1.0 Policy

A Project History / Lessons Learned Report shall be prepared for all WSIP Projects as part of the Project Closeout Process unless specifically instructed otherwise by WSIP Deputy Director of Construction.

This CM Procedure applies to all personnel working on the Water System Improvement Program (WSIP) to the extent that their Work is affected by these WSIP Construction Management (CM) Procedures and does not conflict with specific San Francisco Public Utilities Commission (SFPUC) policies or the contract under which the Work is executed.

2.0 Description

This CM Procedure establishes the development of the Project History / Lessons Learned Report. The purpose is to capture information from existing projects that will improve the design and construction of future projects, as well as improve the performance of the Construction Management staff.

3.0 Definitions

3.1 Project History / Lessons Learned Report

The Project History / Lessons Learned Report summarizes the scope of the project, cost and/or schedule growth, major issues, lessons learned, and recommendations for implementing them on similar future projects.

3.2 Lessons Learned

Lessons Learned is a formalized approach to gathering information that has affected construction, and from which future project teams can gain from these experiences and recommendations.
3.3 **Construction Management Information System (CMIS)**

The WSIP Construction Management Information System (CMIS) is an on-line management tool for the processing of contract documents based on established construction management business processes. It serves as a tool for effective storage and retrieval of various documents generated during a construction project. Logging in Lessons Learned will utilize the WSIP CMIS.

4.0 **Responsibilities**

4.1 **Deputy Director of Construction**

The Deputy Director of Construction manages the Construction and Closeout Phases of all WSIP Projects.

4.2 **Regional Project Manager (RPM)**

The RPM is responsible for ensuring that the Project History / Lessons Learned Report is completed as part of the Closeout phase.

4.3 **Project Construction Manager (Project CM)**

The Project CM ensures that issues / lessons learned are documented and posted to CMIS. The Project CM exercises judgment when a particular issue may be subject to future claims and may determine to delay documentation until the Closeout Phase. The Project CM is responsible for preparing and submitting to the RPM the Project History / Lessons Learned Report.

4.4 **Program Quality Assurance (QA) Manager**

The Program QA Manager develops the requirements, business processes, procedures and training for quality assurance applications. Monitors and audits compliance by the Project CM Teams with quality assurance procedures and requirements and consistent enforcement of the contract terms related to quality. Provides program level trend reports related to quality to the Project CM.

5.0 **Implementation**

5.1 **Initiation**

The Project CM and CM staff identifies issues / lessons learned where SFPUC can improve operational procedures, documentation, and/or contract documents and where staff has observed inherently positive qualities about the project (i.e., team, relations, contract documents and administration, etc.).
5.2 **Reporting Form**

Unless the issue may become a future claim, in which case it will be documented during Closeout, the Project CM completes the Issues / Lessons Learned Reporting Form (see Section 8.0 Attachment 030-1), discusses with Project CM and CM staff to ensure agreement, and inputs information into the Construction Management Information System (CMIS) “Project Issue Module” (see CM PO23 CMIS).

5.2.1 The Project CM and CM staff can continue to refine and enhance the issue(s) / lesson(s) learned and recommendation(s) off-line; only the Project CM will have write access to CMIS.

5.3 **Review Process**

The Project CM meets with the RCM on a regular basis to address identified issues / lessons learned, determine resolution and, if required, flag for transmittal to the appropriate Bureau Manager(s) for recommended action(s). Upon resolution by the appropriate Bureau, the recommended action(s) is returned to the Project CM and CM staff for a quality review and input into CMIS by the Project CM.

5.3.1 Construction-related Issues

On a regular basis, the Deputy Director of Construction reviews and discusses current construction-related issues at RPM meetings, as appropriate, makes recommendations and returns to the Project CM for input into CMIS; distributes to all CM staff a summary of construction-related Lessons Learned descriptions generated by CMIS; and, directs its dissemination to all CM staff through organized training and education.

5.3.2 Engineering-related and other Bureaus’ Issues

As required, the Engineering Manager and other Bureau Managers are transmitted issues / lessons learned applicable to their areas of responsibility. Upon review, if a recommended action(s) has been developed, it is returned to the Project CM and CM staff for review and input into CMIS by the Project CM.

5.3.3 Program-Level Issues

On a regular basis, the Program QA Manager reviews the CMIS Issue Module by WSIP Project; compiles lessons learned relevant to the WSIP program level; prepares a trend report for senior WSIP management; determines most appropriate means to disseminate information; and, develops and implements education and training programs as requested.

5.4 **Project History / Lessons Learned Report**

The Project CM prepares the Project History / Lessons Learned Report during Closeout after construction final completion and submits to the RPM for approval.

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5.5 **Project Closeout Report**

After approval, the RPM or Assistant RPM prepares the Project Closeout Report, which contains the Project History / Lessons Learned Report and serves as the reference document for future projects or for doing research on past projects (see CM P032 Contract Closeout).

6.0 **Other Procedural Requirements**

None

7.0 **References**

7.1 **Technical Specifications**

None

7.2 **CM Procedures**

No. 023 CMIS Help Desk
No. 032 Contract Closeout (Substantial & Final Completion Certificate, and Punch List).

7.3 **Others**

Construction Management Plan, Section 2.2.8.23.1

8.0 **Attachments**

030-1 Issues / Lessons Learned Reporting Form
030-2 Project History / Lessons Learned Summary Report Form
030-3 Documents Distribution List for CMP No. 030
030-4 Revision Control Log
### Issues / Lessons Learned Reporting Form

<table>
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<th>Construction Contract No.:</th>
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<tr>
<td>Project Title:</td>
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**Issue / Lessons Leaned Subject (reference below):**

**Description:**

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**Cost Impact:**

**Schedule Impact:**

**Recommendation(s):**

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**Report No.:**

**ORIGNATOR / DATE**

*Subject Issue* (examples – may be areas for improvement or positive attributes of the project / team):

- Budget, Schedule, Coordination, Communication, Project Team (CM Team, Contractor / Subcontractor), Safety, Quality, Stakeholders, CMIS, Administration, Others.

**Distribution:** PCM, RCM, RPM, CMIS routing based on Issue / Lessons Learned subject
**PROJECT HISTORY / LESSONS LEARNED SUMMARY REPORT**

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## LESSONS LEARNED SUMMARY

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*Add relevant issues; note there may be more than one; include both need for improvements and positive attributes of project/team.

Budget, Cost, Schedule, Quality, Safety, Communication, Coordination, Team Relations, Stakeholders, Contractor, Subcontractor, Environmental, Others.

Date: _______________________  Reported By: _______________________________________
The following personnel listed (by project position or responsibility) for Documents Distribution is a general guideline for specific CM Procedure. It is the responsibility of the Administration / Documents Control Specialist (ADCS) to confirm and as necessary revise this list as appropriate for the specific project needs. The Office Engineer shall approve these distribution changes.

The guideline for hard copy document distribution is as follows:

1. Individual, without CMIS access, who attended a specific project meeting.
2. Individual, without CMIS access, who was mentioned or designated for action in a specific project meeting.
3. Individual, without CMIS access, who has management oversight responsibilities to ensure the implementation or completion of project action:

SPECIAL REPORTS:
- Project History / Lessons Learned Report – Draft (TBD Limited Distribution)
- Project History / Lessons Learned Report – Final (TBD Distribution)

DISTRIBUTION:

Project Field Personnel – Information Only, Not Distribution
- Project CM, Office Engineer, Lead QA Inspector, ADCS

Construction Management Bureau
- Regional CM, Deputy Director for Construction

Program CM Consultant
- Program CM Consultant Advisor, Program QA Manager

Project Management Bureau
- Project Manager, Regional Project Manager

Engineering Management Bureau
- Project Engineer

Bureau of Environmental Management
- Environmental Construction Compliance Manager
## Revision Control Log

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<td>• Added Section 1.0&lt;br&gt;• Revised Section 7.0; added Sections 7.1, 7.2 and 7.3&lt;br&gt;• Revised Attachment 2; reduced number of pages&lt;br&gt;• Added Attachment 3; Distribution List&lt;br&gt;• Added Attachment 4; Revision Control Log</td>
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