

# Digital IT Acquisition Professional (DITAP) Training Guide



# The Management Concepts DITAP Training Program Difference

Keeping pace with a constantly evolving technology landscape is a challenge, especially when it comes to acquiring digital services. To transform how the government acquires digital services, the Office of Federal Procurement Policy (OFPP), in consultation with the U.S. Digital Service, developed the Digital IT Acquisition Professional (DITAP) Training Program for the acquisition workforce. Successful completion of this training program can lead to earning the Digital Services Credential (DITAP).

The DITAP Training Program provides motivated, trailblazing acquisition professionals with the knowledge and skills they need to conduct federal procurements for digital services. DITAP Program attendees learn how to design innovative and flexible procurements for digital services and how to serve as change ambassadors within their organizations. Management Concepts enhances this powerful content with expert facilitators, a state-of-the-art learning and collaboration platform, and experienced DITAP administrators to guide you on your DITAP learning journey and troubleshoot any issues you may have. With over 50 years of experience in educating acquisition and contracting professionals, we are your preferred professional development provider.

## Requirements, Competencies, and Performance Objectives

Contracting personnel who are FAC-C-Professional or Legacy FAC-C Level II/III certified with at least two years of experience and who are assigned to acquisitions consisting primarily of digital services over FAR 13.500(c) are **required** to attend the DITAP Training Program. FAC-COR Level II/III and FAC-P/PM Level II/III holders with at least two years of experience and who are assigned to acquisitions consisting primarily of digital services over FAR 13.500(c) thresholds are **encouraged** to attend DITAP training to create a cohesive team that fully understands how to buy digital services.

All participants who successfully complete the DITAP Training Program per the grading policy described later in this guide will earn a Management Concepts DITAP Certificate and 80 Continuous Learning Points (CLPs). The 80 CLPs will be awarded at the completion of the program, not incrementally. No partial CLPs will be awarded. Graduates who desire to earn the Digital Services Credential (DITAP) may apply for the credential through the Federal Acquisition Institute.

By completing the program, you will learn the required competencies and performance objectives shown below.

### » Competency 1: Digital Services in the 21st Century Government

Performance Outcome: Describe digital services in the 21st century, including what they are, who provides them, how they are delivered, and why they are important.

#### Iteration 1.A: The Digital Services Professional

Objective 1.1	Define digital services and the problems they can be used to solve.
Objective 1.2	Identify key digital services roles/professionals in the digital services ecosystem and their challenges.
Objective 1.3	Identify modern design, development, and delivery methods used by digital services professionals.
Objective 1.4	Identify who's who in the digital services arena, including public and private sector organizations and individuals.
Objective 1.5	Illustrate your new role as a digital service acquisition professional and that of your team members.

#### Iteration 1.B: The Digital Services World

Objective 1.6	Identify the available sources of supply within the digital services market segments, such as open source software, big data, XaaS, cloud, and more.
Objective 1.7	Understand software engineering practices for high-quality digital services like version control, continuous integration, and continuous delivery.
Objective 1.8	Identify and understand the Digital Service Playbook and TechFAR Handbook concepts.

## » Competency 2: Digital Service Market Intel and Stakeholder Analysis

Performance Outcome: Determine the problem to be solved while effectively supporting and communicating with the customer.

### Iteration 2.A: Understanding Your Needs and Agency Readiness

Objective 2.1	Analyze stakeholders in your sphere of influence that will impact digital services acquisition.
Objective 2.2	Assess your agency's readiness for change and innovation.
Objective 2.3	Analyze a digital service need to determine the most appropriate market for the service.
Objective 2.4	Ask effective exploratory questions to understand the agency's need and make recommendations on a course of action for a digital acquisition procurement.

### Iteration 2.B: The Digital Services Market

Objective 2.5	Identify why communicating openly and responsibly with potential vendors is critical to digital services acquisition success and how to do it.
Objective 2.6	Differentiate between buying compliance and buying outcomes.
Objective 2.7	Use effective market research and market intelligence techniques and strategies for digital services.

## » Competency 3: How Do You Buy?

Performance Outcome: Effectively use techniques for acquiring digital service solutions in your solicitation or acquisition strategy.

### Iteration 3.A: Developing an Acquisition Strategy

Objective 3.1	Use the flexibilities within the FAR to identify how to develop an acquisition strategy for digital services.
Objective 3.2	Identify strategies and communication methods to apply at different phases of the change lifecycle. Includes phased approaches, coding challenges, Challenge.Gov, etc.
Objective 3.3	Identify evaluation methods and criteria on cost and pricing, terms and conditions, security concerns (cyber), and data rights to evaluate vendor maturity and ability to deliver a product that solves a given need and given the definition of success.
Objective 3.4	Develop your acquisition package for procuring digital services, including appropriate requirements documents, proposal, and source selection methods.

### Iteration 3.B: Acquiring Digital Services

Objective 3.5	Understand FEDRAMP, security, 508 compliance, and the ATO process and how/when they should be incorporated into performance.
Objective 3.6	Define evaluation criteria, given evaluation strategy discussed in your acquisition strategy.

## » Competency 4: Awarding and Administering Digital Service Contracts

Performance Outcome: Evaluate vendors who deliver digital services using instantaneous, objective metrics on project health, developed via appropriately applied Lean thinking and Agile development methods while experimenting with flexible contract design and administration strategies.

### Iteration 4.A: Awarding Digital Service Contracts

Objective 4.1	Select a technical evaluation team with the necessary digital skills.
Objective 4.2	Identify how to get the best value solution for your program by negotiating tradeoffs.
Objective 4.3	Determine source selections.
Objective 4.4	Determine the next steps that follow contract award (kickoff, ramp-up, baselining).

### Iteration 4.B: Digital Services Delivery (or How Solutions Get Done)

Objective 4.5	Identify metrics creation and utilization to help identify when failure actually occurs.
Objective 4.6	Determine how to execute an exit strategy and course correct.

## » Competency 5: Leading Change as a Digital IT Acquisition Professional

Performance Outcome: Apply techniques to create the culture of innovation within your sphere that enables you and others to effectively lead and influence customers to the best solutions.

### Iteration 5.A: Change—Are You and Your Agency Ready?

Objective 5.1	Identify your spheres of influence.
Objective 5.2	Identify typical challenges you may encounter when working with various stakeholders in your spheres of influence.
Objective 5.3	Plan for influence interactions and conversations based on particular challenges and opportunities in your agency or in your live digital assignment.
Objective 5.4	Conduct an effective influence conversation, given your strategy, the stakeholders, and your topic of influence.
Objective 5.5	Assess your preferences, styles, and strengths to determine how you can best contribute to change within your agency.

### Iteration 5.B: Exploring Your Role as an Ambassador of Change

Objective 5.6	Live the change ambassador role: Create a plan for how you will promote change within your agency (and government at large).
Objective 5.7	Identify the effective characteristics of a change agent and strategies to apply at different phases of the change lifecycle as you return to your agency.
Objective 5.8	Create an action plan to champion digital acquisition progress and momentum in your home agency.





## » Competency 6: Application of Skills

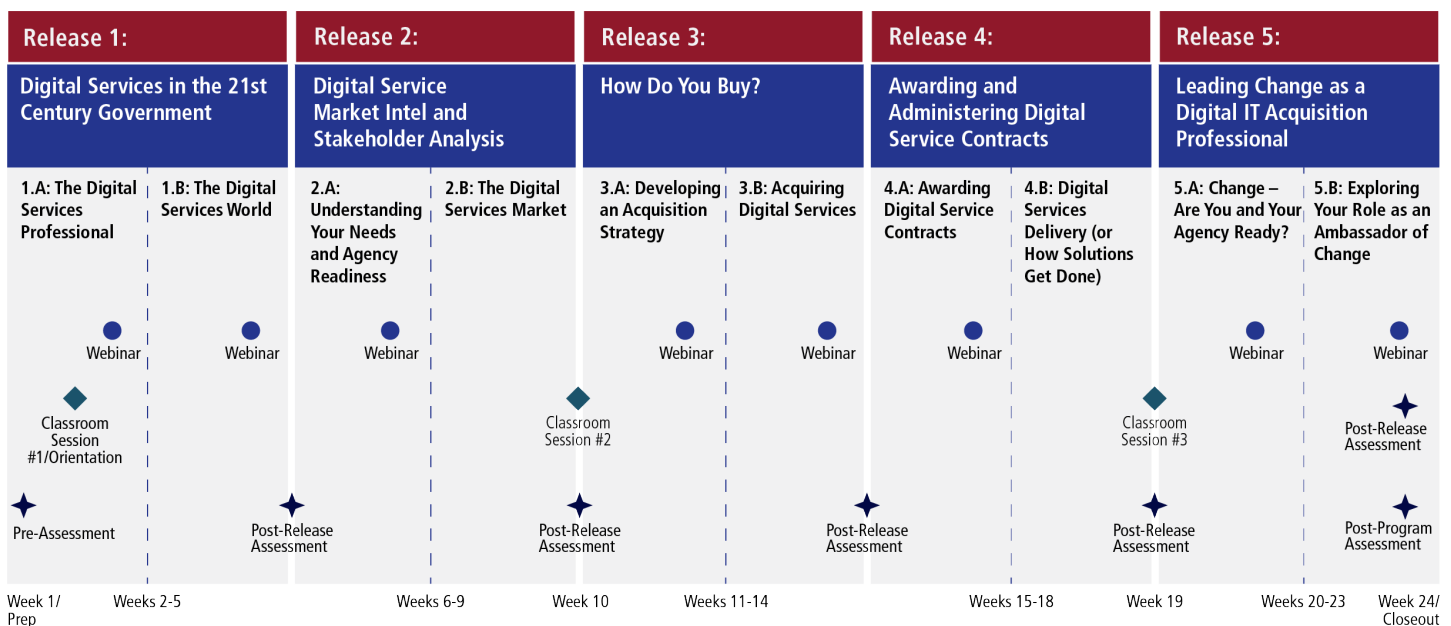
Performance Outcome: Apply techniques learned in the program through various activities.

### Iteration 6.A: Application of Skills

Objective 6.1	Conduct discussions, trainings, interviews with numerous stakeholders identified in the realm of influence.
Objective 6.2	Utilize the small team of teams approach to complete a live digital assignment.
Objective 6.3	Participate in shadowing, details, or rotational assignments with digital service experts to embed in the culture.

## Your Learning Journey Map

The program learning journey and structure aligns to the competencies and performance objectives listed in the previous section.



Ongoing self-directed learning activities in Management Concepts Learning Portal

Ongoing application of skills: Stakeholder engagement, shadowing, live digital assignment

You will engage in a variety of learning experiences during the DITAP Program. These include:

## Virtual Classroom Sessions

Each of the 3 virtual classroom sessions are 5 days in length (approximately 4 hours each day). We expect you to attend each virtual classroom session day (see Grading Policy section for discussion of attendance requirements). Web cameras are strongly encouraged.

## Webinars and Office Hours

There are 8 guided learning webinars and 2 facilitator office hours throughout the program. You will log in virtually at a specified time (see Grading Policy section for discussion of attendance requirements); the exact timing of webinars will be published upon program start. Web cameras are strongly encouraged.

## Assessments

Prior to orientation, you'll complete a pre-assessment that assesses the knowledge you already have. To help you gauge your progress and to ensure we're tailoring the program to your needs, you'll complete ungraded assessments throughout the program. You'll complete a graded post-program assessment at the program's conclusion.

## Self-Directed Learning

You'll read articles, review content, and engage with your peers and program facilitators in an online collaboration space known as the learning portal (see the Technology section for discussion of the learning portal).

## Shadowing

You'll shadow a digital services implementation/delivery team, i.e., a team that is on the ground developing digital services for a minimum of 1 day (8 hours). Shadowing can be conducted virtually. Shadowing will provide you with the opportunity to observe and interact with a digital services team in action as a day-in-the-life experience. The shadowing experience will:

- Build your familiarity with modern design and development approaches, including how digital services roles and processes work, what challenges they entail, and what success looks like.
- Allow you to engage directly with digital services teams to learn about their work.
- Build a network with digital services experts that you can leverage.

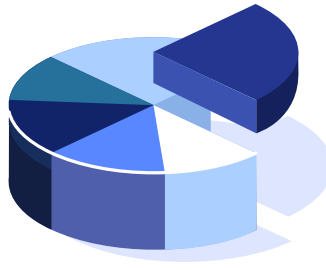
This is an opportunity for you to see digital services methods (e.g., Agile Scrum, user experience design) in action. At least one shadowing activity is required. You'll complete a shadowing completion form to describe the experience and reflect upon it. Flexibility is given to what kind/how long and who should be shadowed, but it must be related to actual digital service practitioners in the field rather than acquisition professionals.

## Stakeholder Engagement Activities

### Interviews

The stakeholder engagement interviews will help you build relationships across your agency, gain visibility as a leader in the space, and support culture change. For Part 1 in this activity, you'll identify 2–4 people within your agency that you don't normally have a chance to interact with but who you see as a major influencer or gatekeeper (e.g., CIO, HCA, CAO, SPE, CFO, Policy Office leader). You'll create a stakeholder landscape map that depicts the stakeholders you may need to engage. This will help you see the potential pool of stakeholders and aid you in narrowing your selection.

In Part 2 in this assignment, you'll conduct interviews with at least 2 of the stakeholders you identified in Part 1 of the activity. These interviews will test your hypotheses about the interviewees' spheres of influence and control and give you experience conducting influencing conversations.



## Live Digital Assignment

The live digital assignment (LDA) is a group project that allows you to take what you learn and apply it to a digital challenge faced by an agency. The LDA allows you to:

- Build your teamwork skills by working in a group.
- Practice consultative, critical thinking, and problem-solving skills in alignment with the overall program goals.
- Identify a relevant digital services challenge that could benefit from a digital services product, service, or tool.

The outcome of the live digital assignment will be a final briefing that will be presented to a panel of judges in classroom session 3. You'll be evaluated by your team members and by program faculty.

## Program Schedule

The schedule below shows the approximate time allocated for each segment, in addition to the self-directed learning and team activities in which you will engage. You'll receive Outlook calendar invites for the actual dates for all classroom sessions and guided learning webinars upon program start.

You will download the calendar of events from the DITAP site on the learning portal when the program launches. This will enable you to load the virtual in-person events to your work calendar. These events include 3 classroom sessions of approximately 4 hours duration (5 hours during holiday weeks), 8 guided learning webinars of 1 hour each, 2 virtual facilitator office hours, and the final graduation ceremony.

Segments	Duration
Pre-Work (completed in the learning portal)	7 days
Orientation/Classroom Session #1	1 week, 12 PM to 4 PM (ET)

### » Release 1: Digital Services in the 21st Century Government

Segments	Duration
Iteration 1.A	2 weeks
Iteration Start Date Guided Learning Webinar [live] Iteration End Date	1 hour
Iteration 1.B	2 weeks
Iteration Start Date Guided Learning Webinar [live] Iteration End Date	1 hour

## » Release 2: What Are You Buying?

Segments	Duration
Iteration 2.A	2 weeks
Iteration Start Date Guided Learning Webinar [live] Iteration End Date	1 hour
Iteration 2.B	2 weeks
Iteration Start Date Facilitator Office Hours Iteration End Date	1 hour
Segments	Duration
Classroom Session #2	1 week, 12 PM to 4 PM (ET)

## » Release 3: How Do You Buy?

Segments	Duration
Iteration 3.A	2 weeks
Iteration Start Date Guided Learning Webinar [live] Iteration End Date	1 hour
Iteration 3.B	2 weeks
Iteration Start Date Guided Learning Webinar [live] Iteration End Date	1 hour

## » Release 4: Awarding and Administering Digital Service Contracts

Segments	Duration
Iteration 4.A	2 weeks
Iteration Start Date Guided Learning Webinar [live] Iteration End Date	1 hour
Iteration 4.B	2 weeks
Iteration Start Date Facilitator Office Hours Iteration End Date	1 hour
Segments	Duration
Classroom Session #3	1 week, 12 PM to 4 PM (ET)



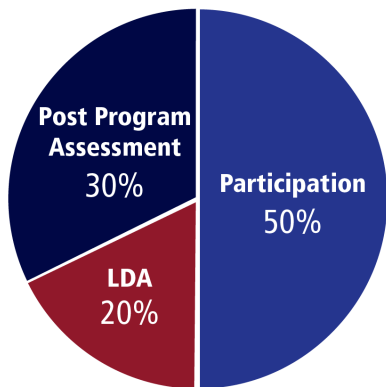


## » Release 5: Leading Change

Segments	Duration
Iteration 5.A	2 weeks
Iteration Start Date Guided Learning Webinar [live] Iteration End Date	1 Hour
Iteration 5.B	2 weeks
Iteration Start Date Guided Learning Webinar [live] Iteration End Date	1 Hour
Post-Program Assessment	1 week
Receive final grade/certificate	1.5 weeks
Graduation	1 Hour

## Grading Policy

The following is a description of how you will be graded and what you will be graded on for this program. The three areas that will constitute your grade are participation, live digital assignment, and post-program assessment.



Participation	Live Digital Assignment	Post-Program Assessment
<ul style="list-style-type: none"> <li>• Completing self-directed learning</li> <li>• Stakeholder engagement activities</li> <li>• Shadowing activities</li> <li>• Participation in virtual classroom sessions, webinars, and team meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Several assignments throughout program</li> <li>• Final presentation</li> </ul>	<ul style="list-style-type: none"> <li>• Completed at end of program</li> <li>• Completion is mandatory</li> </ul>

You must attend the live virtual classroom sessions. If you need to miss a session, please contact the facilitators immediately. You won't be able to earn your certificate if you miss more than 5 sessions.

All assignments must be submitted by the stated deadline. Late submissions will not be accepted unless advance arrangements have been made with the facilitators.

Facilitators will need approximately 5 business days after the assignment submission deadline to enter grades. Please be aware that due to scheduling and assignment due dates, on occasion, it may take facilitators a few extra days to enter grades. The table shown below breaks down the types of activities that contribute to each grading area. Your final course grade will be calculated out of 1,000 total points. To receive your certificate, you must earn a score of at least 70% overall (700 points).

Grading Area	Associated Program Activities
<b>Participation</b> <b>(500 Total points)</b>	<ul style="list-style-type: none"> <li>» Shadowing (75 points)</li> <li>» Stakeholder Engagement (40 points)</li> <li>» Completion of release activities, (5 releases x 20 points per release; 100 total points) including: <ul style="list-style-type: none"> <li>• Readings</li> <li>• Online Learnings</li> <li>• Reflection Assignments</li> </ul> </li> <li>» Webinars (8 webinars x 5 points per webinar; 40 total points) <ul style="list-style-type: none"> <li>• Attendance during synchronous guided learning webinars (for which you received a calendar invite) is highly encouraged. However, you can view the webinar recording and self-certify that you did so to receive credit towards your participation score.</li> </ul> </li> <li>» Virtual Classroom Sessions (15 half-day classroom sessions x 10 points per session; 150 total points) <ul style="list-style-type: none"> <li>• You must attend classroom sessions. If you need to miss a session, please contact the facilitators immediately. You will not be able to earn your certificate if you miss more than 5 classroom sessions.</li> </ul> </li> <li>» Pre-Program Work (10 points)</li> <li>» Post-Release Assessments (5 assessments in total x 17 points per assessment; 85 total points): <ul style="list-style-type: none"> <li>• Completion of these graded assessments is required. The facilitation team reviews your results on these assessments to ensure the program is meeting your needs. Please use these as an opportunity to help you assess your own learning throughout the program and prepare for the skills assessment.</li> </ul> </li> </ul>
<b>Live Digital Assignment</b> <b>(200 Total points)</b>	<ul style="list-style-type: none"> <li>» Live Digital Assignment tasks (80 points)</li> <li>» LDA Final Presentation <ul style="list-style-type: none"> <li>• Self-Review (40 points) and Peer Rating (40 points)</li> <li>• Engaged Contribution — Displays and applies adequate individual effort and tangible contributions to creating small-team work products, attends and actively participates in small team events, motivates self and others to sustain enthusiasm and effective participation</li> <li>• Collaborative Action — Contributes to a cohesive, inclusive and motivated small team atmosphere, assesses relative team members' areas of strength and works to combine efforts to create quality team products, identifies performance problems in a fact-based manner that facilitates mutual problem-solving, contributes to moving the group forward to achieving results</li> </ul> </li> <li>» Panel Rating (40 points) <ul style="list-style-type: none"> <li>• Technical Communication — Explains technical concepts to both technical and non-technical audiences, uses stories to enhance audience understanding, communicates tradeoffs when assessing various courses of action, communicates a balance of digital service technical needs with business priorities and context</li> <li>• Analytical Application — Applies digital service acquisition concepts to problems, displays creativity, critical thinking and problem-solving abilities (e.g., breaks down complex problems into component parts), uses one's own experiences, observations, and validated learning to support decision-making</li> </ul> </li> </ul>
<b>Post-Program Assessment</b> <b>(300 Total points)</b>	<ul style="list-style-type: none"> <li>• An assessment will be given at the end of the program. This assessment is worth 30% of your final course grade and it is mandatory. (300 points)</li> </ul>

## Technology Platforms

As a program participant, you will have access to your DITAP Program cohort on our learning portal, which serves as a collaboration and content hub. On the learning portal, you'll find course materials, the downloadable Calendar of Events, and discussion boards where you can collaborate with your facilitators and peers. We will use Adobe Connect to facilitate virtual classroom sessions and guided learning webinars. We may use other virtual collaboration tools during classroom sessions as needed.

## Have Other Questions?

Visit our FAQs area online at [ManagementConcepts.com/DITAP](https://ManagementConcepts.com/DITAP) or call 888.545.8579