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

**Dates:** 12/19-12/23 (one week)

Technology evolves at a breathtaking pace. Government (typically) does not. While many private businesses have made great strides with digital services by maximizing quality while minimizing cost for the benefit of shareholders, government has struggled under the weight of real challenges and wicked problems to do the same for its stakeholders. Terms like Agile, Lean, DevOps, cloud, API, x-as-a-service, and Big Data emerge every day, but assessing their value to your agency amidst a haze of buzz and confusion is all but impossible when you have a core mission to accomplish and an ever-tightening budget. Still, you know government can do better, and this release will empower you to prove it. You will learn both about digital services and the art of building them the right way. Discover how modern practices like those espoused in the Digital Services Playbook can inform the acquisition process to maximize value and quality and minimize cost and risk.

| PO # | Performance Objective | Learning Activity | New/ Reuse | Seat Time |
| --- | --- | --- | --- | --- |
| N/A | N/A – ALL | * **Iteration Pre-Assessment (formerly release scenario staging)**   https://dsat.gsa.gov/courses/course-v1:OMBChallengeX+DAP01+2015\_T1/courseware/cc2f78a334f24c17940c2164df6740a6/2adbd6c6cb9341b1b41accbdef51308e/ | Update from Release 4 RSS from pilot | 30 minutes |
| 4.7 | Identify software engineering practices for high-quality digital services like version control, continuous integration, and continuous delivery. | * **Bronze: Reading Activity,** a series of articles around industry best practices for DevOps, continuous integration, continuous delivery, with the goal of helping the cohort understand what these terms mean in context and how they will play in the 1102 role of managing program success. * **Bronze: Webinar: Dig Service Expert from USDS** * **Silver: GAO Article Review and Discussion**   + Students review the following GAO article, select one of the “failed projects”, and write some ideas on the discussion board on practices that might have helped: http://www.gao.gov/highrisk/improving\_management\_it\_acquisitions\_operations/why\_did\_study   + In addition, because the study doesn’t provide specifics on the “why” behind what occurred, ask students to use what they’ve learned to answer a question similar to the following: how would you advise OMB on how to address the situation/think strategically about how to be change ambassadors/advisors?   + “OMB needs to direct agencies to ensure that delivery is done within the first year” – pull out this quote from the article; use this to help initiate discussion around this topic. | New development | 2.5 hours |
| 4.8 | Identify metrics creation and utilization to help identify when failure actually occurs. | * **Bronze: Using a QASP in the Digital Services World.** This will be a 1-2 page activity that will briefly discuss the QASP and set the tone for the way a QASP would be different for Digital Services, as illustrated by the QASPs Traci will provide. We need to be sure to include brief coverage of the various tools out there for contract performance monitoring, i.e., Google Analytics site (Digital Analytics Program, surveying/tracking analytics, and other links from Neil’s classroom session)   + Provide a resource list (direct links) of the tools Neil presented on in his Release 3 classroom presentation.   + If your solution doesn’t have website analytics, then why not? Relate to using data to make decision (refer them back to the digital services playbook). You can’t figure out what’s going right/wrong in a contract without data, both for how the system is being tracked *and* about how the process is working. You should be able to evaluate metrics to better understand how the system is working and how the process is working.   + *Ensure this builds on the metrics discussion from the Release 3 classroom session.*   + After they review the QASPs, we will ask them to:     - Share your observations around what seems unique to a digital service acquisition that is not common in other QASPs     - What tools would you use to monitor contractor performance?     - How often would you monitor or check the data?     - Provide examples so that they can come back & refresh.   + QASP Review and Discussion Activity Part 2. Administering Agile Contracts (Source from [Pilot 5.A](https://dsat.gsa.gov/courses/course-v1:OMBChallengeX+DAP01+2015_T1/courseware/cbf6f2f294fd492499c3fb55fd242cf2/a021234ea98343acbb6fc159327443a5/))     - When administering contract & see things going wrong, what can you do? Are you tracking the right metrics? If not, what can you do?     - Post findings on the blog or discussion board. * **Silver: Using Incentives in Agile Contracts/On Agile Teams**   + Incentives all depend on metrics and successful completion of QASP/reaching certain level of what is excellent – what does incentivizing excellence in this space look like?   + (Mary O’Toole will also touch on this topic in her webinar.) | New development | 1 hour |
| 4.9 | Determine how to execute an exit strategy and course correct. | * **BRONZE: Part 2 of QASP Analysis: Exit Strategy.**  Use the threaded scenario to pick one of the vendors from the Iteration 4.A activity. Provide a QASP and performance report. “Six months later, here’s what we’re looking at in terms of what the QASP was and the metrics.” What is the vendor doing right or wrong? Have a discussion in the portal, what thoughts are people having? Is it exit strategy time? Or do you work with the vendor to correct the issues? * **SILVER: How do you implement a warranty?** How do you ensure you have all the info you need if transitioning out?   + See debriefing article that Traci sent around – warranty section. Differing understandings of what a warranty on agile is versus what industry uses – **Traci to send what we’re specifically talking about.** | New development | 1 hour |
| N/A | N/A | **Classroom Session:**   * **Monday: Program Content Close-out**   + Shadowing + interview debrief/discussion – every student should have a comment in classroom – 1.5 hour block   + Follow-up discussion on threaded scenario – tradeoff decision (4.A), QASP/exit strategy (4.B) – 2-3 hours (?)   + Guest speakers   + **Being a Catalyst:** Traci talk on moving back into your agency & motivation to go out & change the world (this content may be covered by one of the other guest speakers) * **Tuesday**    + AM     - Shark tank prep     - Haley/Todd “big picture” discussion   + PM - Shark Tank * **Wednesday**   + Course Assessment Results at 8 am (ICF)   + White House tour at 10/11 am   + Have some time in between tour & graduation to perhaps do guest speakers   + Graduation from 3-5 pm – Indian Treaty Room! | New development | N/A |