

FACSIMILE TRANSMITTAL HEADER SHEET

ALL DOCUMENTS TO BE SENT MUST BE ONE SIDED

TO (ORGANIZATION): DTC		FAX#: 509 453 32 33	
TO (NAME): STEVE FISHBURN	TELEPHONE #: 509 452 6 998	# PAGES (INCLUDE HEADER SHEET): 9	
FROM (NAME): JACK MCGOVERN	TELEPHONE #: 664-3385	DATE: 5-13-91	

REMARKS:

Steve,

The fax includes copies of your orders and itinerary. It'll show you how to get your money back i.e. fill out expense voucher, type you return.

You should call the hotel, which is close to the airport with a credit card #, for late arrival. The trip from your hotel to DSMC will be approved. The airport plan to be here by noon and we'll have lunch together. Tickets will be at airport (USMC) Jack

DEFENSE SYSTEMS MANAGEMENT COLLEGE

Department of Research and Information (DRI)

FT. BELVOIR, VA 22060-5426

FAX # (703) 780-0447



DEPARTMENT OF DEFENSE

DEFENSE SYSTEMS MANAGEMENT COLLEGE

FORT BELVOIR, VIRGINIA 22060-5428

Department of Research and Information

TO # DSMC 05-56

Mr. Michiniko Esaki
1-3 Miyojimachi
Gifu Prefecture
Japan 502

Dear Mr. Esaki,

Thank you for accepting our invitation to visit the Defense Systems Management College on 15-17 May 1991. This letter will provide information on reimbursement for expenses from Seattle, Washington to Fort Belvoir, Virginia and return.

Travel by commercial air and/or any other necessary means is authorized. Department of Defense policy requires that you use the least costly service which will permit satisfactory accomplishment of the mission. The current estimate of a one-way airline ticket from Seattle, Washington to Washington, D.C. is \$220.00. With the competition in the airline industry, there is considerable variance of fares. If your fare varies substantially, please contact us.

While in this travel status, the Government will also provide a per diem allowance for lodging, meals, and incidentals up to a daily total of \$131.00. Reimbursement for per diem is allowed for the period 15-17 May 1991. For the purpose of reimbursement, you are required to obtain a travel claim DD Form 1351-2 from your sponsor for your trip and complete it. A receipt is required for any expense in excess of \$25.

Military housing and meals will adversely affect the performance of the mission. Statement of non-availability for lodging and meals not required. Full per diem authorized.

Any inquiries regarding this travel should be directed to LTC Alan M. Kimball, Resource Management Directorate (703) 664-2284.

The travel for the trip authorized herein has been determined to be in the public interest and is chargeable to:

2112020 6A 7321 814751.211H S44008 T3AB ESAT305056	\$393.00
.214H	\$220.00

Sincerely,

for *David Schubert*
R. W. ORTENGREN, JR.
CAPT, USN
Dean, Dept. of Research &
Information

Patricia T Ward

Funds Authorized

for Alan M. Kimball
LTC, USA
Dir, Resource Management

(別添資料 1)

工研

V6

1992/10/19

DTCN International

design to customer's needs

901 Summitview, Suite 270 Yakima, WA 98902

509-453-3233 • Fax 509-453-1117

Report on Meetings Held in Washington D.C.

Office of the Secretary of Defense
U.S. Army Corps of Engineers Building
Washington D.C.
October 7, 1992

Present at meeting:

- Steve Fishburn ← DTCN International, Inc. ← Representative Co. in USA For DTCN methodology
- Tom Rutherford ← Asst. Director of Engineering & Construction to the Secretary of Defense
- Lindsey Gardner ← Naval Facilities Engineering Command Atlantic Division VE Director
- Ted Dahlberg ← U.S. Army Corps of Engineers Headquarters, VE Director
- John Sankey ← U.S. Army Corps of Engineers Kansas City Field Office, Information Systems Manager
- Mike Holt ← U.S. Army Corps of Engineers Headquarters, Asst. VE Director
- Hugh Adams ← U.S. Army Corps of Engineers Headquarters, Information Systems Manager
- Gene Degenhart ← U.S. Army Corps of Engineers St. Louis Field Office, VE Officer

He is already discharged because of his threatening JMAC, (Japan Management Association Consulting Co.)

工研, 1992.10.19 = 10.17.92

Conclusion of Meeting:

Those present at the meeting representing the Department of Defense foresee a wide application of DTCN's Information Systems methodology in DoD Value Engineering programs. They were excited about Link for Windows software and hardware support for group decision making. Another meeting will be held in Washington D.C. among all participants to discuss acquisition of DTCN's system for inclusion in the DoD Value Engineering Support System. Already, one copy of the system will be purchased by the Corps of Engineers Kansas City Field Office. A three to five year plan for implementation will come out of the next meeting. The meeting will probably take place the first week of December.

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**Deliberations Support Center
Defense Systems Management College
Ft. Belvoir, Virginia
October 8, 1992**

(マクドナルドの時代に大規模なシステムの手法を南米に
教育をする特約として国防省は長崎県として出来た大信)
筆名(三浦)は 過去2回この学校に籍校にいらした事。

Present at meeting:

- Steve Fishburn DTCN International, Inc.
- Bill McGovern Deliberations Support Center Director
- Cynthia Greenfield Deliberations Support Center Asst. Director

1回目はデザイン・ワークスに70分
2回目はデザイン・ワークスに70分
Fishburnの報告のとき、会議リポートを作成していること
国防省に送附した。

Conclusion of Meeting:

The meeting was originally scheduled for two hours but finished after four hours of discussion. Both representatives from DSMC said they have never seen as comprehensive a Group Decision Support System as Link for Windows. Another meeting was scheduled for December 8, 1992, at Ft. Belvoir to make a four hour presentation to the acquisition community. Representatives from other federal agencies will be invited including: Internal Revenue Service, Federal Aviation Administration, National Security Agency, Corps of Engineers Fusion Center, Central Intelligence → (CIA) Agency, and others. The purpose of the meeting is to set in motion the acquisition of the system in many different U.S. government agencies including the DoD.

Group Decision Support Systems

Definition of GDSS

GDSS (group decision support systems) includes systems that provide computer and communications support for decision making meetings in organizations.

In conventional meetings, people talk one at a time. In a one hour meeting of 10 people, each person contributes an average of 6 minutes. The more people at the meeting, the smaller the contribution of the individual.

In GDSS, it is possible for people to communicate through the computer. They can input simultaneously. The result is that people work in parallel and each contributes more than in a conventional meeting.

The Nature of Group Meetings

- 3 to 25 people or more
- a joint activity
- people of equal or near equal status
- activity and outputs are intellectual
- output depends on the knowledge and judgment of participants
- differences settled by negotiation, by arbitration, or by fiat
- negotiation or arbitration usually involves debate, reaching of a consensus
- results of the meeting are often choices which lead to action in the organization

Some Purposes of Group Meetings

- information sharing among participants
- finding a problem and defining it
- developing new ideas about a problem
- reviewing status
- capital budgeting
- creating a short list for higher levels
- negotiation
- conflict resolution
- crisis management
- formal selection

Some Innovative Uses of GDSS

- crisis management

- gaming as training
- new analytic methods based on diagrams and pictorial representations
- intercultural meetings
- integration with video and computer conferencing
- interactive teaching
- new forms of groups
- issue oriented GDSS
- personnel decisions
- new, temporary organizations
- electronic mediated debates
- expert systems

Conventional Wisdom Obtained from GDSS Research

- The new electronic forum changes how groups behave.
- Analysis of the available data shows that using decision rooms can improve group work in many situations because it:
 - enables all participants to work simultaneously (human parallel processing) thereby promoting broader input and reducing the dominance of meetings by a few people
 - provides equal opportunity for participation through anonymity
 - enables larger group meetings which can effectively bring in more information, knowledge, and experience to the meeting
 - provides process structure and discourages irrelevant digressions and nonproductive behaviors
 - supports the development of an organizational memory from meeting to meeting
- Advantages of the use of anonymity (reducing group think and fear of retribution) outweighs the disadvantages (e.g., loss of information from body language, etc.).
- Human factors considerations imply the maximum allowable wait time for a screen is 1-2 seconds. Training time should be minimal (e.g., 5 minutes for a new tool). Color, overlays, windows, consistent interface, multiple screens, and on-line help are desirable.
- GDSS provides organizational memory and an expanding knowledge base over time.
- Individual satisfaction increases over time with group size. For small groups (3-4 people) the overhead of using the system eats up gains from the system.

Summary of Productivity Gains

- parallel processing
- organizational memory

- record
- continuity from meeting to meeting
- access to external information
- access to tools used in office
- increased process gains
- decreased process losses

Process Gains and Losses

$$\text{NET PRODUCTIVITY GAIN} = \text{PROCESS GAINS} - \text{PROCESS LOSSES}$$

Sources of Process Gains

- *more information:* group knows more than one person; database knows more than one person
- *synergy:* group members reinforce one another because each has different knowledge
- *stimulation:* being in public stimulates and encourages people to perform better
- *more objective evaluation:* group members correct mistakes in other's ideas
- *learning:* people learn from and imitate more skilled group members and improve performance

Sources of Process Losses

- *contribution of time:*

$$\text{AVERAGE TIME FOR EACH SPEAKER} = \text{MEETING TIME} / \text{SIZE OF GROUP}$$

- *lost ideas:* because only one speaker at time, people forget ideas, don't share them, or don't create because they are listening
- *forgetting:* because people are listening, they forget some of what they hear
- *pressure to agree:* people don't criticize because they are polite or fear reprisal
- *fear of being wrong:* people don't want to be on the wrong side of an issue
- *free riding:* some people let others do the work "cognitive loafing"
- *inertia:* only one line of thought at a time. No input on things not related to the current discussion.
- *socializing:* time spent in non-business discussion
- *dominant voice:* most senior or most dominant person has greatest input
- *information overload:* information can be presented faster than it can be absorbed
- *poor coordination:* lack of skill in getting group to focus on discussion; premature decision