

## Lessons Learned

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**Not sufficiently developed to perform an adequate review. Of special concern are the reporting requirements that may be placed on a PDT due to the Project Delivery Process Review Report and Dr. Checks. Thus far in its implementation we have not seen Dr. Checks emerge as a corporate lesson-learned tool. Response: Comments sent to Dr. Checks' proponents to address.**

**The key issue that this activity needs to address is the capture of the lessons-learned, raise it to some level of visibility within the organization, and then to cause a change in the processes and procedures so that it is not replicated.**

### 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 report will contain more detail. Policy Project delivery process reviews must always be conducted at the end of a project, but additional reviews must also be appropriate at the completion of any phase of a project.

### Policy

*ER 5-1-11* [<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>]

### Responsibility

The Project Manager **and Resource Providers are** responsible for ensuring that all appropriate information on Lessons Learned **is** 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.

### Distribution

Project Delivery Team (PDT)\*

Project Manager (PM)\*

**Resource Providers**

## **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.

### **Project Delivery Team (PDT), Resource Providers**

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.**

4. Document the results in the form of a Project Delivery Process Review Report (PDPRR).

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

**Document Lessons Learned in the required format.**

**Detailed requirements for the Corporate Lessons Learned system (Dr. Checks) 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.**

### **Project Manager (PM)**

5. Archive the Project Delivery Process Review Report information as required.

Archival requirements are under development.

- 6.

**End of activity.**