



## TenStep Supplemental Paper

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### **Safety for High Performance**

At General Motors (GM), the world's leading car manufacturer, safety is not just an integral part of business but also a necessary element of the manufacturing process. Initially, the 80 plants of GM had 80 different safety systems, and they also differed considerably in accident rates. The organization, along with DuPont Safety Resources, formed a committee to lead and manage safety at all the facilities. They identified health and safety practices in each facility that were not world class, and benchmarked them against the best practices in the industry. They organized seminars for work councils and executives to deal with skepticism among the shop floor employees.

Today, all of the 80 facilities use uniform processes and procedures to manage workplace safety. They formed an internal group to deal with the cultural issues in the different facility locations. They translated the reading materials into all of the local languages and recruited safety consultants who were fluent in different languages. They organized seminars and training sessions to fine-tune the safety processes and reinforce them.

The incident rates at various facilities have drastically dropped subsequent to the company's safety initiative. Many facilities are even fast approaching their goal of zero incidents. GM has added management of safety as the fifth metric (to productivity, cost, quality and manpower) in order to measure the performance of facilities worldwide.