

Lessons Learned **Response: This document is being revised extensively.**

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 **understandable**, 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 **are** appropriate **whenever lessons learned are encountered and** 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 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 **including team brainstorm the lessons learned, starting with categories such as technical, organizational/processes, communication, and interpersonal relationships.**

Distribution

Project Delivery Team (PDT)*

Project Manager (PM)*

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]

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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)

1. Compare actual outcomes to planned execution in the baseline PMP against defined thresholds. **Another method besides just doing a comparison between the baseline schedule and the actual is to have the project team brainstorm the lessons learned, starting with categories such as technical, organizational/processes, communication, interpersonal relationships.**
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.

Project Manager (PM)

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

Archival requirements are under development.

6. 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.

End of activity.



