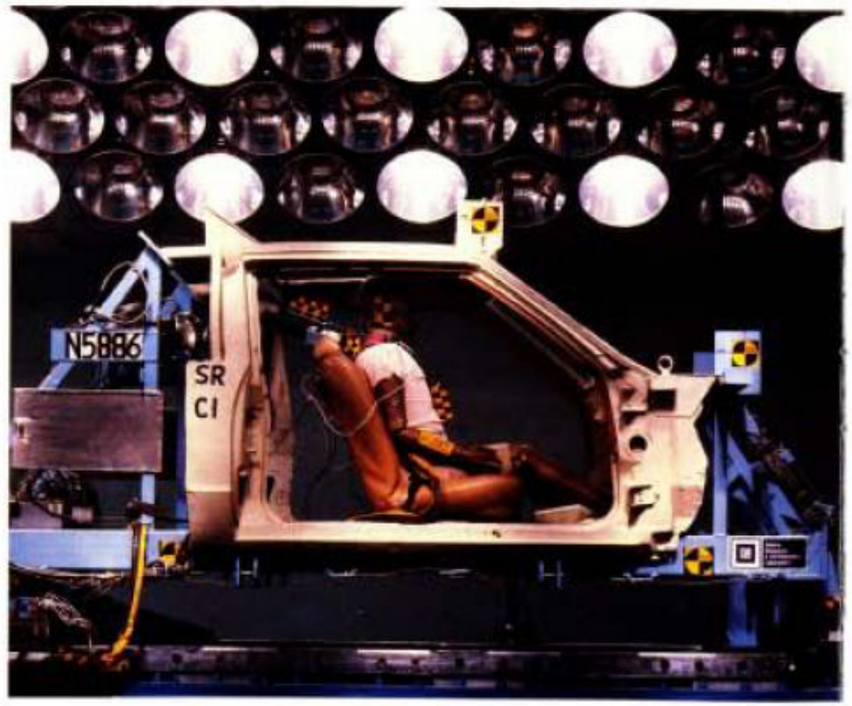
More important, as feedback comes in from such areas as analysis, testing, and manufacturing, the initial design can be changed and modified even more rapidly.

The final proof of the engineering process always comes from completed vehicles running millions of test miles. The quiet revolution is taking place here, too.

It's happening at the Chevrolet facilities of the General Motors Proving Grounds just outside Milford, Michigan, and in the desert near Mesa, Arizona. Each day, thousands of test miles accumulate around the clock under controlled, accelerated conditions.

It's also happening in the real world of the customer as hundreds of evaluation and test vehicles are driven on the highways and streets of the United States and Canada. Results come from the bitter cold winter of Kapuskasing, Ontario, to the humid, salty atmosphere of southern Florida. Data comes from the East Coast and the West and many locations in between—isolated high mountain roads and congested city streets—in meaningful ways never before possible.

"Boss" Kettering would probably be impressed with how Chevrolet has transformed his experimental evaluation into faster and better engineering of the Division's value leader cars and trucks.



MANUFACTURING

Making one perfect part is the engineering goal; producing hundreds of thousands of that same part at low cost and yet each as perfect as the original is the challenge of Manufacturing.

At Chevrolet, the nearly 40,000 employes in 16 plants aim for perfection—the highest quality components for the least amount of money. It is a challenge multiplied by the tremendous variety of processes and products the Division makes.

Chevrolet is one of the most diverse manufacturing operations in the world. The Division employs a wide range of processes, including forging, machining, metal stamping, die casting, plastic molding, and component assembly. Products include complete automobile and truck engines, transmissions, axles, steering linkage, hoods, fenders, instrument panels, and literally scores of other functional and decorative parts. Manufacturing is responsible for each part and component, from acceptance of the design engineer's blueprint to finishing and shipping the components.

And Chevrolet has many customers. The Division builds components for Chevrolet cars and trucks, for all other General Motors vehicle divisions, and for numerous outside customers. For example, more than 65,000 Chevrolet engines are sold each year to more than 35 outside customers, which include everything from marine and industrial applications to powering exotic sports cars like the Avanti and Excalibur.

With such diversity, the simple solutions to mass-produced quality are not easily applied. Robotics applications, for instance, are much easier in an assembly plant where operations are duplicated from plant to plant and remain stable year in and year out. In contrast, the diversity of operations in Chevrolet plants and the ever-changing products require a wide variety of applications.

Flexible machining systems are being applied to an increasing number of products. The advantage of this type of process is the improved ability to do a rapid changeover from one part to another.

The increased application of computers to monitor and control machining lines has improved the quality and the cost of a large number of our manufactured components. At one plant, computers develop programs for building transmissions, monitoring tolerances, and automatically making adjustments instantly between parts.

The use of robotics at Chevrolet Manufacturing is concentrated in areas of labor that are generally undesirable for people due to safety or environmental hazards.

Computers in the manufacturing process allow for far greater precision than ever before. At one Chevrolet plant, sizing is now so precise that parts are run through a controlled-temperature water bath before checking so that metal expansion and shrinkage will not vary the precise measurements.

Quality at Chevrolet depends as much on people as it does on technical processes. And with union cooperation, Chevrolet management has enlisted not just the hands, but the minds of Manufacturing employes as never before. The assumption is that no one knows a specific work station better than the person operating it, so individual ideas are enlisted in groups created to analyze problems, develop solutions.

One of the most dramatic examples of worker commitment can be seen on one of Chevrolet's small-engine assembly lines. Each employe agreed to become his own or her own quality inspector to do flawless work consistently. On the line there are no official inspectors, yet there are as many inspectors as employes. Since the plant went to the inspectorless line, quality of the engine has increased several-fold, according to measurements by outside observers.

As the organization gets tough with itself on quality, that commitment is communicated to Manufacturing employes—not by words, but by acts and deeds.

Chevrolet Manufacturing is on the leading edge of quality and cost-effectiveness with significant investments in time, capital, new methods and applications, and employe involvement. This investment is resulting in a vastly improved, superior quality product that reaffirms our long-standing commitment to the customer to build reliable, dependable transportation at the least possible cost.

MARKETING & SALES

Chevrolet is the only automotive division of General Motors that has separate operations for Marketing and Sales. This allows more equitable attention to each of these vital functions.

Chevrolet's Marketing organization is responsible for the planning and execution of a wide range of company-sponsored and cooperative programs with dealers to promote the sale of cars and trucks. Chevrolet Sales works directly with the Division's dealerships nationwide to assure that the dealer network provides the sales and service standards necessary to compete in today's consumer-oriented marketplace.

MARKETING

Portions of the marketing staff—Marketing-Special Projects, Marketing Information & Systems Center, Marketing Information, Marketing Planning, and Marketing Research—are responsible for analyzing ever-changing market conditions and consumer preferences. They develop merchandising and advertising strategies that directly influence potential car and truck buyers.

Chevrolet's marketers scrutinize data from numerous consumer opinion sources—both internal and external—to keep the Division abreast of both current and future customer expectations. Market planners carefully analyze these results and work to develop future products so that they align with marketplace trends.

Chevrolet's marketers also keep a constant watch on the Division's current sales performance to help Chevrolet make adjustments to its product mix.

The Passenger Car Merchandising Department originates and carries out a wide range of merchandising programs to assist dealers in selling Chevrolet's complete car line-up: Chevette, Cavalier, Citation II, Camaro, Celebrity, Monte Carlo, Impala/Caprice, and Corvette.

The Truck Merchandising Department performs in a similar fashion for Chevrolet's complete truck lineup: S-10 Pickup, S-Blazer, El Camino, Chevy Van, Sportvan, Blazer, Suburban, the CK/10-30 series, the G/10-30 series, and medium-duty trucks.

Car and Truck Merchandising managers also assist dealers with training and motivational programs and coordinate activities to enhance Chevrolet's image through the use of auto shows, airport displays, driver education programs, and the sponsorship of major sports events.

Chevrolet Advertising works closely with the Division's advertising agency of some 60 years, Campbell-Ewald Company, overseeing the creative process and making certain the end result creates a favorable public attitude toward Chevrolet products and induces people to visit the showrooms.

Chevrolet Advertising conducts both pre- and post-advertisement tests to measure performance to be certain each dollar spent achieves the maximum impact and exposure.

SALES

Chevrolet's sales goal is defined not only on how many vehicles are sold, but on the total ownership experience of each customer. This begins with the initial purchase and continues throughout the service experience of the owners of the more than 34.5 million Chevrolets in use today.

The Sales Department is comprised of more than 3,000 Chevrolet employes, many of them in six regional locations consisting of seven zones each, and nearly 400 districts. They serve the Division's more than 5,100 franchised dealers and their 26,000 dealer salespeople—the largest dealer communication system anywhere in the automotive world. Currently, it is responsible for the annual distribution and sales of 1.3 million passenger cars and one million trucks.

Chevrolet's most direct contact with its dealers is provided by sales and service representatives who contact dealerships on an ongoing basis.

Chevrolet selects new dealership sites in population-growth areas. Field salespersons assist dealers in such areas as business management practices, product knowledge, and incentive programs and promotional campaigns.

Sales promotion campaigns are a key aspect of field sales support. District sales managers work closely with dealers to develop programs to meet local needs. That may mean adapting an existing Chevrolet marketing program or helping the dealer create his own or her own campaign.

Area service managers visit dealers regularly to advise them on how to increase the quality and effectiveness of their service operations. Field service personnel provide numerous training programs and incentives. As an example, the Service Supremacy Program recognizes Chevrolet's best service dealers, and a new program, the Chevrolet Service Standard System, encourages outstanding performances in customer reception, service adviser training, service quality, new-car preparation, and in merchandising service in the community.

Also, the Technical Assistance Network is being formed to provide dealers with an 800 number to call if they experience a service problem which requires Central Office assistance. It is staffed by seasoned technical consultants with considerable field experience.

At Central Office several departments within the sales organization are dedicated to supporting the field sales and service representatives. Distribution monitors new-vehicle orders and dealer product allocations; Dealer Organization assists with the business aspects of Chevrolet dealership operations, and Service Operations and Consumer Relations are responsible for assuring owner satisfaction. Fleet Sales works with dealers to assist them in selling vehicles to utility companies, car rental firms, and other organizations.

Because of Chevrolet's total line of vehicles, dealerships have become, in effect, transportation centers—places where customers can find products to fit virtually any transportation requirement. Today's consumers are far more aware of the products available to them and have greatly raised their expectations of dealership service operations.

Thanks to a constant flow of information from Chevrolet, today's Chevrolet dealer is the most sophisticated, most thoroughly informed car and truck dealer in America. Chevrolet dealers are, indeed, the Division's most important business partners.

MATERIALS MANAGEMENT

Management in motion is Chevrolet's Materials Management operation. Purchasing, Production Control and Scheduling, Traffic/Material Handling Engineering, and International Trade are each separate units, but operate as one department. In addition to the Central Office activity, each of the 16 Chevrolet manufacturing plants has a Purchasing, Production Control, and Traffic department of its own. In all, Materials Management works with more than 20,000 different suppliers of materials and services, amounting to $18.5 billion annually.

Purchasing procures all the goods and services required by Chevrolet. Central Office Purchasing is responsible for the administration of overall operations and establishment of policies and procedures, as well as the procurement of assembly plant requirements. Purchasing units at each Chevrolet manufacturing plant are responsible for buying the materials and equipment needed at that location.

Every manufacturer, in or outside of General Motors, must compete on an equal footing. Each bidder must go through a thorough corporate screening process called SPEAR (Source Performance Evaluation Analysis Recording). Buyers consider all factors based on the sophistication of the production facilities, quality performance, cost, delivery volume, and timing.

Purchasing obligations extend beyond the regular responsibilities to secure adequate supplies of the proper quality goods at the right time and place. Improving product reliability and cost, keeping abreast of new products, methods, and processes, and striving for cost reduction without sacrificing quality are all necessary components in assuring that value equals quality, reliability, and service commensurate with cost.

The Production Control and Scheduling department is responsible for divisional production planning and analysis, order processing, vehicle scheduling, manufacturing liaison, process control, production readiness, and premium and obsolescence disposition for the 2.3 million Chevrolet cars and trucks produced at the assembly plants.

Production Control and Scheduling issues a weekly model and option product schedule to the assembly division and Fisher Body. It is divided into individual part number levels and is sent to the suppliers which have been selected by Purchasing.

Traffic/Material Handling Engineering is primarily responsible for the transporting of goods and materials used in manufacturing and assembling parts and products. Plants do not stockpile large inventories of materials and components because of the cost involved, so the task of Traffic/Material Handling Engineering is to orchestrate thousands of items moving into each plant precisely when needed. Then it arranges to move the finished components to Corporate assembly plants and vehicles back to the Division's more than 5,100 dealerships in an expeditious and damage-free manner, employing the latest technology of material handling systems. Special shipping and transportation equipment is designed, engineered, and tested for moving parts and complete vehicles with maximum efficiency while maintaining product quality.

International Trade purchases components and at times complete vehicles from overseas suppliers. On the component side, this involves contracting, purchasing, and shipping arrangements. On the vehicle side, it includes the above as well as some final assembly and shipment to dealers in the U.S.

Materials Management considers suppliers on a worldwide basis. While some foreign manufacturers have natural disadvantages in transportation costs and currency exchanges, they do receive contract consideration.

Like all Chevrolet operations, Materials Management has performance standards which it sets for itself. Chevrolet measures its effectiveness on a cost savings and cost avoidance formula. In 1980, for example, this operation saved Chevrolet $110 million by judicious and competitive decisions.

As with all Chevrolet functions, quality is a primary consideration in figuring the "total cost" of any decision. Each production supplier must receive high marks on the SPEAR analysis before consideration, and even after the contract has been awarded, Chevrolet resurveys suppliers without notification.

Value is the criterion, and in Chevrolet Materials Management that means that customer satisfaction receives the top priority.

PRODUCT ASSURANCE

Product Assurance is responsible for monitoring the quality and reliability of every part that goes into a Chevrolet car or truck, every component the Division produces, and every part purchased from outside suppliers. A total systems approach is used in measuring both the products and processes as each part is checked to exacting dimensional, metallurgical, and chemical specifications prior to being released for production.

On any given day, one of the Division's 250 Product Assurance people can be found walking into a manufacturing plant unannounced and conducting a detailed audit of parts and finished products. Other Product Assurance people can be found running complete cars and components through exacting tests at the General Motors Proving Grounds. Still others evaluate warranty report claims to spot recurrent trouble spots and act to correct them.

A group of 35 technically advanced people work in the Product Assurance Laboratories, performing testing and new development operations in the chemical and metallurgical fields. They test virtually everything that goes into the vehicle except tires and window glass. They become involved in field problem evaluations, help select suppliers, work with the Engineering Center developing materials and parts specifications, and with the GM Environmental Activities Staff to make sure manufacturing plants conform to government standards.

They also visit plants whenever needed to assist in solving chemical/metallurgical manufacturing assembly problems that may arise. The lab staff performs from 30,000 to 40,000 analyses a year with the latest high-tech equipment in one of the most modern analytical test facilities available anywhere today.

Product Assurance field engineers are located at zone offices across the country. They visit dealerships and sift through repair records of both new and older Chevrolets to spot defects. Product Assurance field people also check the new vehicles being delivered to be certain that all final preparations have been accomplished. In the zone offices, they listen carefully to zone sales and service managers when even the slightest problem is discussed.

The Product Assurance Department also looks to outside quality measuring systems as another source—like the Customer Satisfaction Index, which objectively compares product quality, and to CAMIP (Continuous Automobile Monitoring Information Program), which conducts detailed surveys of owners. Product Assurance employes also act as consultants to evaluate quality systems and make suggestions.

Yet merely finding and fixing defects is not enough. At Chevrolet, Product Assurance places emphasis on putting systems in place that guarantee accurate measurements of products and processes to exacting standards, thus avoiding problems before they arise. It is like building a strong fence at the top of a cliff, rather than placing an ambulance down in the valley.

Statistical process controls are strong fences. They are the most sophisticated ways of measuring what is being done in manufacturing on an ongoing basis. Product Assurance shifts from critic to teacher in providing support for training and setting up statistical process controls throughout Chevrolet.

The same measurement and quality standards are applied in dealing with the Division's several thousand outside production suppliers. A thorough quality check is made regularly at locations with ongoing contracts, and always before a Chevrolet agreement is consummated. Product Assurance helps the supplier put the right statistical process controls in place to assure quality. And if the supplier still cannot live up to the standards, Chevrolet withdraws its business.

Chevrolet's Product Assurance at Central Office and in field operations works with the inspection and quality control department operations in every manufacturing plant.

And it has paid off. According to every measure of quality—the Customer Satisfaction Index, CAMIP, consultants, and Product Assurance's own audits—Chevrolet products are reaching improved levels of quality and reliability.

FINANCE

The Finance Department in managing the inflow and outflow of funds is responsible for wages, dividends, and money to pay the bills. Therefore, it is essential to each employe, supplier, dealer, GM stockholder, and the community.

Chevrolet Finance Department works with all staffs to provide financial data and evaluations, as well as the administrative services and decision-support systems needed to effectively manage the business. This includes assuring adherence to all General Motors policies and control of the company assets.

Chevrolet Finance is one of the larger salaried staffs in the Division, employing approximately 1,400. Individual Financial staffs are situated in eight outlying locations to provide support for the 16 manufacturing plants. Each staff is headed by a resident comptroller. The balance of the staff is located in Central Office in Warren, Michigan, and is headed by the divisional comptroller for Chevrolet, who also is an assistant comptroller of General Motors. In cooperation with other staffs, Finance oversees a divisional budget which includes sales of Chevrolet products bringing in revenues of over $20 billion a year.

The Financial staff manages a similar outflow of funds necessary to pay for the wages and salaries and the various materials and services needed to produce these products. In order to process, and effectively manage the millions of pieces of data, Chevrolet has a large computer network and an extensive computer program development staff. This vast technical system is operated by the Central Office Information Systems Department of the Financial staff.

The process of financial management begins with the preparation of a five-year business plan and continues as new products are designed and engineered and their costs are included in subsequent forward product programs. Annual budgets are prepared for each of the Central Office staffs, for the 16 outlying manufacturing locations which manufacture parts for use in GM vehicles, and for the Chevrolet field sales locations whose responsibility it is to work with Chevrolet dealers.

As this process continues, prices are developed for new cars and trucks, and monthly forecasts of sales, costs, and profits are issued. Comparisons of these forecasts and the monthly financial statements are made to the annual budgets to analyze progress toward sales and profit goals and to suggest any operative corrections necessary to attain these goals.

To provide the range of analytical and administrative services required by the various staffs, Chevrolet Financial contains a wide range of disciplines. These include: administrative–comptroller's staff and operations analysis ▪ accounting–general, dealer and manufacturing, cost, fixed asset ▪ auditing–manufacturing and commercial ▪ budgeting–manufacturing, commercial, and engineering ▪ cost estimating –new cars/trucks and components ▪ forecasting –long- and short-range financial ▪ financial systems and controls ▪ information systems–systems analysis, programming and computer operations ▪ taxes ▪ price analysis ▪ warranty claim administration ▪ wage, salary, and benefit plan administration.

PRODUCT PLANNING

Product Planning is responsible for coordinating both near-term and long-range product plans at Chevrolet. Planners coordinate the process of making sure that new ideas receive full consideration and that good business decisions are made on a timely basis.

The majority of all proposals originate in a forum called the Planning Work Group. The work group is made up of representatives from key areas within Chevrolet, including Engineering, Finance, Manufacturing, and Marketing. Planning guides several work groups each month, covering each car line, powertrain, color and trim, and forecasted volume. Planning also interacts extensively with other GM divisions and operations, such as Design Staff, Fisher Body, GMAD, and World-wide Product Planning, to coordinate and approve changes on a corporate basis.

Product Planning is primarily responsible for preparing new product and product change proposals for Divisional and Corporation management consideration. Since the vast majority of ideas–from new car and truck lines to body decals–come through the planner, his or her function is vital to the Division's innovation and growth.

PERSONNEL

Personnel is responsible for the human resources of Chevrolet–their selection, development, wages and benefits, and quality of their work life. This involves working in conjunction with all other departments in Chevrolet toward the implementation and coordination of a wide range of activities. These are designed to ensure that every employe has the opportunity to participate in and contribute to the success of the business, to grow personally and professionally, to function in a safe environment, to enjoy the security of competitive wages and benefits, and to be treated with dignity and respect.

Many government regulations impact Personnel administration.Compliance with Health and Safety Regulations, Workers Compensation, Unemployment Compensation, and a variety of labor laws and civil rights legislation is administered by Personnel Departments in each of the units. Labor relations agreements are also negotiated with organizations such as the United Automobile Workers, Pattern Makers' League of North America, International Die Sinkers Conference, and United Plant Guard Workers of America, which represent segments of the Chevrolet work force.

In addition, a number of personnel policies involving each employe's relationship with Chevrolet fall under the general scope of personnel responsibilities. Matters such as employe appraisal systems, training and development, recruitment, substance abuse assistance, suggestion plans, medical facilities, food services, employe surveys, plant security, product discount plans, and career path assistance are administered.

Safety and Industrial Hygiene Personnel encourages and promotes methods and procedures to ensure good safety and health conditions in each facility. It is responsible for conducting inspections of facilities for compliance with divisional, corporate, state, and federal agency standards. In addition, this activity develops training for employes and supervisors to alert them to possible hazards or unsafe conditions and advises them in making corrections for a safe working environment. Another important aspect of the safety function is researching new technology so the optimum safeguards are incorporated in all machinery and equipment.

Benefit responsibility includes administration of such areas as life insurance, disability benefits, hospital-medical-surgical benefits, stock-savings plans, retirement, dental and eye-care programs, and legal services plans.

PUBLIC RELATIONS

Public Relations is responsible for keeping the general public, employes, and other constituencies informed about Chevrolet people, plants, and products. This is done through various communication programs, many of which involve the news media.

Employes in this department prepare presentations and news releases, arrange interviews, product previews, and press conferences, and handle other forms of information on a regular basis with automotive journalists.

Numerous requests from reporters, authors, educators, collectors, photographers, and many other individuals and organizations are processed on a daily basis. Public Relations also serves management by consulting on matters affecting Chevrolet's public image and serves employe communicators on matters affecting the well-being of the workplace.

REGIONAL OFFICES

Atlantic Coast
Tarrytown, NY

Southeast
Atlanta, GA

North Central
Detroit, MI

Great Lakes
Naperville, IL

Southwest
Irving, TX

Pacific Coast
Fremont, CA

ZONE OFFICES

Tarrytown
Tarrytown, NY

Washington
Rockville, MD

Philadelphia
Wayne, PA

New York
Bethpage, L.I., NY

Boston
Westwood, MA

Newark
Parsippany, NJ

Syracuse
Syracuse, NY

Atlanta
Atlanta, GA

Charlotte
Charlotte, NC

Louisville
Louisville, KY

Jacksonville
Jacksonville, FL

Miami (Branch)
Miami, FL

Birmingham
Homewood, AL

Richmond
Sandston, VA

Charleston
Charleston, WV

Flint
Grand Blanc, MI

Cincinnati
Cincinnati, OH

Buffalo
Cheektowaga, NY

CHEVROLET MANUFACTURING PLANTS/REGIONAL & ZONE OFFICES

● Regional & Zone Offices ● Manufacturing Plants

LOCATION	MAJOR PRODUCTS
Adrian	Plastic Injection and Vacuum Molding, Plastic Stamping, Plastic Thermo and Structural Forming
Bay City	Precision-Machined Engine, Transmission, and Axle Components, Aluminum Die Castings
Buffalo	Machine/Assemble Steering Linkage and Axles
Detroit Forge	Forged Engine, Transmission, and Axle Components, Stabilizer Bars
Detroit Gear & Axle	Machine/Assemble Truck Front Suspension Units, Front and Rear Axles, Brake Assemblies
Flint Engine	Machine/Assemble L4 and V8 Engines
Flint Motor	Machine/Assemble L4 and L6 Engines
Flint P.M.	Plastic Sheet and Injection Molding, Fabricate/Assemble Mufflers, Fuel Tanks, Pulleys, and Engine Components, Small/Large Sheet Metal Stampings
Flint M.F.	Fabricate/Assemble Frames and Engine Cradles, Large Sheet Metal Stampings
Livonia	Manufacture/Assemble Leaf and Coil Springs, Stamped/Finished Front and Rear Bumpers
Muncie	Machine/Assemble 3- and 4-Speed Manual Transmissions and Transaxles
Parma Mfg.	Machine/Assemble 3- and 4-Speed Automatic Transmissions and Prop Shafts
Parma P.M.	Large Sheet Metal Stampings, Manufacture/Assemble Steel Seat Frames
Saginaw Mfg.	Machine/Assemble FWD Disc Brake Assemblies
Tonawanda Forge	Conventional and "Near-Net-Shape" Forged Suspension, Powertrain, and Drivetrain Components
Tonawanda Motor	Machine/Assemble L4, V6, and V8 Engines

Pittsburgh
Carnegie, PA

Indianapolis
Indianapolis, IN

Cleveland
Parma, OH

Detroit
Detroit, MI

St. Louis
Maryland Heights, MO

Minneapolis
Edina, MN

Chicago
Naperville, IL

Omaha
Omaha, NE

Fargo
Fargo, ND

Peoria
Peoria, IL

Milwaukee
Brookfield, WI

Kansas City
Overland Park, KS

Dallas
Irving, TX

Denver
Denver, CO

Memphis
Memphis, TN

Oklahoma City
Oklahoma City, OK

New Orleans
Metairie, LA

Houston
Houston, TX

Oakland
Fremont, CA

Honolulu
Honolulu, HI

Portland
Beaverton, OR

Los Angeles
Santa Monica, CA

San Diego
San Diego, CA

Salt Lake City
Salt Lake City, UT

Phoenix
Tempe, AZ

Seattle
Bellevue, WA