Robotic Process Automation Implementations

Initiating and sustaining success through talent, tools, and organizational support.

Do you want to accelerate your mission delivery improvement efforts using robotic process automation? Successful robotic process automation (RPA) implementations leverage a fundamental set of talent, tools, and support organization resources. BRMi's agile implementation methods leverage these resources to obtain rapid results on the first and every subsequent implementation.

Preparation

Assemble your project assets at the onset of your initiative. These include:

- *Project Team.* Create a small and short-duration dedicated project team that includes mission, IT, and cyber security staff to focus on a specific functional or service-delivery area. Multiple teams may work simultaneously to address multiple functions. Scope each project in a manner that enables teams to perform tasks and obtain results quickly. Project teams predominantly led by mission owners are typically more efficient because they have the process workflow and policy expertise needed to obtain results quickly.

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- *RPA Software and Support.* Select the right RPA software tool and acquire expertise in tool configuration and maintenance.

- *Center of Excellence.* Create a center of excellence (CoE) to provide information sharing, policy, technical guidance, oversight of expanded RPA implementations, and change management support.

RPA Methodology

Your project teams will start getting results on day one if they employ an established approach. BRMi's mature, Agile-based pivotalF4® service delivery framework is optimized for RPA implementations and DevSecOps maintenance.

The repeatable pivotalF4 framework consists of four phases—*Frame, Find,*

Form, and *Follow*—that provide incremental discovery and decision building blocks for each project.

Figure 1: PivotalF4 Framework
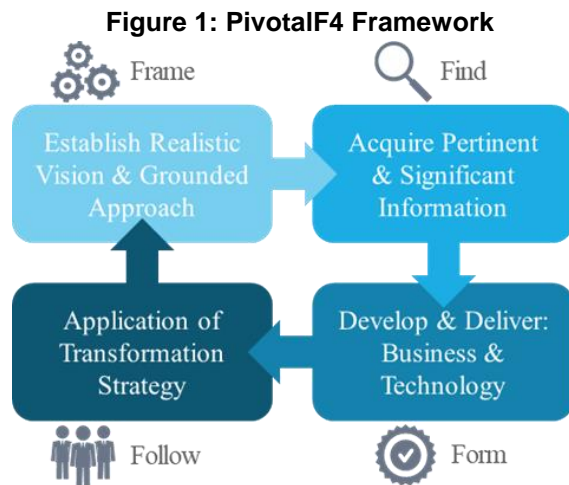
Our RPA methodology helps you to obtain quick results.

Frame

The Frame phase defines the project scope, strategy, goals, and implementation plan. The best candidates to automate are typically those with process inefficiencies, services with ongoing or seasonal backlogs, elevated customer complaints, or those with high labor intensity. Selecting a single task or a small number of tasks within a larger process reduces risk and accelerates achievement of value.

Find

The Find uncover the business rules, workflows, systems, stakeholders, and data to create business rules and an as-is model library. An initial set of return on investment (ROI) value metrics is created in this phase.

Figure 2: Products of the *Find* Phase

The findings may lead customers to adjust candidate selections or the scope of the project to meet timing and ROI criteria.

Form

In Form, the team develops target-state process-models, target architecture design, a roadmap to sequence task/process flows, and an RPA proof-of-concept demonstration.

Target-state models identify steps that are no longer needed or may be altered to meet new requirements or to improve interaction with the customer. The proof-of-concept may reveal additional value provided by RPA bots to augment ROI value metrics. For example, the value of 24/7/365 processing, eliminated rework caused by normal human errors, improved customer satisfaction, and improved data analytics capability.

The proof-of-concept is augmented with a target-state narrative. Together, they are powerful tools for building support among impacted staff, mission owners, and executives.

Follow

The Follow phase completes development and testing of the RPA

bot and places it into production. Process and architecture models are finalized. Procedures for revised task/process workflows are documented. Training material is created and staff are trained. Team member training may also be provided for ongoing maintenance of the bot. BRMi's technical staff use its Agile framework—integrated with pivotalF4—to maintain all components of the implementation from bot configuration changes and bot expansion to security, interface, or infrastructure maintenance.

Selecting the Right Tool

Selecting the right RPA toolset is not simply about the technology. Understanding the culture of your organization, the depth of your technical expertise, and defining your strategic goals for automation are key factors in tool selection.

BRMi has partnerships with leading RPA tool suppliers. We will help you select the right tools for your enterprise's long-term needs and your technical environment. BRMi has certified developers who are qualified to develop and maintain the software in your environment. We can also leverage authority-to-operate process information from other agency implementations to speed the approval process for your implementation.

RPA Center of Excellence

Easy access to RPA software combined with mission owners' desire to improve efficiency and customer service can lead to less-than-optimum implementation efforts. For example, proliferation of autonomous and

disconnected demands for the tools, overlapping learning experiences, more costly licensing arrangements, inefficient scheduling of bot implementations, and disparate bot management approaches. An RPA Center of Excellence (CoE) will help mitigate these issues.

Being Effective

BRMi's extensive experience in shaping and supporting information technology (IT) management functions is an asset for creating and integrating an effective RPA CoE. Accordingly, our CoE practice saves time and capital by providing a shared learning, planning, oversight, and acquisition environment that augments existing IT management functions.

Central Knowledge Repository

Centralizing knowledge that is captured across the enterprise is one common structure for an RPA CoE. This CoE serves as a knowledge repository where the entities that are interested in exploring RPA may obtain useful information about any of the facets of a successful implementation. These include, but are not limited to, process optimization, research on software products, lessons learned from other internal or external implementations, licensing agreements and service contracts, and organizational policies and procedures.

Augment Existing Strengths

The CoE structure may also augment existing information technology policies and procedures by providing project oversight, prioritizing and

scheduling functions, providing training, and provisioning process improvement and software tools. RPA bots function just like another employee. They need to be managed in a similar manner that is tailored to the product. The CoE may include RPA-experienced staff that can be an asset in creating bot management policies and procedures. The experts may also be assigned to new projects to help them succeed. The CoE structure is entirely flexible to each organization's needs and maturity.

Mounting Benefits

The benefits of a CoE will mount rapidly as the demand for RPA grows. Benefits include avoiding time spent on independent research and false starts, using existing contracts, consolidating licensing, and having uniform management and technical and security implementations. BRMi's CoE practice will structure your organization's RPA journey in the most efficient manner.

Let's talk more about sustaining success in your robotic process automation implementation.

Ask us about scheduling an introductory meeting!

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