

HNC PROC 3020

Lessons Learned

Scope

This process covers the establishment of a project delivery process review for the collection, analysis, dissemination, and implementation of "lessons-learned" experiences for activities, projects, programs and other USACE activities.

Policy

[ER 5-1-11, U. S. Army Corps of Engineers Business Process](#)

[ER 1110-1-8159, DRChecks](#)

Responsibility

The Project Manager (PM) is responsible for ensuring that all appropriate information on Lessons Learned is documented, as required.

The Project Delivery Team (PDT) is responsible for:

- Comparing planned execution to actual outcomes
- Determining the reason for change that exceeds thresholds
- Ensuring that all project participants are encouraged to provide technical or process information pertaining to their roles

(Vendors and contractors, as well as USACE Customers, should all be able to provide technical recommendations and process improvement feedback relevant to their roles)

Distribution

Project Delivery Team (PDT)

Project Manager (PM)

Ownership

The Office of the Deputy for Programs and Technical Management (DPTM) is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

[Acronyms and Glossary – REF 8000G](#)

[Initiating Project in P2 – HNC PROC 1030](#)

[PMP/PgMP Approval – HNC PROC 2070](#)

[Change Management – HNC PROC 3010](#)

[Change Management Plan – REF 8009G](#)

[Activity/Project/Program Closeout – HNC PROC 4000](#)

Activity Preface

This process outlines the requirement to record lessons learned during the life of a Program/Project for future reference. Lessons learned may be success or failures.

This process is linked to the process [Initiating Project in P2 – HNC PROC 1030](#), to the process [PMP/PgMP Approval – HNC PROC 2070](#), to the process [Changed Management – HNC PROC 3010](#) and to the process [Activity/Project/Program Closeout – HNC PROC 4000](#).

Interim Lessons Learned will be brief and to-the-point; final report will contain more detail. Project delivery process reviews must always be conducted at the end of a project, but additional reviews may also be appropriate at the completion of any phase of a project. Lessons learned include success stories, good work practices, and repetitive deficiencies that have been identified, shared, and applied in appropriate future situations. The maintenance of lessons learned (validating, evaluating, archiving, etc) in the appropriate system is not addressed as part of this process.

Once the process is completed, return to the appropriate process that generated the lesson learned.

Project Delivery Team (PDT)

1. Compare actual outcomes to planned execution in the baseline PMP against defined thresholds.
2. Determine what was right or wrong with what happened.
3. Document results in Dr. Checks.
4. Develop recommendations to improve performance on other projects.

If this is the end of the project, go to Task #5. Otherwise, go to Task #6.

5. Document Lessons Learned in a Project Delivery Process Review Report (PDPRR).
6. Forward results to PM.

Project Manager (PM)

7. Review and document all Lessons Learned in the required format.
8. Archive PDPRR.

Detailed requirements for the Corporate Lessons Learned system(s) (Dr. Checks, etc) are under development at this time, but follow the four step approach of: capture, gatekeeping, use, and sunseting. Currently, all functions will be required to have some manner of capturing lessons learned in a timely fashion, and forwarding them to a gatekeeper, for evaluation and, ultimately, corrective incorporation within policy, Engineer Manuals, etc.

End of Activity.

Return to [Initiating Project in P2 – HNC PROC 1030](#), to [PMP/PgMP Approval – HNC PROC 2070](#), to [Changed Management – HNC PROC 3010](#), or to [Activity/Project/Program Closeout – HNC PROC 4000](#) as appropriate.

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