Robotic Process Automation (RPA) at the Defense Logistics Agency (DLA)

A CFO and CIO Partnership

ASMC PDI 2019

29 May 2019
Agenda

Intelligent Automation Overview – Kirke Everson (KPMG)

History of RPA at DLA – Randall Walker (DLA J6)

History of RPA at DLA Finance – Mike Lyons (DLA J8)

DLA Center of Excellence (COE) – Kirke Everson (KPMG)
What is Robotic Process Automation (RPA)?

Robotic Process Automation tools help businesses improve the effectiveness of services faster and at a lower cost than current methods.

RPA is software programmed to perform repeatable tasks. Using recorders and easy programming language, bots are programmed to replicate repetitive human tasks.

RPA operates in the User Interface layer. It is able to automate rules-based work without compromising the underlying IT infrastructure.

RPA can be implemented at the desktop or virtual environment to interact with a wide range of business applications.

RPA provides flexibility to quickly deploy bots onto existing desktops or virtually to save on additional hardware costs.

Unattended Robot
- Runs on a server or virtual machine
- Can be used for longer tasks that would otherwise hinder efficiency by using an employee’s machine, tasks that require no human interaction.

Attended Robot
- Runs alongside a human operator on their machine
- Triggered manually by the operator when needed
- Better for short, mid-volume tasks or those that require frequent human intervention
- Uses the human operator’s credentials
The spectrum of technologies range from basic automation to intelligent.

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<tr>
<th>ACT</th>
<th>RULES</th>
<th>LEARN</th>
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<tr>
<td>like a human</td>
<td>Basic process automation</td>
<td>Enhanced automation</td>
<td>Cognitive automation</td>
<td>like a human</td>
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<tr>
<td>— Macro-based applets</td>
<td>— Built-in knowledge repository</td>
<td>— Artificial intelligence</td>
<td>— Evidence-based</td>
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<td>— Screen level &amp; OCR data collection</td>
<td>— Learning capabilities</td>
<td>— Natural language recognition &amp; understanding</td>
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<td>— Workflow automation</td>
<td>— Ability to work with unstructured data</td>
<td>— Self-learning (sometimes self optimizing)</td>
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<td>— Process mapping</td>
<td>— Pattern recognition</td>
<td>— Predictive analytics/hypothesis generation</td>
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<td>— Self executing</td>
<td>— Reading source data manuals</td>
<td>— Evidence-based</td>
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<td></td>
<td>— Natural language processing</td>
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Class I

Class II

Class III
History of RPA at DLA

Mr. Walker to provide slide
Expected DLA Governance Model for RPA

**Centralized**
- Requirements

**Hybrid**
- Requirements and Development

**Distributed**
- Requirements and Development

**Considerations**
- Quicker update and lower cost of delivery
- Centralized management and oversight
- Training, toolkits and methodology easier to manage
  - Requires strong demand management
  - Requires bench strength centrally
  - Requires business model clarity (e.g., charging)

- Drives deployment scale
- Allows standards to be set by CoE
- Enables ownership by the business
  - Requires strong delivery model and governance

- Faster opportunity identification and deployment
- Capability resides in the business
- Drives deployment at largest scale possible
  - Requires most effort for CoE Governance and support
  - Decisions may conflict with strategy
  - Dispersed model drives cost and duplication

Mr. Walker to provide slide
Mr. Walker to provide slide
The DLA Finance office began its RPA journey in August, 2017 with a workshop conducted by KPMG’s commercial Intelligent Automation (IA) practice. KPMG supported DLA through the software selection process and is currently supporting J8 and J6 in the development of new bots, attended and unattended, as well as the creation of the DLA Finance Center of Excellence (CoE) for bot development:

**Sample of DLA Finance Bots in Production**

- Evidential Matter (EM) documentation retrieval >3,000 hours saved per audit cycle
  - WAWF, EDA, LDG EM Retrieval
- Financial Report retrieval >1,200 hours saved
- Goods Receipt Posting in EBS >1,000 hours saved
- AMPS account creation and EDIPI syncing >1,000 hours saved
An effective IA CoE focuses on seven strategic layers

These seven layers reach across and require participation from business units and enabling organizations.

- **Service Delivery Model Layer**: Outline of the services provided by the IA CoE and the services provided to the business unit with respect to IA.
- **People Layer**: Describes how the people are organised, including lines of reporting, skills, roles, and responsibilities.
- **Governance and Process Layer**: Identifies the specific controls that are in place to govern the development and modification of automation across the enterprise and enables how specific process are performed within each business unit.
- **Supporting Technology Layer**: Outlines the approach to automation tools including the RPA. Reporting and automation management technology and underlying technology ecosystems.
- **Data and Reporting Layer**: Solution and reporting provided as part of the IA CoE including; Dashboards Operational Process Reporting, Digital Workforce Management.
- **Benefits Realization Layer**: Details the four value drivers of Automation, and what value based information is required in the assessment phase and the approach to ongoing value measurement. Supports performance data collection and metric reporting to understand value realization.
- **Change and Communications Layer**: Defines the process to manage the communications into and out of the IA CoE including people and change considerations.
Various functional capabilities are realized through the IA CoE

Business units, enabling organizations, and enterprise leadership will be responsible for specific capabilities.

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<td>Tier 3 Operational Support (Tech. Vendor Collaboration)</td>
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<td>Operational Support (Tiers 1/2)</td>
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<td>Bot Production Readiness Testing &amp; Deployment</td>
<td>Infrastructure Services &amp; Hosting</td>
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<td>Technology Roadmap</td>
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<td>Business Case Development</td>
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<td>Infrastructure Setup</td>
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Security & Compliance

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Governance (Intelligent Automation Capability Management)

|------------------------------------------|-------------------------|-------------------------|----------------------------------|-----------------------------|-----------------|---------------------|--------------------------------------|-----------------------------|
## Proposed COE Functional Capabilities Allocated across DLA

### Strategy & Opportunity Qualification
- Intelligent Automation Strategy & Use Case Prioritization
- Intelligent Automation Business Partner Service
- High Level Requirements Gathering
- Business Process Analysis & Documentation
- RPA / Cognitive Value Assessment
- Business Case Development

### Intelligent Automation Technology Evaluation
- Market Intelligence & Leading Practices
- Vendor Assessment
- Technology Assessment & Prototyping
- Technology Roadmap

### Architecture & Integration
- Intelligent Automation Technology Licensing
- Tier 3 Operational Support (Tech. Vendor Collaboration)
- Platform & Solution Architecture
- RPA Data Management and Governance

### Bot Stand-up & Deployment
- Simple Bot Design, Build & Functional Test
- Complex Bot Design, Build & Functional Test
- Bot Production Readiness Testing & Deployment
- Employee Training
- Bot Training
- Infrastructure Setup

### Intelligent Automation Operations
- Bot Run & Monitor
- Operational Support (Tiers 1/2)
- Infrastructure Services & Hosting
- Service Management

### Security & Compliance
- Compliance Management
- Issue & Risk Management / Business Continuity
- Information Security Management
- Infrastructure Security Monitoring & Incident Management

### Governance (Intelligent Automation Capability Management)
- Pipeline, Project / Program Mgmt. & Funding
- Relationship Management
- Bots Library Management
- Policies, Methods, Tools Standards, & Templates
- Contract & Licenses Management
- Change Management
- Financial Management
- Performance / Benefits Mgmt. & Reporting
- Resource & Talent Management

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Proposed Functional Capabilities by Responsible Party

Capabilities are allocated to responsible parties to start identifying which capabilities could/should be distributed versus centralized (shared services)

### CIO Capabilities
- **Intelligent Automation Business Partner Service**
- **Simple Bot Design, Build & Functional Test**
- **Bot Production Readiness Testing & Deployment**
- **Relationship Management**
- **Financial Management**
- **High Level Requirements Gathering**
- **Complex Bot Design, Build & Functional Test**
- **Issue & Risk Management / Business Continuity**
- **Performance / Benefits Mgmt. & Reporting**
- **Change Management**
- **Business Process Analysis & Documentation**
- **RPA / Cognitive Value Assessment**
- **Policies, Methods, Tools Standards, & Templates**
- **Resource & Talent Management**
- **Employee Training**
- **Bot Production Readiness Testing & Deployment**
- **Contract & Licenses Management**
- **Service Management**
- **Operational Support (Tiers 1/2)**

### CFO Capabilities
- **Business Case Development**
- **Intelligent Automation Strategy & Use Case Prioritization**
- **Market Intelligence & Leading Practices**
- **Pipeline, Project / Program Management & Funding**
- **Intelligent Automation Business Partner Service**
- **Simple Bot Design, Build & Functional Test**
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- **Policies, Methods, Tools Standards, & Templates**
- **Resource & Talent Management**
- **Employee Training**

### J8 Steering Committee
- **Bot Run & Monitor**
- **Tier 3 Operational Support (Tech. Vendor Collaboration)**
- **Vendor Assessment**
- **Compliance Management**
- **Bot Training**
- **Bots Library Management**
Possible RPA COE Structure in Finance

**Approach**

- The IA Steering Committee has strategic representation from the key supervisors across DLA J8, including all MSC offices, a Steering Committee Administrator (DLA J88) and a DLA J6 representative.
- The Steering Committee Administrator is responsible for functionally operating the steering committee by scheduling and officiating meetings and setting the agenda.
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