



**DEPARTMENT OF THE ARMY
U.S. ARMY MANEUVER SUPPORT CENTER OF EXCELLENCE
14000 MSCoE LOOP, SUITE 316
FORT LEONARD WOOD, MO 65473**

ATZT-IT

30 October 2024

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Maneuver Support Center of Excellence Knowledge Management Steering Committee and Working Group Charter

1. Purpose of the Maneuver Support Center of Excellence (MSCoE) Knowledge Management Steering Committee (KMSC) and Knowledge Management Working Group (KMWG). The primary function of the KMSC is responsibility for the feasibility, business case, and achievement of outcomes of the knowledge management (KM) program and KMWG. The KMSC will monitor and review the program status and provide guidance and oversight on KMWG activities or project deliverables as required.

The primary function of the KMWG is to operate as a subordinate working group of the MSCoE KMSC chaired by the Chief Knowledge Officer/Knowledge Management Officer (CKO/KMO). The KMWG provides a forum for the Knowledge Management Representatives (KMRs) to bring forth best practices, discuss challenges occurring within their organizations, and offer up potential topics/programs for the KMSC.

2. MSCoE KMSC and KMWG Strategy. The KMSC provides a stabilizing influence so organizational concepts and directions are established and maintained with a visionary view. The steering committee provides insight on long-term strategies supporting the organization's mission, vision, strategic objectives, and transformation objectives. Members of the KMSC ensure business objectives are being adequately addressed and the KM program and KMWG projects remain under control. KMRs should understand the operational roles of their organization and are not required to be technical Subject Matter Experts (SMEs). As part of the working group, they identify where their staff division could best apply KM Practices and coordinate support for the development of tools and approaches needed by their section. The KMWG supports the full implementation of knowledge management throughout the Command, analysis of the business portfolio, assists synchronization across end-to-end processes, supports business process re-engineering, and identifies Process Improvement (PI) and Organizational Performance Management (OPfM) opportunities.

3. Responsibilities. KMSC responsibilities are carried out by performing the following functions:

- b. Prioritization of KMWG project objectives and outcomes as identified in the project business case.
- c. Project deliverables as identified in the project scope statement.
- d. Budget, ensuring that effort, expenditures, and changes are appropriate to stakeholder expectations.
- e. Schedule, ensuring reasonable milestones, costs, schedule, and performance metrics are established.
- f. Risk management strategies, ensuring that strategies to address potential threats to the project's success have been identified, estimated, and approved, and that the threats are regularly re-assessed.
- g. Project management and quality assurance practices.

The KMWG will make decisions based on a consensus of the attending members that will require (1) a simple majority of those in attendance in favor of a motion, and that (2) no substantive disagreements are raised by the attending membership. If substantive disagreements are raised:

- a. Attending members raising a substantive dissenting issue must register their dissent immediately following the discussion in question and submit a written rationale prior to the next scheduled KMWG meeting to the CKO/KMO for resolution.
- b. The MSCoE CKO/KMO will act as the appellate authority for KMWG members or affected parties disagreeing with KMWG decisions in coordination with and approval by the A/CoS. Electronically route appeals via memorandum to the CKO/KMO within two working days of the KMWG meeting at which the final decision was determined.
- c. The KMWG is neither designed nor authorized to configure or approve technical solutions. The KMWG will defer decisions exceeding the capabilities and resources available to the MSCoE KM Office for decision.

5. Membership of KMSC and KMWG. In addition to project sponsors, leads, or managers serving as ex-officio members, the KMSC chair or project sponsor as required may identify any additional Stakeholder members. The steering committee will consist of the following stakeholder members:

Name (Position)	Role	Agency
A/CoS	Chair	MSCoE COS
CKO/KMO	Asst Chair	MSCoE KM Office

are not directly responsible for managing project activities, but they provide support and guidance for those who do. Thus, individually, steering committee members should:

- a. Understand the strategic implications and outcomes of initiatives being pursued through project outputs.
- b. Appreciate the significance of projects for some or all major stakeholders and represent their interests.
- c. Have a broad understanding of project management issues and approach being adopted.
- d. Learn and understand the key components of the KM program (organization, people, processes, tools).
- e. Become familiar with common Army and joint doctrine and references governing KM.
- f. Review the status of the KM program and KMWG projects, including the following:
 - (1) Conduct KM assessments.
 - (2) Implement KM strategy and roadmaps KM action plans.
 - (3) Develop KM content management plans.
 - (4) Develop and oversee KM training plans.
 - (5) Write and update the KM standard operating procedure (SOP).
 - (6) Write the KM annex if required (to organization plans).
 - (7) Develop project management plans.
 - (8) Integrate risk management.
 - (9) Ensure the project's outputs meet the requirements of the business owners and key stakeholders.
 - (10) Help balance conflicting priorities and resources.
 - (11) Provide guidance to the project team and users of the project's outputs.
 - (12) Consider ideas and issues raised.

(1) **Invited Participants.** Organizations or their representatives may be invited to attend MSCoE KMWG meetings to provide input or detail a position from a specific perspective. A KMWG member or a subordinate work group will sponsor participants through invitation. Their participation will be coordinated in advance and approved by the KMWG Lead.

(2) **Uninvited Attendees.** Uninvited Attendees may be present for observation purposes and not as active participants in KMWG events.

7. Meeting Schedule and Process for KMSC and KMWG. The KMSC will meet quarterly or as required to keep track of issues and the progress of program implementation and project support to its stakeholders. Both the CKO/KMO and the Deputy G6 & CIO will facilitate the steering committee meeting. The KMSC will follow modified Roberts Rules of Order in the conduct of meetings, motions, discussions, and voting.

The KMWG shall meet in person or by virtual means as often as the KMWG Chairs deems necessary to fulfill its responsibilities but not less than once per month. The KMWG may establish standing operating rules as required to effectively carry out this charter. The KMWG Chairpersons are the final arbiter of these operating ground rules.

8. Meeting Agenda. At each KMSC meeting, the KM program and project status will be reported to the KMSC by the CKO/KMO and responsible project managers using an agenda outline similar to the following:

a. **Introductory Items such as:**

- (1) Introductions.
- (2) Review agenda.
- (3) Minutes from last meeting.
- (4) Review of actions arising from previous steering committee meetings.

b. **Review project status.**

- (1) Overall status.
 - Scope status.
 - Schedule status.
 - Budget status.
 - Reason for deviation from green.

ATZT-IT

SUBJECT: MSCoE Knowledge Management Steering Committee and Working Group Charter

- Scope status.
- Schedule status.
- Reason for deviation from green.

- (2) New issues.
- (3) Review and approval of project change orders.
- (4) Plans for the next reporting period.
- (5) Outstanding issues, open points, project conflicts.
- (6) Review and summarize new actions from this meeting.
- (7) Plans, date and location for next meeting.

9. Point of Contact for this action: For further information or inquiries regarding KM, POC is CKO/KMO at james.m.whittingham.civ@army.mil or 520-941-1034.



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