



# Supplier Development and Continuous Improvement: Lessons Learned Event

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## Background

**Newport News Shipbuilding (NNS)** partners with our supply base in a series of engagements designed to share the mission of shipbuilding and the Navy, link our shared business processes and improve communications to foster good relationships. NNS utilizes a range of industry wide best practices and tool sets, modified to complement the expectations and requirements DOD shipbuilding.

The NNS **Supplier Development and Continuous Improvement Program (SDCI)** contributes to the Supply Chain Management mission of developing a healthy supply base, lowering NNS acquisition costs, improve quality and seeks to compress lead times to satisfy planned and emergent demand. The Program's tools sets range from on-line / in-person training, operational assessments, and lessons learned events and the analysis of our shared value stream. The process methodically improves our Supplier' understanding of doing business with NNS, compliance with the technical requirements and provides the means for the Supplier to become a capable, reliable partner to meet both our quality and delivery requirements.

## Lessons Learned Event – Overview

A Lessons Learned Event provides an opportunity for reflection after a project is complete. The approach captures and shares methods and processes to promote repeat application or avoid reoccurrence. It is useful to reflect on what worked well and what needs improvement. Both advantageous and adverse consequences within a project can result in lessons learned and those that are particularly positive may be communicated outside of the team and promoted as best practice. The conclusions from a Lessons Learned event are stored with the other project documents and for review reference and utilization.

Lessons Learned Event can address the following:

- **People** – Project and organizational staffing and training
- **Process** – Defined process and the organizational standard process
- **Product/Tools/Technology** – Organizational tools and equipment

Lessons Learned Event can ask about:

- Successes that happened during or because of the project or process
- Unintended outcomes that happened during or because of the project or process
- Other things that, in retrospect, might have been better handled if done differently
- Recommendations to others who might be involved in future projects of a similar type

## Types of Questions to Ask During a Lessons Learned Event

- Did we achieve the project goals?
- What went well? Provide examples of successes that happened during or because of the project
- What didn't go well? Discuss unintended outcomes that happened during or because of the project
- What might have been better handled if done differently?
- What recommendations would you give to others who might be involved in future projects of a similar type?

- What was beyond your control?
- What things surprised you on the project that were not planned?
- What things did you anticipate happening that did not happen?
- What mistakes did you successfully avoid making?
- What could we automate or simplify that we do repetitively?
- What skills did you need that were missing on this project?

## **Lessons Learned Event - Process**

Pre:

- The supplier and customer of the process and/or product clearly define the scope and charter of the Lessons Learned event. The sponsor sends an agenda, the charter and the schedule to all stakeholders.

During:

- The assembled team assemblies, vets and documents the Issues, Decisions and Actions (IDA).

Post:

- Fully capture the essence of the discussion and finalize a formal lessons learned document
- Validate lessons learned, seek clarification when/where necessary
- Summarize lessons learned and provide teams with a summary deck
- Publish any possible actions captured as a result of the event
- Socialize, refine and disseminate lessons learned within each project team
- Store the lessons learned documentation in a project management system to serve as project assets for future endeavors

## **Who is needed from the Supplier's Organization?**

Full time participation from representatives that contributed to the overall effort and are knowledgeable in the business processes. Other business process owners as needed.

## **Who is needed from Newport News Shipbuilding?**

NNS may include representatives from procurement, project management, supplier quality, engineering and supplier development and continuous improvement.

## **Benefits**

- Build individual and process relationships between NNS and Supplier
- Share the mission of NNS and Navy Shipbuilding

For more information, contact the Newport News Shipbuilding Supplier Development and Continuous Improvement Program at [NNSSDCI@HII-NNS.com](mailto:NNSSDCI@HII-NNS.com).