



IMPLEMENTING  
**ROBOTIC PROCESS AUTOMATION**  
IN IT OPERATIONS



**InquisIT, LLC.**

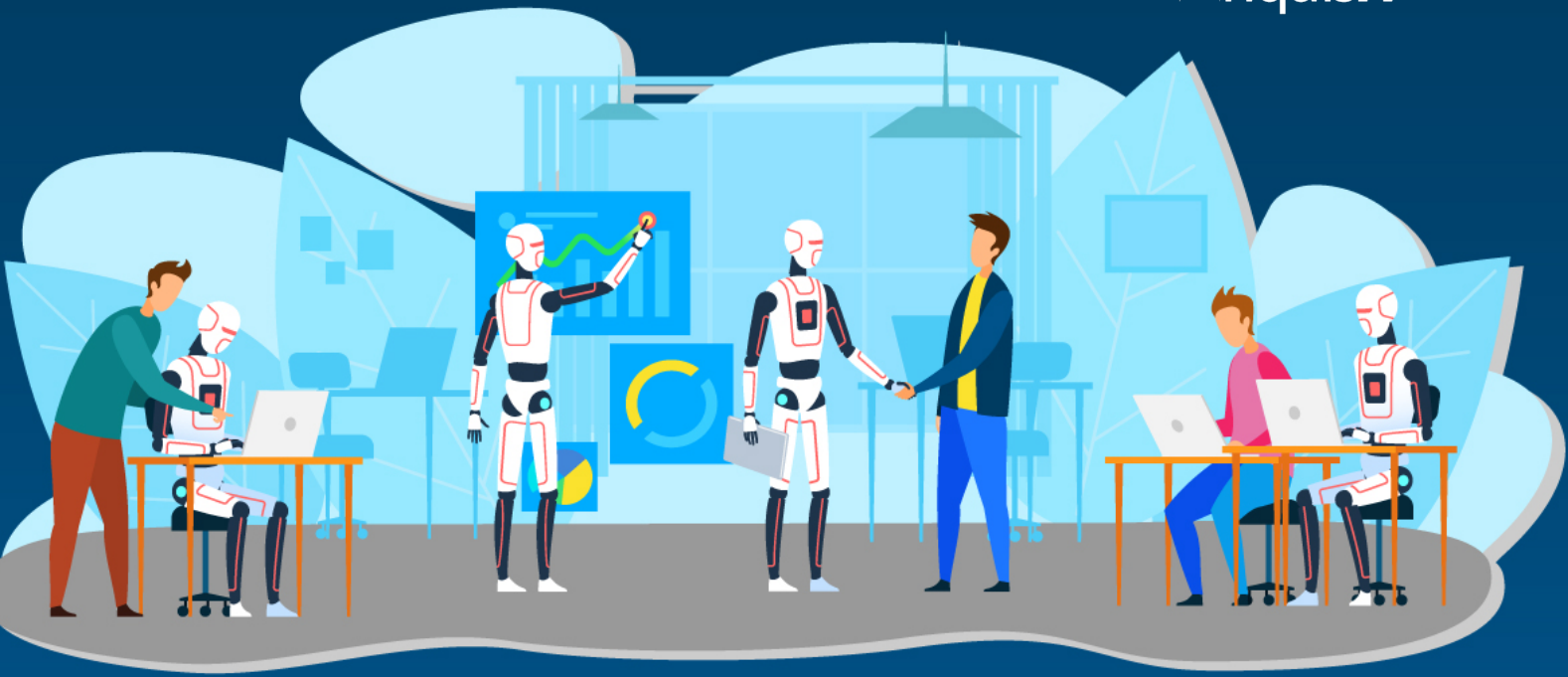
**14900 Bogle Drive, Suite 203**

**Chantilly, VA 20151**

**[Info@inquisitllc.com](mailto:Info@inquisitllc.com)**

**[www.inquisitllc.com](http://www.inquisitllc.com)**

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# INTRO

Rapid execution is critical to ensuring that federal customers have the IT resources they need to accomplish the mission entrusted to them by the American public.

While most experts believe that Artificial Intelligence holds promise for the long-term, similar to their commercial interactions, constituents expect agencies to deliver responsive services today.

Whether public-facing or supporting internal organizational processes, *Robotic Process Automation (RPA)* enable agencies to automate repetitive tasks so that staff can focus their efforts on high-value services.

# WHAT IS RPA?

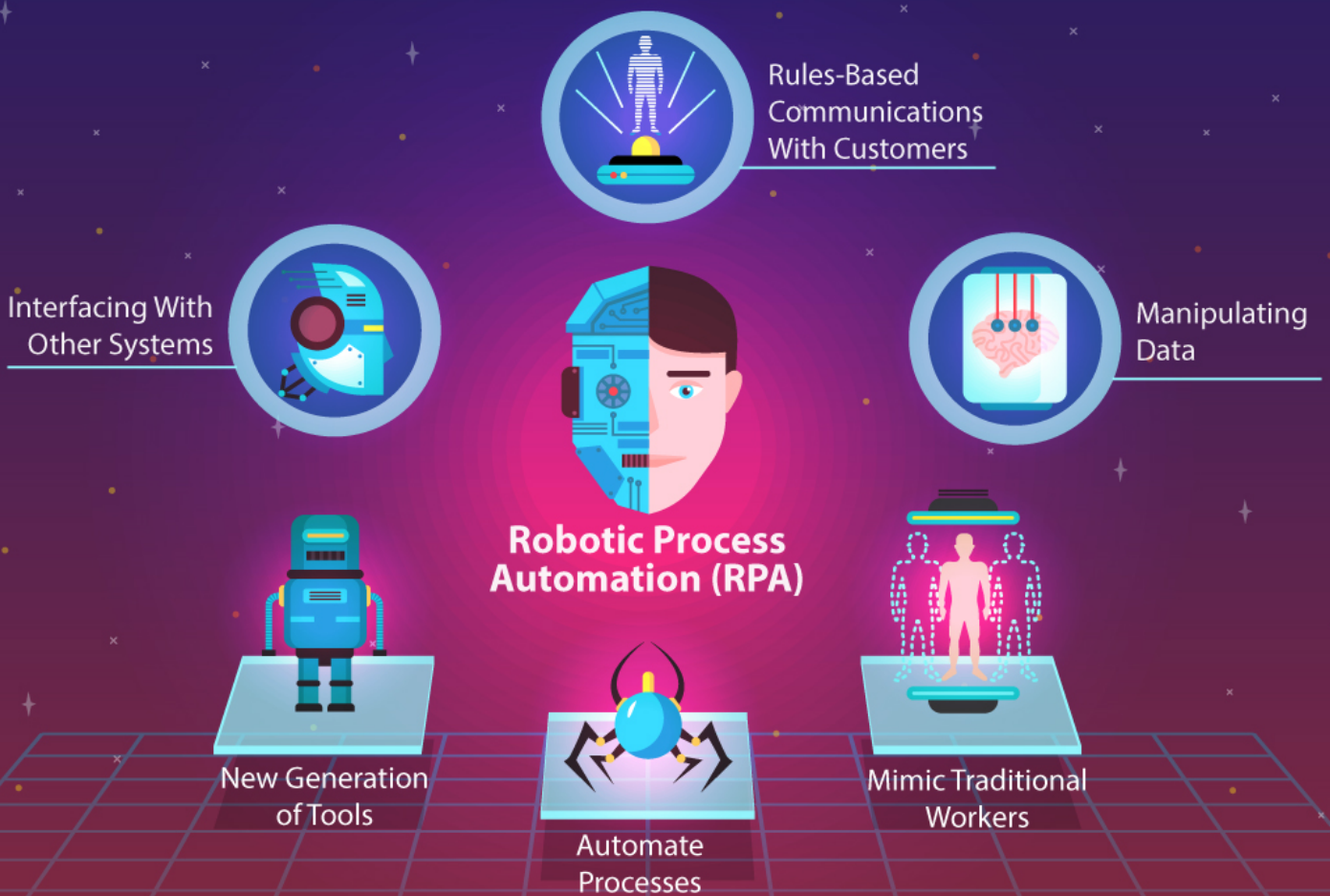
Robotic Process Automation (RPA) is the programming and automation of voluminous, highly repetitive tasks. With RPA, virtual bots perform the tasks traditionally performed by employees, allowing workers to focus on higher-value activities. Although evolving, currently RPA relies heavily on defined business processes and structured inputs to add value to adopting organizations. These include rules-based communications with customers, interfacing with other systems, processing transactions, and manipulating data.

With the introduction of a new generation of tools (e.g., UiPath, Blue Prism, Kofax, Thoughtonomy), RPA lowers the barrier of entry by empowering organizations to define,

automate, and deploy business processes using their existing IT systems.

Instead of using scripts or application programming interfaces (APIs), adopters leverage tools that automate and sequence tasks across multiple systems through existing graphical user interfaces (GUIs). The bots mimic traditional workers, but at a higher volume and with a higher level of consistency.

Ultimately, the goal of utilizing RPA is to streamline enterprise operations, reduce/avoid costs, scale operations, and drive consistency in quality. With it, agencies automate rules-based business processes, enabling agency users to perform other higher-value work for the organization and American public.



# BENEFITS OF RPA



## Reduce Burden on IT

Does not disturb underlying legacy systems



## Reliability

Bots can work 24x7 effectively



## Cost Cutting Technology

Reduces the size of the manual workforce



## No Coding Required

Reduces the size of the manual workforce



## Accurate

Less prone to errors and functions with accuracy and uniformity



## Productivity Rate

Execution time much faster than manual process approach



## Compliance

Follows rules to provide audit-free trial



## Consistent

Repetitive tasks are performed in the same manner each time

## WHERE DOES RPA FIT INTO MY ORGANIZATION?

Although it's a hot trend in industry, RPA is not a silver bullet. In 2018, over 40% of RPA projects failed to deliver the transformative change their organizations were looking for. What does failure mean?

- Incorrect identification of business process
- Failed automation of business processes/sub-processes
- Increased speed of inefficient processes

And for those that succeeded, there were oftentimes delays or lower returns on investment. These outcomes are direct results of misunderstanding where the technology best fits into organizations.

With a low rate of adoption (less than 1,000 in production across the federal government) this means that as agencies begin to adopt it, they need to set/reset their expectations on where RPA best fits into their organization, and understand the longer term value as processes and tool capabilities mature.

# RPA VALUE

As industry has already demonstrated, RPA will not solve all problems.

Currently it is best geared towards simple and highly repetitive processes. Complex processes that require analysis or customer focus are best left to employees to provide that human touch.

Similar to automation on a manufacturing line, RPA delivers value through efficiency and consistency.

Virtual bots are not bored by simple, repetitive tasks. Quality does not falter as machines take on additional volume. Ultimately, employee time and focus are freed up to focus on more complex, analytical tasks that require that human innovation.

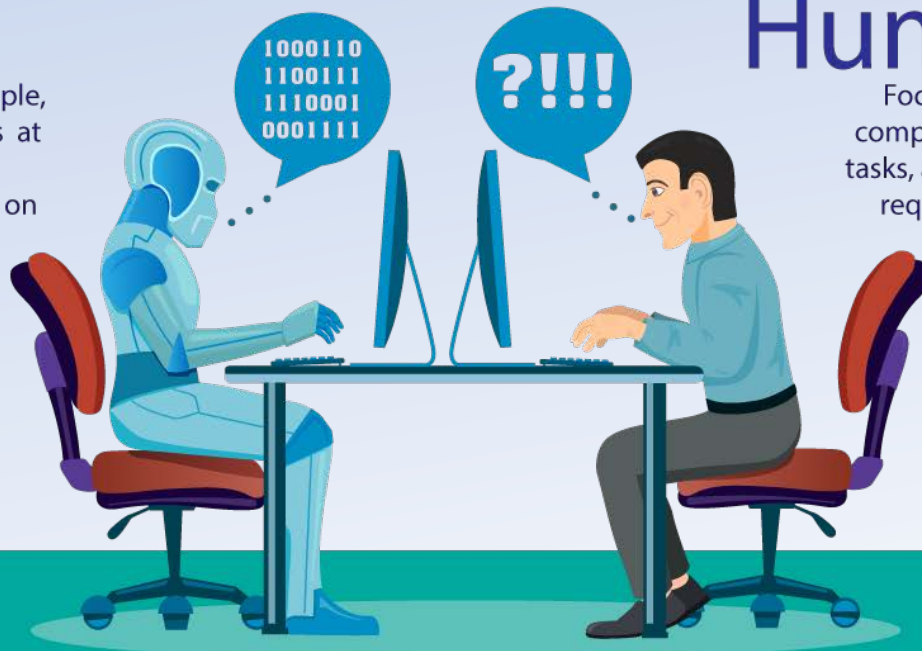


RPA can help federal agencies by:

- Digitizing traditional paper transactions
- Populating and verifying contract documentation
- Employee onboarding
- Compliance review

## RPA

Completes simple, repetitive tasks at scale, without compromising on quality.



## Human

Focuses on more complex, analytical tasks, and tasks that require customer focus.

# IMPLEMENTING RPA

Implementing RPA begins with assessing the processes in place, including an understanding of their maturity and the level of human interaction required within each sub-process. Without processes in place, there can be no automation.

On average, federal workers spend 25% or more each day processing manual, repetitive tasks best left to automation or virtual bots.

As Machine Learning and Artificial Intelligence capabilities mature over the next decade and beyond, software will be better geared to take on and complete a more diverse set of tasks.

There will always be work that requires the human touch and perspective. Ultimately, RPA and AI act as force multipliers and will augment the volume of work that individuals and organizations can undertake.

Because most workers typically have a mix of tasks that vary in complexity, each has the opportunity to leverage virtual bots to automate repetitive manual activities. The

value in offloading these tasks to virtual bots is directly related to the volume and time spent on each task, and the level of effort recovering from potential processing errors.

By focusing on task automation across teams, employees begin to refine processes, agencies streamline operations, and taxpayers realize time and cost savings. Agile execution against low-value, highly repetitive work delivers immediate value to employees, teams, and internal and external customers.

Beyond faster delivery, time savings allows individuals to automate additional workflows, with the highest value coming from end-to-end unattended automation.

With executive goals of automating more than 5,000 processes with funding of \$1 billion across the federal government by 2021 and working capital from the Modernizing Government Technology Act's Technology Modernization Fund, federal agencies have resources available to prove the value of their robotic process innovations.

By 2021, robotic automation technology will be doing the equivalent of nearly 4.3 million humans worldwide.

Forrester Research

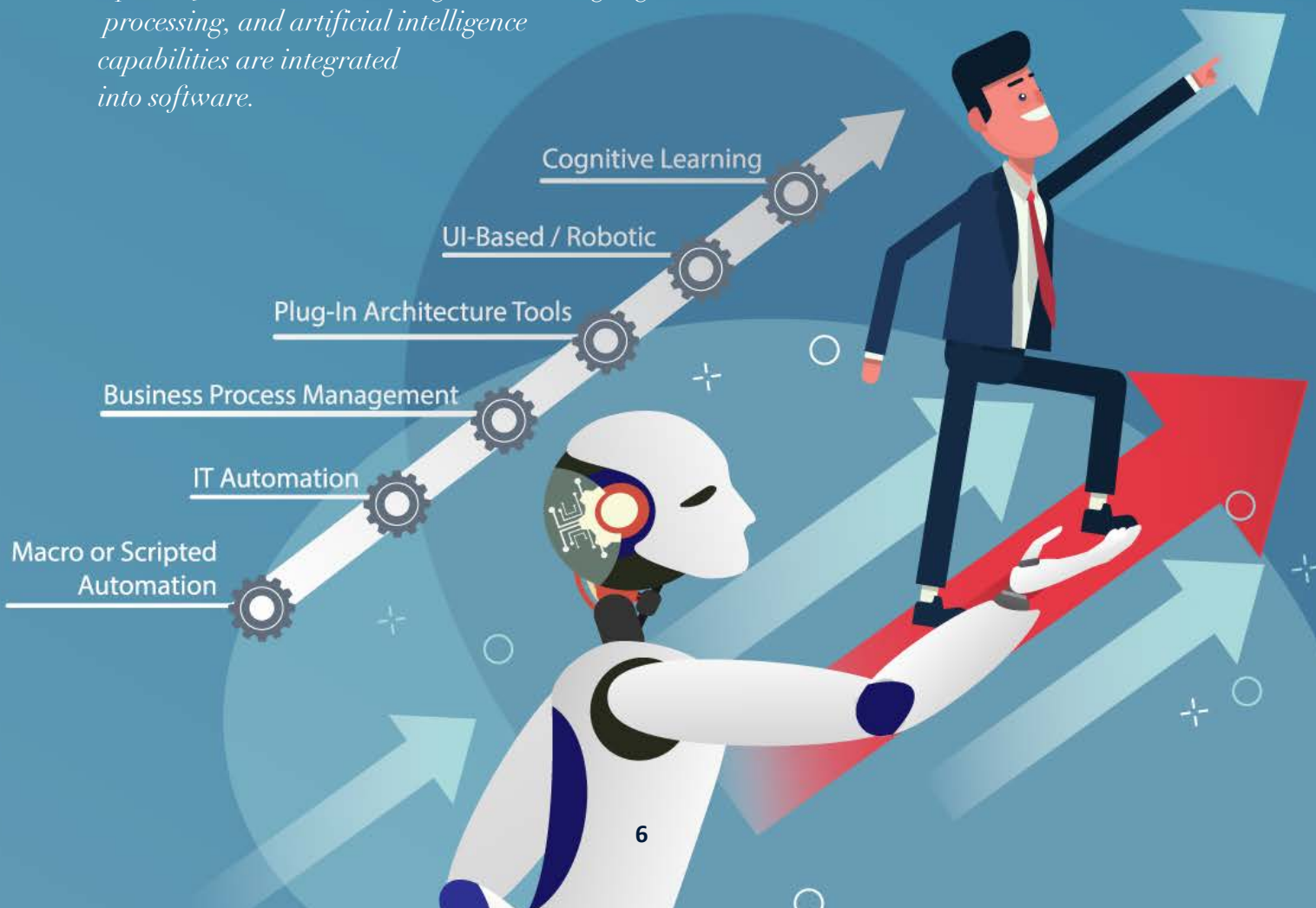
## WHAT NOW?

With automation in place, reams of performance data, and predictable service levels, our public institutions have the ability to begin to experiment with Machine Learning and Artificial Intelligence, especially as capabilities mature. Asking, answering, and re-asking the four questions outlined above, especially as new capabilities come online is the best way to identify opportunities for RPA innovation. As federal organizations move up the Intelligent Automation stack, the goal of

each hypothesis and experiment should always be to identify opportunities where machines can augment staff workflows, and whether the value they add exceeds the costs of implementation and operation. By continuing to assess, decompose processes and subtasks, and pairing those activities to the best-fit resource human or machine agencies increase processing throughput, improve compliance and quality, and save man-hours spent on activities better performed by tailor-fit automation.

### Intelligent Robotic Process Automation Stack

*RPA acts as an important initial step to integrate Automated Intelligence into attended and unattended business processes, especially as machine learning, natural language processing, and artificial intelligence capabilities are integrated into software.*



# QUESTIONS TO CONSIDER

The goal of these questions is to target the areas where people can add the most value to the customer or their organization and eliminating or automating the rest of the tasks that machines are a better fit to handle.

**Is This Something That Needs To Be Done?**

As you review processes, review them to see if they actually need to be performed. Just because it's always been that way doesn't mean that it's necessary to the workflow.

**Does This Task/Service Add Any Value To The Customer Experience?**

Similarly, review processes for added value. Is the process adding value to the end result? Is it saving time or money downstream? Is it enhancing the quality of the outcome? Is it something that the customer wants or needs? Is there a compliance component to this process? If not, consider eliminating it?

**Does Having A Person Performing The Task Add Value?**

Here we're looking for whether having a person perform the task is adding value to the process or outcome, or are we simply having the worker act like a machine? If the former, continue to have employees or contractors perform the task. If not, automate the task. And always look to see what tools/process changes may be available that lend themselves to automating the value provided by the human touch.

**Are There Any Sub-Tasks That Lend Themselves To Automation That Can Be Broken Out?**

The focus here is to automate as much as possible without impacting the tasks and processes that require human innovation. Where possible, voluminous, repetitive, quantitative tasks successfully delegated to computers should be automated. And where possible, steps should be decomposed to drive RPA efficiency.



## CONCLUSION

With rapid and easy delivery similar in line with existing processes, agencies can achieve results far better than traditional business process automation and outsourcing channels. With an estimated *potential of automating 45% of back-office processes through current capabilities*, imagine the efficiencies in time and costs available to the American taxpayer as RPA is tackled at the scale of the federal government – nearly 3 million federal workers and a \$3 Trillion budget.

