

**Lessons Learned** . Response: Lessons Learned Process is being extensively rewritten.

**Consider soliciting lessons learned in a standard electronic format with standard questions. Info will be easier to process for corporate level application.**

**Consider having customers' complete portions of the lessons learned survey and reporting.**

**The Lessons Learned process needs to include the mandated USACE Lessons Learned systems — *Dr. Checks* and the Corporate Lessons Learned Module – *Corporate Lessons Learned (CLL)*. Does P2 have the *Dr. Checks* module/interface? When P2 performs this function it should link directly to *Dr. Checks* and this manual should reflect the process steps.**

**This process is appropriate and essential, however needs more refinement and development with the goal of using lessons learned in a Knowledge Management system/process.**

**Need to have a USACE-level corporate approach to the use and distribution of these project-level lessons learned. This is a critical part of the PMBP that project-level lessons learned be 'shared' across the USACE community to enable others to learn from both the mistakes and the good news stories that will be captured.**

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## 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. Interim Lessons Learned will be brief and to-the-point; final **lesson learned capture** will contain more detail. . **Lessons learned will be captured electronically while doing the work within the PMBP suite of supporting**

**software.** Policy Project delivery process reviews must always be conducted at the end of a project, but additional reviews **might** also be appropriate at the completion of any phase of a project. **These more formal reviews can also be used as lessons learned "capture" points. Please clarify.**

## Policy

[ER 5-1-11](http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf)[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

[ER 1110-1-8159](http://www.usace.army.mil/inet/usace-docs/eng-regs/er1110-1-8159/entire.pdf)[http://www.usace.army.mil/inet/usace-docs/eng-regs/er1110-1-8159/entire.pdf] **appears to apply only to military and civil Projects requiring design review. (re: paragraph 5b.) What about the other work at Districts, labs, centers, MSCs and Headquarters?**

**Memorandum, HQUSACE, CECI-TR, 9 Apr 01, subject: Corps-wide Lessons Learned Approach.**

## Responsibility

The Project Manager is responsible for ensuring that all appropriate information on Lessons Learned are documented as required.

The Project Delivery Team is responsible for the comparison of planned execution to actual outcomes, and determining the reason for change that exceeds thresholds.

**Lessons learned gatekeepers (subject matter experts) are responsible for ensuring pending lessons storage and distribution for evaluation by designated experts. These experts can be local, regional, and/or national in scope.**

**Discusses capturing of lessons learned and ‘determining the reason for change that exceeds thresholds’. Sounds specifically like a bad-news capture. We also need to capture the good things, actions, activities, and procedures that enable us to execute substantially *within* thresholds.**

## Distribution

Project Delivery Team (PDT)\*

Project Manager (PM)\*

**Designated Lessons Learned (LL) Repositories at Regional Business Centers, Corporate Centers of Expertise and/or HQUSACE for review by lessons learned experts.**

## Ownership

The BP/P2 Program Office 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[REF1001]*

*Change Management[PROC1004]*

## Activity Preface

This process is linked to the *Change Management[PROC1004]* process. If the change is within the thresholds, the Lessons Learned process is called from the Change Management process if the PDT determines there is value added. If the change exceeds the thresholds, the Lessons Learned process will be executed. Once this process is completed, you will return to the Change Management process. **This does not address other processes that refer to Lessons 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. Determine how things should be done differently the next time.

**If end of project, goto task #4. Otherwise, goto task #6.**

Document the results in the form of a **an electronic submission to a designated web-based lessons learned repository. A Project Delivery Process Review Report (PDPRR) may also be appropriate.** *(Note: Capturing lessons learned while the PMT is working, rather than strictly through formal reviews, will change the schematic accompanying this BP description.)*

**Is the PDPRR a new requirement generated in this Activity? Should be referred to the policy or reg that established it.**

(Reporting requirements are currently under development.) The PDPRR should be completed no later than sixty (60) days after the project is deemed substantially complete. **The phrase "project substantially complete" should be defined with respect to when a Project Delivery Process Review Report should be completed.**

The PDPRR serves as a template to facilitate the discussion of the first three parts, as well as to document the results.

### Project Manager (PM)

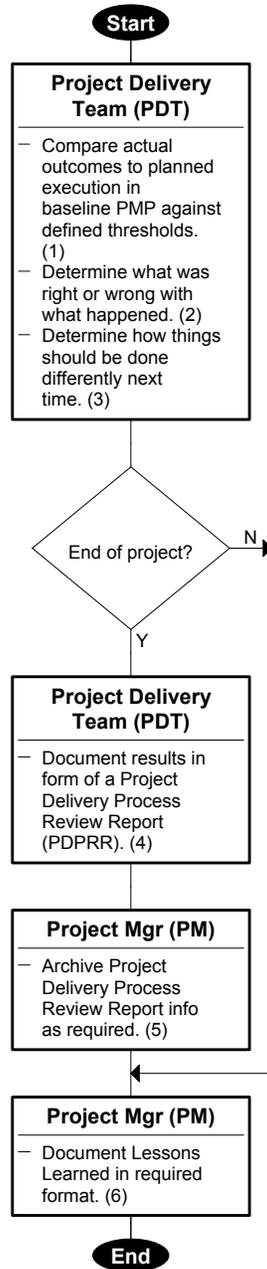
5. Archive the **lessons learned** information as required.  
Archival requirements are under development.
6. Document Lessons Learned in the required format.  
**Dr. Checks is currently in use and CLL is under development by HQ CECL.** . Currently, all functions will be required to have some manner 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.

### **Rewrite of above paragraph**

**Detailed requirements for the Corporate Lessons Learned system (with the first implementation in the Design Review and Checking System (DrChecks)) 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 electronically 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.**



### Lessons Learned Flowchart

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