

**CHARTER  
ARMY GENERAL OFFICER AND SENIOR EXECUTIVE SERVICE  
COST MANAGEMENT STEERING GROUP**

1. **Name of committee.** Army General Officer and Senior Executive Service (GO/SES) Cost Management Steering Group (CMSG).
2. **Type of committee.** Intra-Army, Departmental.
3. **Date established.** 25 February 2015.
4. **Authority.** Memorandum, Under Secretary of the Army, 22 Oct 14, subject: Establishment of the Army Cost Management Steering Group.
5. **References.**
  - a. Memorandum, Assistant Secretary of the Army (Financial Management and Comptroller), 23 Oct 14, subject: Assistant Secretary of the Army for Financial Management and Comptroller (ASA (FM&C)) Army Cost Management Steering Group (CMSG) Guidance.
  - b. Memorandum, Under Secretary of the Army, 22 Oct 14, subject: Establishment of the Army Cost Management Steering Group.
  - c. Memorandum, Under Secretary of the Army, 30 Dec 09, subject: Cost-Benefit Analysis to Support Army Enterprise Decision Making.
  - d. Department of Defense (DoD) Instruction 5105.18 (DoD Intergovernmental and Intragovernmental Committee Management Program), 07 Aug 12.
  - e. Army Regulation 15-39 (Department of the Army Intergovernmental and Intragovernmental Committee Management Program), 29 May 15.
  - f. Charter, Army General Officer and Senior Executive Service Cost Management Steering Group, 25 Feb 15 (hereby superceded).
6. **Date to be terminated.** The need for this advisory function is on a continuing basis. However, it will terminate upon completion of its mission or 3 years from the date this charter is approved, whichever is sooner, unless extended by the Secretary of the Army or designee.

**7. Mission or purpose.** The purpose of the CMSG is to shape and inform the implementation of cost management policy, strategy, system design, and practices in alignment with Office of the Secretary of Defense and Army leadership priorities and initiatives. The CMSG will provide guidance and understanding to the Under Secretary of the Army on Army enterprise-level cost needs, priorities, performance metrics, capability gaps, and recommendations required for more agile, effective, and efficient decision making processes. The CMSG areas for advice and focus include, but are not limited to:

a. Defining and synchronizing cost management data needs across the Army enterprise to provide consistent, accurate, and reliable information, thus enabling resource-informed decisions;

b. Defining, synchronizing, and refining the Army's cost management strategy (cost design, structure, assignments, objects, and reports) to maximize Army Enterprise Resource Planning systems and enable better Army cost planning, analysis, and control capabilities;

c. Promoting Army cross-functional sharing of reliable and accurate cost information and best practices to create an understanding of the Army's full costs and to better inform leadership's decision making process;

d. Informing and influencing the implementation of cost management policy; key doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy (DOTMLPF-P) capabilities; and best practices;

e. Synchronizing cost information needs with other committees or groups, as needed;

f. Reviewing and providing recommendations to Army senior leadership for approval of Army cost information needs, priorities, and implementation of cost management capabilities that support Army leadership priorities and effective and efficient decision making, as needed;

g. Providing oversight to the Cost Benefit Analysis Review Board (CBARB), ensuring adequate processes and procedures are in place to support appropriate decision-making bodies by helping to ensure that their decisions are analytically sound and based on robust analysis; and

h. Functioning as the Standard Labor Time Tracking (SLTT) Study Advisory Group (SAG).

**8. Direction and control.** The CMSG will report to and receive direction from the Assistant Secretary of the Army (Financial Management and Comptroller) (ASA(FM&C)) or their designated representative. The steering group has no authority or responsibilities independent of the authorities, duties, and responsibilities vested by law in the individuals who make up the CMSG.

**9. Committee structure and membership.** The Under Secretary of the Army directed the ASA(FM&C) to establish a GO/SES Army CMSG as a forum to inform and influence the implementation of cost management policy, strategy, key capabilities, and best practices that align and enable Army leadership priorities (reference 5e). The Under Secretary noted that Armywide support for this effort "is necessary to successfully implement cost management and meet the information needs across the Army." CMSG members are one- or two-star level GO/SES leaders who are responsible for resource-informed decision making processes within their respective organizations. In addition, CMSG members will define Army enterprise and command-specific cost information needs to inform leaders and create a unified and consistent understanding of Army enterprise-level costs and capabilities required to inform Congress, the Office of the Secretary of Defense, and senior leadership.

a. Chair. The Deputy Assistant Secretary of the Army (Cost and Economics), Office of the Assistant Secretary of the Army (Financial Management and Comptroller) will chair the CMSG.

b. CMSG members

(1) One- or two-star GO/SES from these organizations:

(a) Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology)

(b) Office of the Assistant Secretary of the Army (Financial Management and Comptroller)

(c) Office of the Assistant Secretary of the Army (Installations, Energy and Environment)

(d) Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs)

(e) Office of the Auditor General

(f) Office of the Director, Army National Guard

(g) Office of the Deputy Chief of Staff, G-1

(h) Office of the Deputy Chief of Staff, G-3/5/7

(i) Office of the Deputy Chief of Staff, G-4

- (j) Office of the Chief Information Officer/G-6
- (k) Office of the Deputy Chief of Staff, G-8
- (l) Office of the Chief, Army Reserve
- (m) Office of the Assistant Chief of Staff for Installation Management
- (n) Office of Business Transformation
- (o) U.S. Army Forces Command
- (p) U.S. Army Training and Doctrine Command
- (q) U.S. Army Materiel Command
- (r) U.S. Army Pacific
- (s) U.S. Army Europe
- (t) U.S. Army Medical Command
- (u) U.S. Army Corps of Engineers
- (v) U.S. Army Test and Evaluation Command
- (w) U.S. Army Installation Management Command
- (x) U.S. Army Cyber Command

(2) At the discretion of the chair, invitations may be extended to representatives and subject matter experts from other Army organizations to attend, observe, or contribute to meetings and activities. These individuals will be either full-time or permanent part-time officers or employees of the Federal Government.

c. Roles and responsibilities:

(1) Chair. The chair will:

- (a) Call and lead CMSG meetings;
- (b) Approve meeting agendas;
- (c) Provide leadership and strategic direction to CMSG members;
- (d) Present and/or represent the Army enterprise cost management position and recommendations of the CMSG to Army senior leaders for approval and decision as needed. This effort may include synchronizing with other committees as needed; and
- (e) Direct ad hoc working groups as recommended by the CMSG.

(2) Members. The members will:

(a) Nominate agenda items for CMSG consideration to the chair and sponsor items, including:

- i. Army cost information needs, strategy, and performance metrics;
- ii. Major cost management DOTMLPF-P capability needs, issues/gaps, solutions, and/or best practices; and
- iii. Position papers, presentations, and other items of interest.

(b) Identify and evaluate issues or courses of actions that require the attention of the CMSG;

(c) Communicate CMSG solutions and recommendations to their respective senior leadership and organizations;

(d) Provide data and information to the CMSG or working groups as needed to help ensure the consistency of Army cost information;

(e) Represent their organization's position (both resource and operations views) with regard to the successful implementation of enterprise-level cost management capabilities as a key enabler to the Army's understanding of relevant costs and optimizing the resource-informed decision making process;

(f) Keep the CMSG apprised of relevant and significant functional, enterprise resource planning, and other business systems-related matters;

(g) When feasible, execute actions as agreed to by the CMSG; and

(h) Ensure that their organizations are represented on appropriate working groups and that appropriate resources are provided as necessary.

(3) Council of colonels. A council of colonels (COC) will be established with subordinate representatives from CMSG member organizations. The COC will meet monthly to thoroughly examine plans and execution, with a focus on technical and tactical aspects prior to being presented to the CMSG.

(a) Chair. A representative from the Office of the Deputy Assistant Secretary of the Army (Cost and Economics) will chair the COC.

(b) Working groups. The COC will establish ad hoc working groups, composed of Federal officers, employees, or contractors (in compliance with reference 5e) to assist the COC as needed (e.g., Tiger Teams).

10. **Estimated number of meetings.** The CMSG is expected to meet once each quarter. Ad hoc sessions may occur at the discretion of the CMSG chair. The COC will meet monthly.

11. **Estimated annual operating cost and staff years.** The total estimated operating costs for the CMSG and COC, including travel and meeting and contract support, are approximately \$195,208. The estimated annual personnel costs to the Department of the Army are 1.17 full-time equivalents (FTE). The costs are:

a. The number of work years annually required for the attendance of board participants (all board members and any participating staff), including any requirements for formal action officer meetings, COC, and any other preliminary or shaping sessions leading to the board, is 0.92 FTEs at an estimated cost of \$155,201.

b. The number of FTEs annually required to support the board (including partial FTEs) is 0.25 FTEs at an estimated cost of \$30,408.

(1) The number and grade of any full-time government (civilian or military) support staff or members whose duties are exclusive to the board is zero.

(2) The size, source, and estimated cost of any contract support staff is 0 FTEs.

c. The cost of meeting space is zero because the board will use existing government facilities.

d. The annual travel costs are \$9,600. Organizations of members will fund the travel and per diem associated with meeting attendance.

12. **Administrative support.** The Office of the Deputy Assistant Secretary of the Army (Cost and Economics) will serve as Executive Secretary and provide staff support and services to the CMSG, including the administrative, logistical, and other support services necessary to carry out the functions of the CMSG. Responsibilities include:

a. Developing and coordinating agenda items with the chair and members and ensuring proper representation on items before the CMSG;

b. Scheduling CMSG meetings at the discretion of the chair;

c. Providing materials in advance of CMSG meetings;

d. Preparing documents capturing the recommendations made by the members or the decisions of the chair;

e. Tracking and reporting to the chair the status of actions, and monitoring and tracking follow-on actions taken to ensure that decisions reached and assignments made by the chair are implemented properly;

f. Disseminating specific requirements for data or other actions on behalf of the CMSG;

g. Ensuring that all security rules and regulations regarding classified meetings and documents are followed, and maintaining and safeguarding records and ensuring their appropriate disposition; and

h. Compiling and maintaining contact lists for CMSG members and their coordinating staffs.

13. **Other data.** None.

14. **Correspondence.** Correspondence regarding activities of the CMSG will be via email and other electronic means from the chair or his designated representative.

Date renewed:

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Robert M. Speer  
Acting Secretary of the Army