### Agency Examples

#### General Services Administration

* Program Start-up: Prior to launching their automation effort, GSA provided software development training to program managers from offices that were implementing robotic process automation (RPA). This training ensured that program managers understood the technology and how it will be utilized to support the desired automation.
* Leadership Buy-In: GSA obtained regional leadership buy-in and sponsorship of their automation effort by ensuring that regional or local policies and practices learned about during meetings with each region were considered during the development of the bot and bot training.
* Process Selection: GSA conducted a poll of operational Contracting Officers (COs) to identify mundane work that took a significant amount of time to complete. GSA pursued the closeout bot that they named Clara was because contract closeout was a significant pain point experienced by COs.
* Organizational Capacity for Automation: GSA established an enterprise support function for RPA within the Office of the Chief Financial Officer. The function is staffed by federal in-house developers familiar with federal processes who coordinate use case prioritization and implementation across the organization. This enterprise support functional model enables prioritized automations to be built and deployed within a 90–120-day window, unless the automation is complex. Additionally, the enterprise support function also supports some cultural change through education of its customers about technology capabilities and appropriate use of RPA.
* Return on Investment (ROI): The criteria used to evaluate ROI for the GSA Clara closeout bot was staff time saved. Because there was significant variance in the number of hours spent to conduct contract closeout, GSA conducted a time study and averaged the number of hours saved. This information, combined with productivity study data, was used to estimate time saved. The ROI for the Clara closeout bot was estimated to be 30,000 hours saved annually.

#### Department of Energy

* Informing Stakeholders of RPA Capabilities: The Department of Energy robotic process automation (RPA) Team, consisting primarily of contractor support, hosted trainings and informative briefings for the DOE contracting workforce. Publicization of the trainings went out through the DOE internal procurement system, listservs, and the intranet. Procurement management would review the trainings with their teams and ask for feedback to improve future training.

#### Department of Justice

* Program Start-up: The need for automation was recognized in response to insufficient procurement staffing to meet workload.
* Process Selection: Closeout automation was selected from among a list of possible automations. It was selected as a good first automation candidate due to the simplicity of the bot.
* Organizational Capacity for Automation: The agency leveraged another internal DOJ team in the finance office that had been building robotic process automation (RPA) bots for 2 years to educate them on RPA and ultimately used the finance’s office RPA Team to build their bot.
* Leadership Buy-In: Buy-in was not a major hurdle, as the procurement group leveraged the work and acceptance already achieved by another internal DOJ office’s RPA Team.
* Team Approach: The RPA Team that built the DOJ contract closeout bot, called the Automated Notification of Non-Reconciled Awards bot, had strong project management practices and used agile practices with designated DOJ technical and program office stakeholders to develop the concept, functional requirements, and technical design of the bot.

#### Army

* Once the procurement office understood they wanted to pursue robotic process automation (RPA), they reached out to other departments for cooperation and found another group that was using RPA that was also able to assist them.
* Despite early stakeholder support, Army still developed a formal business case that discussed ROI to document and validate executive stakeholder support.
* In making a business case, Army linked the outcomes to agency and government-wide priorities.

#### Defense Logistics Agency

* Inform: To build awareness and understanding of robotic process automation (RPA), DLA facilitates multiple RPA introductory sessions per year, both virtual sessions and fully in person events.

#### Department of Labor

* When standing up its initial robotic process automation (RPA) team, DOL took a top-down approach. They focused on adding “jacks of all trades” to the team and making sure the team had the right mix of skills/backgrounds – acquisition, project management, information technology, etc.

#### Department of Treasury

* Organizational Readiness: Leaders within the organization “wanted to start an automation journey in general…due to the manual nature [of certain processes] and the simplicity of the function.” The benefits were communicated early on organically with certain leaders directly impacted by the processes to be automated.
* Learn and Inform: The IRS sent several of their procurement practitioners to robotic process automation (RPA) training to build familiarity with how bots worked so they could think about how the technology could be beneficial to their organizations and also serve as active contributors to the design and requirements collection processes for use cases.