

Digital IT Acquisition Professional (DITAP) Program 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 (USDS), now the U.S. DOGE 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 53 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) thresholds or 12.201-1 for agencies who adopt the Revolutionary FAR Overhaul Deviation 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 or 12.201-1 for agencies who adopt the Revolutionary FAR Overhaul Deviation 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.

Module 1 (Describe) - Digital Services Fundamentals:

Explore Digital Services in the 21st century, including what they are, who provides them, how they are delivered, and why they are important.

Sprint 1.1	The Digital Services Landscape - Define digital services and the problems they can be used to solve - Identify "who's who" in the digital services arena, including public and private sector organizations and individuals - Identify and understand the Digital Service Playbook and TechFAR Handbook concepts
Sprint 1.2	Digital Service Methods, Roles, and Sources of Supply - Identify modern design, development, and delivery methods used by digital services professionals - Identify strategies to help you identify user needs

Sprint 1.3	Digital Service Tech Bootcamp • Identify and describe core technology domains that underpin digital service delivery, including data, software, cloud computing, AI, and cybersecurity • Explain key concepts related to data in digital services, including data types, storage, sharing, open data, privacy, and compliance considerations • Identify modern software design, development, and delivery methods used by digital service professionals, and describe key acquisition considerations across COTS, SaaS, and custom solutions • Explain the benefits, challenges, and types of cloud services, and describe relevant policies that shape cloud adoption in government • Describe the current landscape of AI tools and models, and explain key policy considerations including transparency, bias, and responsible use • Recognize the essential concepts of accessibility in digital services procurement • Recognize how open source software fits within federal procurement, including common myths and misunderstandings, and differences between OSS and Proprietary software • Explain how open source software fits into Commercial Off-the-Shelf (COTS) procurement • Apply updated FAR Part 39 requirements for IT acquisition planning, including digital service delivery standards and security baseline assessments • Navigate FAR Part 6 competition procedures as they apply to specialized IT procurements and emerging technology acquisitions
Module 2 (Discover) - Market Research and Stakeholder Analysis: Engage in a discovery process to set the foundation for informed acquisition strategy decisions. By assessing organizational maturity, identifying key stakeholders, analyzing mission and user needs, evaluating risks, and performing market research, you will gather the data necessary to shape a successful digital service procurement.	
Sprint 2.1	Assessing Agency Readiness • Assess your agency's capacity, maturity, and alignment to support a successful digital service procurement
Sprint 2.2	Stakeholder and Customer Mapping • Identify key stakeholders, users, and customers relevant to your acquisition and analyze their roles, influence, and engagement needs
Sprint 2.3	Defining Success for Your Digital Services Acquisition • Develop a shared understanding of your agency's needs and constraints, and define success criteria for your digital service procurement • Define a user-centered problem statement that avoids pre-defined solutions but aligns with user pain points • Differentiate between features and outcomes when writing acquisition objectives and evaluation criteria • Recognize common pitfalls in early acquisition planning (e.g., vague goals, prescriptive requirements)
Sprint 2.4	Conducting Effective Market Research • Explain the role of market research in shaping effective digital acquisitions • Distinguish between market research and market intelligence, and describe how each informs procurement • Assess how data-driven insights from market research can improve requirements definition and vendor engagement

Module 3 (Design) - Acquisition Strategy Development:

Translate your discovery findings into a well-structured solicitation. Create acquisition strategy decisions around tradeoffs, evaluation processes, contract structure, and performance metrics which lead to the development of requirements, solicitation factors, and evaluation criteria that support user-centered outcomes and successful vendor partnerships.

Sprint 3.1	Developing a Successful Acquisition Strategy • Identify how to apply flexibilities within the FAR to develop an acquisition strategy tailored for digital services • Select appropriate evaluation methods and criteria related to cost, pricing, terms and conditions, cybersecurity, and data rights • Assess vendor maturity and capability to deliver a digital product based on defined needs and success criteria • Identify how acquisition strategies vary depending on whether contracts are inherited or new procurements • Describe the lean canvas approach and its role as a living document in agile acquisition environments • Understand the dynamics of vendor competition and collaboration within a shared contract • Identify strategies to promote fairness, trust, and transparency among vendors, and understand how to mitigate risks associated with this approach
Sprint 3.2	Developing the Solicitation • Develop key elements of a digital service solicitation, including a Statement of Objectives (SOO), appropriate award procedures, and outcome-oriented evaluation factors • Evaluate how pricing structures, key personnel requirements, and emerging technologies such as AI may impact solicitation strategy and vendor response • Analyze tradeoffs and mission priorities using structured case study methods to inform acquisition strategy decisions • Evaluate the strategic role of AI in acquisition planning, risk mitigation, and digital services maturity within the framework of the Revolutionary FAR Overhaul requirements for modular contracting and accelerated ICT procurement • Plan and conduct effective vendor negotiations that clarify assumptions, resolve misunderstandings, and support best-value outcomes in digital procurements • Apply Revolutionary FAR Overhaul principles to digital acquisitions, including modular contracting requirements
Sprint 3.3	Running a Successful Evaluation • Evaluate Agile vendors using solicitation criteria, oral presentations, and past performance to assess alignment with Agile practices and technical requirements • Design and apply evaluation strategies that incorporate down-selects, interactive techniques, and tradeoff approaches to support fair and best-value acquisitions • Deliver effective post-evaluation feedback that builds trust, strengthens future proposals, and aligns with FAR guidance • Conduct strategic vendor negotiations that clarify assumptions, manage risks, and secure best-value outcomes in digital service procurements

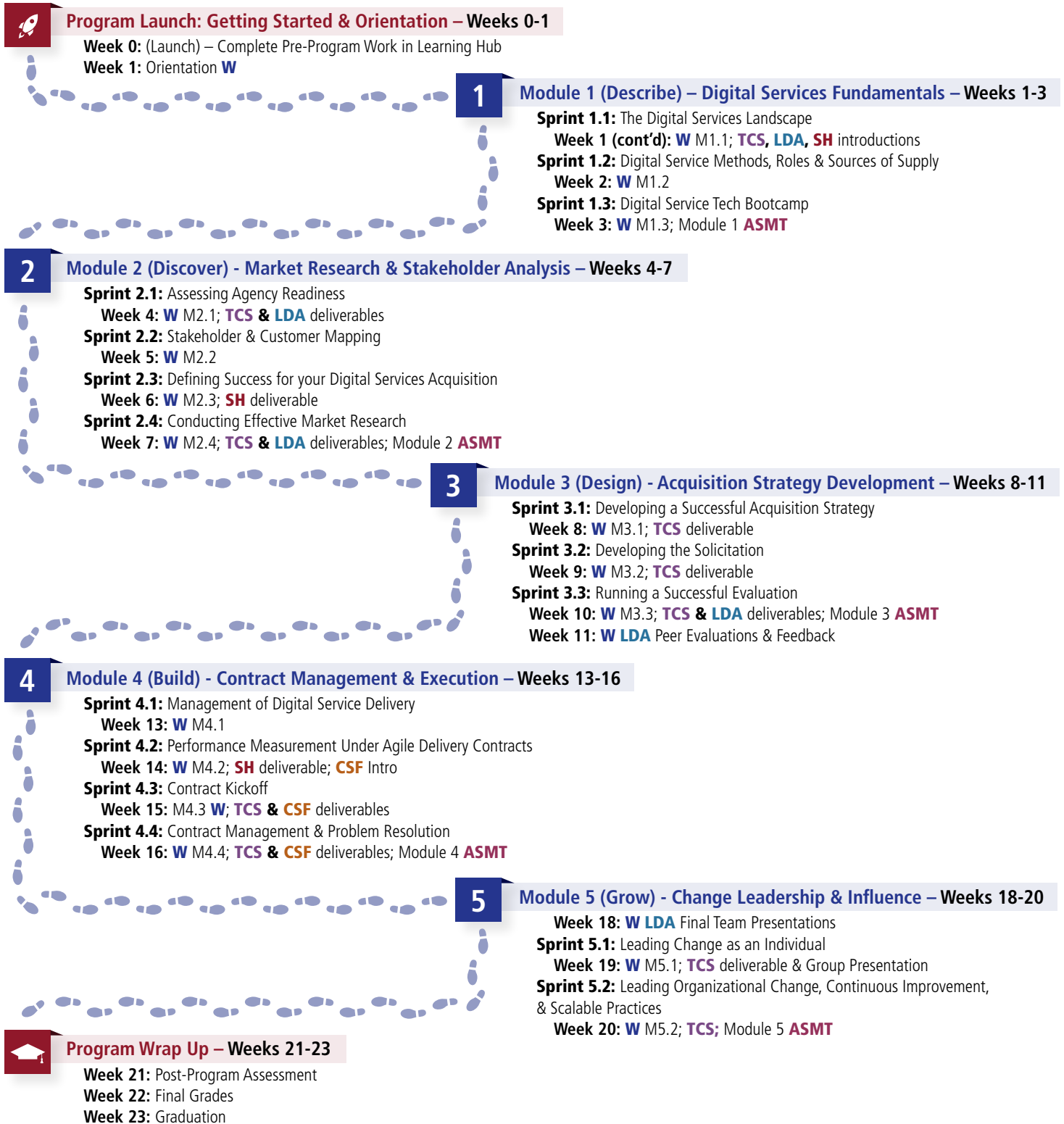
Module 4 (Build) - Contract Management and Execution:

Evaluate vendors who deliver digital services using instantaneous, objective metrics on project health, developed via appropriately applied lean thinking and agile development methods and administration strategies.

Sprint 4.1	Management of Digital Service Delivery • Describe what product ownership looks like in federal digital service delivery environments • Explain how contracting officer representatives (CORs) and product owners (POs) collaborate to support Agile delivery • Recognize the importance of communication, shared understanding, and Agile rituals in effective digital service teams
Sprint 4.2	Performance Measurement Under Agile Delivery Contracts • Identify and apply performance metrics that help detect delivery risks or failure points early in Agile digital service contracts

Sprint 4.3	Contract Kickoff Determine the key activities that occur after contract award, including kickoff planning, team ramp-up, and establishing a shared delivery baseline
Sprint 4.4	Contract Management and Problem Resolution - Determine appropriate strategies for course correction or exit when digital service delivery is off track - Demonstrate how to negotiate consideration or remediation actions within the context of Agile delivery
Module 5 (Grow) - Change Leadership and Influence: 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.	
Sprint 5.1	Leading Change as an Individual - Identify your spheres of influence within the acquisition environment and define what it means to be a change agent, and identify your individual change style - Recognize common challenges that arise when engaging stakeholders across those spheres - Plan influence strategies and conversations tailored to the challenges and opportunities in your agency or live digital assignment - Describe approaches for staying informed about emerging technologies and evolving practices - Develop a personal plan for contributing to and promoting change within your agency and beyond - Understand the characteristics of a growth mindset and resiliency to help you take risks and innovate - Identify wellness rituals and techniques that can enhance your performance during transition - Understand how to positively respond to negative feedback and failure by analyzing the situation and adjusting your approach - Understand how to differentiate between situations where it makes sense to continue pushing for change and others where you may need to redirect
Sprint 5.2	Leading Organizational Change - Continuous Improvement and Scalable Practices Assess your strengths and change style to develop a personal plan for contributing to and promoting change within your agency and the broader government community

Your Sample Learning Journey Map



LEGEND: **W**=Webinar (synchronous virtual delivery); **TCS**=Threaded Case Scenario (Group Assignments); **LDA**=Live Digital Assignment & Stakeholder Engagement (Group Assignments); **SH**=Shadowing (Individual Assignment); **CSF**=Case Study Forum (Individual Assignments); **ASMT**=Assessments (Individual Assignments).

NOTE: Plan to spend about 12 hours per week on DITAP, including attending synchronous live webinars, completing individual readings, assignments and assessments, and completing group activities, assignments, and presentations.

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

Virtual Orientation

There will be a live, virtual orientation delivered via Adobe Connect. This session will be 2 hours per day for 2 days. You are expected to attend this Orientation session as it sets the stage for how you will navigate through the Program. You are also expected to complete self-study pre-program work to prepare for the Orientation.

Guided Learning and Presentation Webinars

You are expected to attend weekly webinars that include both guided learning presentations by the facilitators, team collaboration on both a case scenario and a project, and team presentations. These webinars are up to 3 hours per day, one day a week. See the Grading Policy section for a discussion of the attendance requirements.

Assessments

Prior to Orientation, you'll complete a Pre-Program 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 Module assessments and knowledge checks throughout the program. You will also complete a mandatory, graded Post-Program Assessment at the conclusion of the Program, worth 30% of your final grade.

Self-Directed Learning

You'll read articles, review content, complete activities and assignments, and engage with your peers and program facilitators in an online collaboration space (see the Technology section for more information).

Threaded Case Scenario

The Threaded Case Scenario (TCS) provides a structured, scenario-based learning experience that helps participants apply Digital IT Acquisition Professional (DITAP) principles in a practical, realistic context. By presenting an evolving acquisition challenge, it encourages learners to think critically about user needs, digital service delivery, agile practices, and modern procurement strategies. The threaded format enables participants to build on prior decisions, reflect on trade-offs, and observe how choices made early in the process influence later outcomes—mirroring the complexity of real digital acquisitions.

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 4 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 submit 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.

Live Digital Assignment and Stakeholder Engagement Activities

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.
- Complete stakeholder engagement activities

Case Study Forum

You will be challenged to apply modern software engineering practices to real federal IT acquisition challenges, using a case study and other current examples from GAO's High Risk List to help you understand how contemporary DevOps, CI/CD, and digital transformation practices can address systemic issues that plague federal IT acquisitions.

Sample Program Schedule

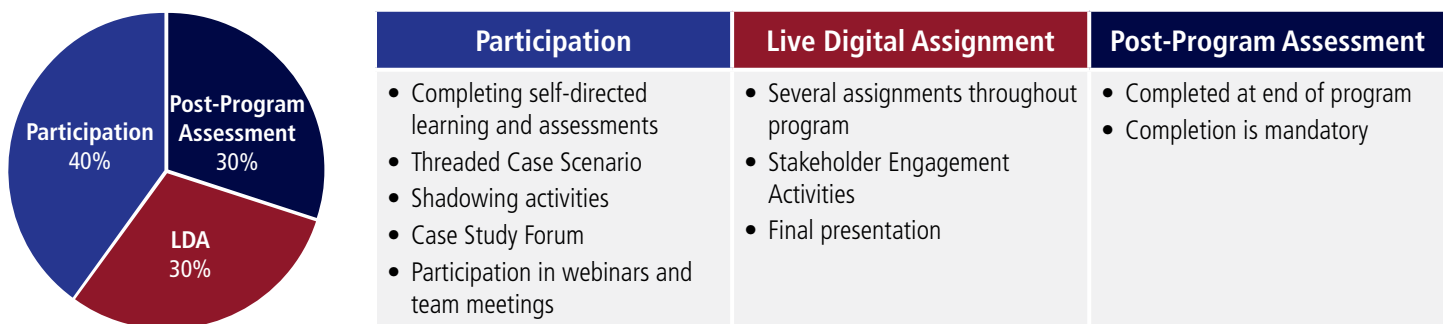
The sample schedule below shows the approximate time allocated for each segment, in addition to the self-directed learning and team activities in which you will engage. Each Cohort will have a personalized Program Schedule that will be tailored around the holidays and breaks that occur during the time of year the Cohort is scheduled. Once the Program starts, you will be able to sync your Learning Hub calendar to assist in keeping track of assignment due dates and event dates and times throughout the Program. You will also be able to download a PDF version of the calendar directly from your Cohort's class page in The Learning Hub.

Approximate Timeline	Segments
Launch Week: Approximately 12 hours	Module 0 (Launch) - Getting Started & Orientation - Part 1 Self-Study Pre-Program Work Self-study work in the learning portal to prepare for Orientation to include completing the Pre-Program Assessment, Pre-Program Survey, technology orientation, and review of Sprint 1.1 materials
Week 1: Two, 2-hour webinars	Module 0 (Launch) - Getting Started & Orientation - Part 2 Orientation-Synchronous, virtual. Two, 2-hour webinars
Weeks 1-3: Approximately 12 hours per week, including self-study	Module 1 (Describe) – Digital Services Fundamentals Self-study work to include Sprint readings, assignments, and a module assessment in the learning portal; working with your team on the Threaded Case Scenario and the Live Digital Assignment; your individual Shadowing Assignment; and a 3-hour webinar for each sprint: • Sprint 1.1: The Digital Services Landscape • Sprint 1.2: Digital Service Methods, Roles and Sources of Supply • Sprint 1.3: Digital Service Tech Bootcamp
Weeks 4-7: Approximately 12 hours per week, including self-study	Module 2 (Discover) - Market Research and Stakeholder Analysis Self-study work to include Sprint readings, assignments, and a module assessment in the learning portal; working with your team on the Threaded Case Scenario and the Live Digital Assignment; your individual Shadowing Assignment; and a 3-hour webinar for each sprint: • Sprint 2.1: Assessing Agency Readiness • Sprint 2.2: Stakeholder and Customer Mapping • Sprint 2.3: Defining Success for your Digital Services Acquisition • Sprint 2.4: Conducting Effective Market Research
Weeks 8-11: Approximately 12 hours per week, including self-study	Module 3 (Design) - Acquisition Strategy Development Self-study work to include Sprint readings, assignments, and a module assessment in the learning portal; working with your team on the Threaded Case Scenario and the Live Digital Assignment; your individual Shadowing Assignment; a 3-hour webinar for each sprint; and one 3-hour LDA peer evaluations and feedback webinar: • Sprint 3.1: Developing a Successful Acquisition Strategy • Sprint 3.2: Developing the Solicitation • Sprint 3.3: Running a Successful Evaluation • LDA Group Peer Evaluations & Feedback

Weeks 13-16: Approximately 12 hours per week, including self-study	Module 4 (Build) - Contract Management and Execution Self-study work to include Sprint readings, assignments, and a module assessment in the learning portal; working with your team on the Threaded Case Scenario and the Live Digital Assignment; your individual Case Study Forum Assignments; your individual Shadowing Assignment; and a 3-hour webinar for each sprint: • Sprint 4.1: Management of Digital Service Delivery • Sprint 4.2: Performance Measurement Under Agile Delivery Contracts • LDA Phase 4 Final Group Presentations • Sprint 4.3: Contract Kickoff • Sprint 4.4: Contract Management and Problem Resolution
Weeks 18-20: Approximately 12 hours per week, including self-study	Module 5 (Grow) - Change Leadership and Influence Self-study work, to include Sprint readings, assignments, and a module assessment in the learning portal; working with your team on the Threaded Case Scenario and the Live Digital Assignment; a 3-hour webinar for each sprint; and one 3-hour LDA group presentation webinar: • Sprint 5.1: Leading Change as an Individual (TCS Group Presentations) • Sprint 5.2: Leading Organizational Change - Continuous Improvement & Scalable Practices
Week 21	Complete Post-Program Assessment in The Learning Hub, Submit Graduation Slide
Week 22	Compute Final Grades [Facilitator & Admin Staff]
Week 23: One hour, Virtual	Graduation

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 the Post-Program Assessment.



You must attend the Orientation, guided learning, and presentation webinars to get full credit for them. If you need to miss a webinar, please contact the facilitators immediately. If you miss a live webinar, you may view the recording for partial credit, since you will have missed the participation component.

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 80% overall (800 points).

Grading Area	Associated Program Activities
Participation (400 Total points)	» Shadowing (individual assignment) (30 points) » Threaded Case Scenario (group project) (75 points) » Case Study Forum (individual assignment) (35 points) » Orientation and Webinars (200 total points) • Attendance during the synchronous Orientation, guided learning, and presentation webinars is required in order to receive full attendance credit. If you must miss a Webinar, please notify the facilitators in advance and you can then watch the recording and earn partial attendance credit, since you would have missed the participation component. » Pre-Program Assessment (10 points) » Module Assessments (5 assessments x 10 points per = 50 total points): • 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 Post-Program Assessment
Live Digital Assignment & Stakeholder Engagement (300 Total points)	» Live Digital Assignment and Stakeholder Engagement (group project) (300 points) • LDA Phase 1 Discovery Sprint Simulation: - Part 1: Identification & Approval of Product (10 points) - Part 2: Discovery Summary (30 points) • LDA Phase 2 Case Study Development (80 points) - Builds on Discovery sprint - teams develop a case study in response to their RFQ. There are multiple assignments during Phase 2, some of which may need coordination with your group outside of class. • LDA Phase 3 – Peer Evaluation and Feedback (80 points) - Teams conduct evaluations of their classmates' LDA submissions, objectively scoring and ranking each package to provide constructive, coaching-style feedback to improve solicitation development. • LDA Phase 4 Final Team Presentations and LDA Retrospective (100 points)
Post-Program Assessment (300 Total points)	A graded assessment will be given at the end of the program. This assessment is worth 30% of your final grade and it is mandatory (300 points)

Technology Platforms

As a program participant, you will have access to your DITAP Program cohort on The Learning Hub, which serves as a collaboration and content hub. In The Learning Hub, 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 all webinars (synchronous virtual deliveries).



Have Other Questions?

Visit our FAQs area online at ManagementConcepts.com/DITAP or call **888.545.8579**