

## Should-Cost Management Implementation

The purpose of our case study is to examine how the Army has implemented SCM as part of the BBPI. We analyze actions taken from the program manager to the Army acquisition executive (AAE) using Program Executive Office (PEO) Aviation as our case study focus.



## Findings and Recommendations

- **Organizational Culture:** SCM has been successfully implemented as a process but remains outside the culture. We recommend that acquisition leaders further develop SCM into their organizations' culture.
- **SCM in Sustainment:** SCM currently only applies to all ACAT I, II, and III programs that are active. We recommend that all ACAT programs, regardless of life-cycle stage, implement SCM.
- **Army Will Cost/Should Cost Database:** The Army's SCM database does not interact with any other acquisition platform, such as DAMIR and CBAR. We recommend upgrading the database to a web-based database that interacts with other acquisition platforms to reduce redundancy of data input and help solidify SCM as a permanent process
- **SCM best practice sharing:** SCM best practices are shared among senior leaders during their attendance at DAU's PMT 401 and PMT 402 courses. We recommend providing SCM education to all ranks and experience levels within the acquisition workforce.
- **SCM Permanency:** We recommend that the SCM process be incorporated into all key process documents and acquisition platforms. Every effort should be made to make SCM an automatic process in managing a program and habitual in execution.