Turning RPA Excitement into Results

Transforming Federal RPA from Innovative Concept to Driver of Impactful Change.

Gerard Badorrek
Chief Financial Officer, General Services Administration

Agenda

• RPA Business Case
• RPA at GSA
• Federal RPA Progress
• RPA Future Growth
• Getting Involved with the Federal RPA CoP
RPA Business Case

Robotic Process Automation (RPA) is a relatively inexpensive and rapidly deployed technology solution that emulates human keystrokes and automates manual (low value) tasks. Benefits include:

- Increased Capacity (Annualized Hours)
- Process Improvement (Efficiency)
- Quality and Accuracy (Compliance)
- Employee Engagement (Less Manual Work)

Robotic Process Automation (RPA) can impact multiple areas of an agency’s operations. Private sector and public sector use cases abound that convey RPA’s value:

- **Internal Operations**
  - **Technology Enhancement**
  - **Accountability and Audit**
  - **Data Analytics and Reporting**

**Common Use Cases**

- **Human Resources**
- **Finance**
- **IT Services**
- **Procurement**
- **Administrative Services**

**Common Use Cases**

- **Systems Integration**
- **Enhanced System Functionality (add-ons)**
- **Data Verification and Validation**

**Common Use Cases**

- **SOP Compliance**
- **Transaction Reviews**
- **Automated Controls**
- **CAP Management**
- **Risk Assessment and Surveying**

**Common Use Cases**

- **Automated Data Reporting**
- **Data Gathering and Cleansing**
- **Data Mining**
- **Performance Monitoring**

RPA at GSA

**Private Sector Concept – Organizing to Maximize Productivity**

1. **Sales & Marketing**
   - Opportunity Identification
   - Business Challenge Assessment
   - Scoping

2. **Business Development**
   - Process Experts
   - Project Coordinator
   - Business Experts
   - Assessment
   - Process Documentation
   - Process Improvement
   - Project Prioritization

3. **Development & Testing**
   - Factory Manager
   - BOT Development Team
   - Design
   - Develop
   - Test
   - Deploy
   - ATO
   - UAT

4. **Operations**
   - Information Technology
   - IT Platform, Bot Credentialing, and Authority to Operate (ATO)
   - Monitor System Changes
   - Measure Performance
RPA at GSA – Key Metrics

### Business Function

<table>
<thead>
<tr>
<th>Automation in Production</th>
<th>Total Annual Capacity Created</th>
<th>Average Annual Capacity Created per Automation</th>
</tr>
</thead>
<tbody>
<tr>
<td>5000</td>
<td>10000</td>
<td>5000</td>
</tr>
<tr>
<td>4000</td>
<td>8000</td>
<td>4000</td>
</tr>
<tr>
<td>3000</td>
<td>6000</td>
<td>3000</td>
</tr>
<tr>
<td>2000</td>
<td>4000</td>
<td>2000</td>
</tr>
<tr>
<td>1000</td>
<td>2000</td>
<td>1000</td>
</tr>
<tr>
<td>500</td>
<td>1000</td>
<td>500</td>
</tr>
<tr>
<td>100</td>
<td>500</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Function</th>
<th>Automations Deployed</th>
<th>Automations In Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>27</td>
<td>6</td>
</tr>
<tr>
<td>Acquisition</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>Human Resources</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Admin. Services</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Mission Organizations</td>
<td>20</td>
<td>18</td>
</tr>
<tr>
<td>Other CXOs</td>
<td>2</td>
<td>4</td>
</tr>
</tbody>
</table>

Federal RPA Progress

The Federal CoP has been tracking RPA Program maturity across Government. During FY20, at least 10 Level 3 programs have emerged, with 5 programs deploying over 50 automations.

### L1: Start Up Program

- Pilot bots underway or <5 bots in production.
- Less than 5k hours of annualized capacity created.
- Establishing formal processes related to RPA.

### L2: Emerging Program

- 5-20 bots in production.
- 5k-50k hours of annualized capacity created.
- Initial security, privacy, and ATO policies formally defined.
- Developing program management, reporting, and process improvement capabilities.

### L3: Impactful Program

- 20+ bots in production.
- 50k-100k hours of annualized capacity created.
- Formal ATO, IT Security and Privacy policies.
- Strong program and operations management.
- Strong process improvement capabilities.
- RPA solutions implemented across multiple functional areas.
- Robust pipeline of future opportunities.

### L4: High-Performing Program

- 5-10 bots deployed monthly.
- 100k+ hours of annualized capacity created.
- COE Model—bots generated from multiple business units.
- Intelligent automation capabilities.
- Dedicated (FTE) program management, process reengineering, and development capabilities.
- Workforce redeployment, capacity planning, and reskilling required.
- Enterprise platform for unattended bots.
Federal RPA Progress

The Federal RPA CoP has been working with mature programs to capture use cases in a vetted use case inventory. While not comprehensive, the early results convey how widespread the use of RPA has become across a host of functions.

**Automations Reported to Federal CoP**

- Finance - perhaps the most innovative function in Government - has driven early adoption of RPA.
- Opportunities exist to expand RPA into HR and IT.
- The use case inventory will be available to all Federal employees in July to assess opportunities and determine applicability to their agency.

*Not comprehensive Government-wide

---

RPA - Keys to Future Growth

With hundreds of Federal organizations pursuing RPA and excitement at an all-time high, we can expect RPA to play an important role in Federal operations moving forward.

1. **Smart Growth Across Agencies**
   - Collaboration and sharing expertise
   - Government-wide technology standards

2. **Process Improvement Capabilities**
   - Rapid process improvement and standardization
   - Eliminate, Optimize, and Automate (EOA) - CAP Goal 6
   - Low to high value transformation

3. **Bias Towards Results**
   - Maximize productivity
   - The RPA business case diminishes when implementation time increases
Getting Involved

The Federal RPA Community of Practice (CoP) is a Federal employees only working body with over 1,000 members from 60 agencies. The group was founded to accelerate the adoption of RPA government-wide and provides frequent opportunities for collaboration and sharing of best practices.

Recent Accomplishments

• Expanded PMA CAP Goal 6 to include RPA and other automation technologies.
• Published the Federal RPA Playbook, a comprehensive guide to implementing RPA (available on digital.gov).
• Developed the use case inventory (publication in July).
• Conducted 8 RPA knowledge sharing webinars in 8 weeks.
• Collaborating with the CIO Council on common technology standards.

Getting Involved

• All Federal employees are eligible to join the RPA Community of Practice.
• To join, access the CoP website at https://digital.gov/communities/rpa/
• All members of the CoP gain access to our frequent webinars, the RPA Playbook, the Use Case Inventory, and the network of Federal RPA SMEs.

Make Time for Innovation

RPA is worth the investment of agency time and resources. Agencies can achieve significant results and innovation through accelerated adoption of RPA.