

<b>FACILITIES MAINTENANCE AND ENGINEERING PROCEDURE</b>		
<b>Subject:</b>  <b>LESSONS LEARNED</b>	FMEP-G-0070	Rev. No. 0
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1.0 PURPOSE

To describe the Facility Maintenance and Engineering (FME) organizations *Lessons Learned* program.

2.0 GENERAL

2.1 The objective of the *Lessons Learned* program are:

- (a) To provide experience feedback to the FME organization.
- (b) To provide feedback on work process improvements and innovative approaches.
- (c) To advise of recurring or significant problems.
- (d) To provide useful information about clients, and contractors.

2.2 Completion

*Lessons Learned* is to be completed upon completion of a specific scope of work; upon occurrence of a significant event whereby the information would be beneficial; or as directed by the Manager of Engineering.

2.3.1 Definitions

(a) Discarded Idea – In the context of this procedure, discarded ideas are those events or items identified which, due to their unique nature and following review and feedback to the initiator, do not require corrective actions to prevent recurrence.

(b) Lessons Learned – Individual project or functional department events or items that affect, either negatively or positively, technical performance or adequacy, safety, quality, efficiency, schedule or costs. *Lessons Learned* include successful practices, things to avoid and cautions, potential improvements based on current experience, technological information, and intelligence on suppliers. *Lessons Learned* usually relate to a specific event, practice, or problem, and provide quick feedback so others can have an early benefit from the experience.

*Lessons Learned* are screened by the Manager of Engineering, and if determined appropriate, are captured in a database for dissemination to future projects.

(c) Lessons Learned Database – An electronic database of *Lessons Learned* information capable of retrieval.

3.0 PROCEDURE

3.1 *Lessons Learned* Identification

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3.1.1 Candidate *Lessons Learned*

Candidate *Lessons Learned* are typically those that fit one or more of the following:

- (a) Of some generic value to the FME organization.
- (b) Addresses a specific problem, opportunity, or issue. Successful corrective actions taken, or suggested, should be described where appropriate.
- (c) Of current value in maintaining or improving quality, reducing costs or waste, and/or providing schedule improvement.
- (d) Scope of work completion.

3.1.2 Responsibility for Identification of *Lessons Learned*

- (a) All members of the FME organization have the responsibility to identify potential *Lessons Learned*, as they are discovered, in accordance with this procedure.
- (b) The lead engineer shall complete the *Lessons Learned* after termination of activities related to a Scope of Work. The Scope of Work shall not be closed until a *Lessons Learned* has been completed.

3.1.3 Documenting Proposed *Lessons Learned*

Proposed *Lessons Learned* shall be described on the form shown in Exhibit A. This will, upon approval, serve as the basis for presentation/sharing and be documented in the *Lessons Learned* Database.

Note: The initiator may input the proposed *Lessons Learned* directly into the *Lessons Learned* database and obtain approval from the Manager of Engineering electronically. A *Lessons Learned* number will not be assigned to the proposed *Lessons Learned* item until the review and approval from the Manager of Engineering is obtained.

3.2 Guidelines for Initiation and Screening of *Lessons Learned*

3.2.1 Confidentially Obligations

Care should be taken to ensure that the proposed *Lesson Learned* does not infringe on obligations of confidentiality that FME owes to its clients and others.

3.2.2 Admissions Against Interest

Proposed *Lesson Learned* shall be screened to determine if the description constitutes an admission of fault or negligence, which might be commercially or technically damaging to a client, supplier, or a contractor.

In all cases, proposed *Lessons Learned* should be stated as affirmatively as possible. Details about possible oversights should not be included, if they are not necessary to communicate the information.

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### 3.2.3 Facts and Opinions

Initiators of proposed *Lessons Learned* must acquire a thorough and accurate understanding of the facts before they communicate them to others. Complete, accurate, and objective factual statements are the primary goal of professional and business standards. Avoid expressing an opinion when the facts can and will speak for themselves. Avoid emotionalism, anger, or personal attacks on anyone, including fellow SAIC employees, SAIC vendors, SAIC joint venture partners or SAIC clients.

### 3.2.4 Appropriate Guidelines for the Giving of Professional Opinions.

In some instances, the expression of professional opinion is necessary and desirable. The essence of professional judgement is the application of specialized knowledge, training and expertise to a set of specific or unique facts.

The opinion should be based upon stated facts or otherwise contain appropriate qualifications or assumptions. Use of the terms “always” or “never” or other sweeping statements is rarely justified.

Any opinion should be limited to the technical issue at hand. The source for the opinion must be technically qualified to give such an opinion.

### 3.2.5 Defamation

FME encourages openness in the *Lessons Learned* process; but, derogatory or potentially libelous comments about clients, suppliers, joint venture partners or individuals will not be accepted.

### 3.2.6 Lessons Learned which may be subject to Claims or Legal Proceedings

When the proposed *Lessons Learned* describes a matter which is or may be the subject of a claim by or against FME, or when litigation, arbitration or quasi-legal proceedings are expected or probable, the initiator shall consult with Manager of Engineering before any entry of the *Lessons Learned* into the system. Consideration should also be given to timing. Committing comments to written form may allow discovery to parties who have interests opposed to FME’s.

In general, a “rule of thumb” for initiating or screening a *Lesson Learned* report is: Would FME be embarrassed or would one be uncomfortable showing a *Lessons Learned* to someone outside SAIC?

### 3.2.7 High Security Lessons Learned

When a *Lessons Learned* summary is initiated, or identified during screening, which:

- (a) May contain material which is the subject of an ongoing confidentiality obligation or use restriction imposed on FME or
- (b) Describes a matter which is or may be the subject of a claim by or against FME or which is or may be the subject of future legal (or quasi-legal) proceedings

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Then the *Lessons Learned* summary shall be passed immediately to the Manager of Engineering for review. No *Lesson Learned* shall be entered into the system, or continue in the system, until such review is complete.

### 3.3 Responsibilities

#### 3.3.1 Engineering Personnel

All members of FME have the responsibility to identify and report *Lessons Learned* in accordance with this instruction. The initiator shall clearly summarize the items (*Lessons Learned* submittal-Exhibit A, or direct *Lessons Learned* database input) and forward them for review and signature to the Manager of Engineering.

#### 3.3.2 Lead Engineer

The Lead Engineer for the Scope of Work is responsible for completion of the *Lessons Learned* upon completion of all activities related to a specific Scope of Work. This is a prerequisite for Scope of Work closure.

Note: Coordination with the Contracting Officers Technical Representative (COTR) may be required.

#### 3.3.3 Manager of Engineering

The Manager of Engineering is responsible for establishing and maintaining a *Lessons Learned* system during execution of all phases of project work, and to ensure that *Lessons Learned* data are identified and captured within the *Lessons Learned* system.

#### 3.3.4 Administration

Administration is responsible for placing the *Lessons Learned* information into the *Lessons Learned* electronic database upon approval of the Manager of Engineering.

Note: As an alternate, when the *Lessons Learned* information is placed into the *Lessons Learned* database by the originator, administration will assure that a number is assigned to the *Lessons Learned* item after review and signature by the Manager of Engineering.

### 3.4 Disclaimer and Notice of Ownership & Confidentiality

The following notice shall be included as part of all *Lessons Learned* databases, whether in an online source, hardcopy, or other means:

#### Disclaimer and Notice of Ownership and Confidentiality

The *Lessons Learned* database can be a very important tool but like any other tool, it has limitations. The objectives of the *Lessons Learned* program is to promote continuous improvement in FME's work by collecting feedback data. The *Lessons Learned* program is a tool to encourage communication and should not be relied on for any other purpose. The *Lessons Learned* program is not necessarily a statement of FME's professional opinion for any

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specific application or a substitute for the exercise of independent professional judgement based on a complete analysis of specific facts.

The *Lessons Learned* entered on the *Lessons Learned* database are proprietary to FME and FME considers all material related to the *Lessons Learned* program and database to be strictly confidential.

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FMEP-G-0070 Exhibits

Exhibit A – *Lessons Learned* Submittal (1 page)