Building Your
RPA Center Of Excellence

What roles and skills will you require?

BUILDING YOUR **RPA CENTER OF EXCELLENCE**

RPA Sponsor:
• Initiates the idea of automation, underwrites resources and protects progress into business adoption

RPA Infrastructure Engineer:
• In charge or Server installations and troubleshooting

RPA Solution Architect:
• In charge of defining the Architecture of the RPA solution. Guardian of the end to end performance of the solution agreed

RPA Developer:
• In charge of designing, developing, and testing the automation artifacts

RPA Champion:
• Imprints the RPA vision and mission within the organization
• Acts as an internal Evangelist for RPA
• In charge of ensuring a healthy automation pipeline
• Head of the operational management of the virtual workforce

BUSINESS PROCESS REENGINEERING SKILLS   BUSINESS CHANGE SKILLS
OPERATIONAL SKILLS   IT DEVELOPMENT SKILLS   LEAN DEVELOPMENT SKILLS

*The Robotic Operating Team or Centre of RPA Excellence is fundamentally a cross functional team with the clear objective of deploying the RPA automation on a global basis as quickly, as efficiently and as safely as possible

RPA Change Manager:
• In charge of creating a change and communication plan which is aligned to the project deliverables, in order to ease the RPA adoption within the company

RPA Business Analyst:
• Process Subject Matter experts located in Business Operations
• In charge of creating the process definitions and process maps used for automation

RPA Operator:
• Administers, orchestrates and controls the virtual workforce in operational environment
• Focused on continuously improving the robots operational performance

RPA Service Support:
• First line support for the RPA solution deployed

O RPA OPERATIONS   **T** RPA TRANSITIONS TEAM

RPA CHAMPION - All ⭐

▶ **Role Definition:**
- Guardian of the overall solution. Sits on top of Deployment and Operations team.
- Imprints the RPA vision and mission within the organization.
- Acts as an internal Evangelist for RPA.
- In charge of ensuring a healthy automation pipeline.
- Head of the operational management of the virtual workforce.
- Architectures, negotiates and manages relationship with 3rd party vendors included in the RPA solution.
- Provides input to reviews and updates of the business model of the RPA solution, manages the profitability of the solution and monitors key performance indicators (KPIs).
- Supports Sales, Solutioning and GDN with subject matter expertise and thought leadership on RPA in addition to the RPA Business Analysts.

▶ **Deliverables:**
- Competitive RPA solution addressing business owners needs.

▶ **Skill-Set Requirements:**
- Senior/Executive Level.
- High level understanding of RPA technologies' capabilities and pitfalls.
- Methodological understanding of the RPA approach.

PROJECT MANAGER - Transitions 🅣

▶ **Role Definition:**
- Part of the RPA Deployment Project team.
- A Project Manager coordinates larger RPA implementations or helps manage multiple smaller projects in parallel.
- Strong stakeholder management between delivery teams and engagements.
- The PM doesn't need to have detailed RPA knowledge as from a methodology perspective, this is mostly the same as any other IT project, but some specialties might apply.

▶ **Deliverables:**
- Successful RPA projects (on time and budget).

▶ **Skill-Set Requirements:**
- Project Management/Launching experience within IT/ITO of minimum 5 years (education in IT or experience in large IT enterprise deployments).
- Experienced with ERP/CRM tool deployments.
- PMP/Agile certification is a plus.
- Background in Computer Science and basic programming are a plus.
- Fluent written and spoken English is mandatory, fluency in any other European languages is a plus.

RPA CHANGE MANAGER - Transitions ⓣ

▶ **Role Definition:**
- Part of the RPA Deployment Project team.
- In charge of creating a change and communication plan which is aligned to the project deliverables, in order to ease the RPA adoption within the company.
- The RPA Change Manager will identify the categories of stakeholders and will map the typical/expected changes against each group, placing them in the appropriate adoption phase at the beginning of the transition and monitoring their progress until the RPA transition is completed.
- The RPA Change Manager will influence the stakeholders through constant communication via email, workshops, awareness sessions, explaining the need for change, the benefits and the effects, what will be the new ways of working and ensuring that all stakeholders are comfortable with the change.

▶ **Deliverables:**
- Mapping of stakeholders categories, change and communication plan per category, assessment matrix to evaluate the effectiveness of communication.

▶ **Skill-Set Requirements:**
- Excellent communication skills across a variety of channels (and experience in working in global/multicultural environments).
- Must be able to simplify technical information and tailor it to fit the intended audience, displaying strong stakeholder management skills.
- Basic knowledge in the usage and functionality of the RPA software, openness to understand/work on new technologies.
- Ability to quickly understand business requirements whilst creating solutions that may interlock with numerous other project dependencies.
- Basic to average understanding of the business processes to be automated can increase efficiency.

RPA BUSINESS ANALYST - Transitions ⓣ

▶ **Role Definition:**
- Part of the RPA Deployment Project team.
- In charge of requirements gathering and creating the process definitions used for automation after assessing optimization areas.
- Works with the engagement and client teams on the current / to be process mapping, involves IT and RPA teams where required to further identify and quantify RPA opportunities and prepares documentation for handing over to the RPA development teams.
  - **The Senior BA** is involved from the Deal-Shaping-Phase to the Transition and is able to think out-of-the-box and willing to address the customer with process / toolset improvement approaches towards a structured flow of data as input for a successful RPA project.
  - **The Junior BA** role is more specialized in the detail documentation and requirement discussion with clients/internal clients and engagements also during the implementation phase (bridging potential gaps between clients, engagement and RPA development teams).

▶ **Deliverables:**
- Quantified RPA opportunities
- Detailed process description (after optimizations) and walkthrough that can be directly used for artifact development.

▶ **Skill-Set Requirements:**
- Process Subject Matter Experts in the business processes
- Strong analytical mind. Basic understanding of the RPA software capabilities used for automation.
- Strong knowledge of RPA limits and constraints. Strong process mapping background.
- Lean Six Sigma training and continuous improvement previous experience are a plus.
- Profound understanding of RPA Deployment Methodology and opportunity identification / process optimization is required.
- Minimum 3 years experience as a Business Analyst or Process Owner in Finance and Accounting, HR or ITO services.

RPA SOLUTION ARCHITECT - Transitions ⓣ

▶ Role Definition:

- Part of the RPA Deployment Project team.
- The RPA Solution Architect translates the requirements captured by the functional analysts, creating the architecture and design artifacts. The solution documentation is handed over to the Development and Implementation teams. The architect will assist and support both teams throughout the project, whenever needed. The RPA Solution Architect is responsible with selecting the most appropriate technology and options, ensuring that the solution architecture is aligned with the roadmaps established by the enterprise architecture and principles.

▶ Deliverables:

- Solution design/architecture document, cost estimate and business case for IT solutions considering infrastructure, licenses, development and support, high-level project schedule resource plans for implementation projects, in collaboration with the PM/BA.

▶ Skill-Set Requirements:

- Experienced in assessing a broad range of information solutions and products particularly in Infrastructure design, ERP, CRM, Network, Security.
- Ideally formal qualification in Enterprise Architecture (e.g. TOGAF) or formal qualifications in technology.
- Minimum 5 years experience in programming (VB, C#, .NET, C++ etc.) is a must.
- Working knowledge of infrastructure including servers, storage, firewalls, load balancers, routers, etc.
- Ability to develop solution architecture designs.
- Strategic business acumen and understanding of organization strategy and ability to design information systems to delivery that strategy.
- Self-starter with the ability to appropriately prioritize and plan complex work in a rapidly changing environment.
- Strong conceptual and analytical skills, demonstrating outside-the-box problem solving skills, results oriented.
- Team player with experience in leading and collaborating cross-team to ensure successful delivery of solution.

RPA INFRASTRUCTURE ENGINEER - Transitions and Operations OT

▶ **Role Definition:**

- Part of both RPA Deployment Project team (Transitions) and future RPA Operations team.
- In charge of Infrastructure support for server installations and troubleshooting.
- Participate and lead Infrastructure workshops during the implementation phase.

▶ **Deliverables:**

- Inputs provided for the completion of the Solution Architecture for the RPA Projects.

▶ **Skill-Set Requirements:**

- Network security, management and operating systems – minimum 3 years.
- Good knowledge of security as it relates to cloud based infrastructure.
- Proven experience in creating Server Cluster Architectures (Failover Clusters, High Availability systems).
- Ability to work in a cloud based or hosting environment (Microsoft Azure Cloud is a plus).
- Knowledge of Microsoft Active Directory and SQL Server.
- Experience using automated monitoring tools.
- Knowledge of ITIL and industry best practices.
- Strong virtualization experience using Hyper-V, VMWare, Citrix XenApp/XenDesktop.
- Experience with incident ticketing systems, workstation management systems and desktop imaging.
- Fluent written and spoken English is mandatory, fluency in any other European languages is a plus.
- Previous experience working with RPA tools is a plus.

RPA DEVELOPER - Transitions and Operations OT

▶ **Role Definition:**
- Part of both RPA Deployment Project team (Transitions) and future RPA Operations team.
- In charge of designing, developing, testing the automation workflows and supporting the implementation of the RPA solution. Works closely with the RPA Business Analyst in documenting / recording process details and with the engagement team in implementing / testing the solution (manage exceptions) as well as maintenance / change control of existing artifacts.

▶ **Deliverables:**
- Tested artifacts fitting the documented requirements and accepted by approver and client / engagement.

▶ **Skill-Set Requirements:**
- Subject Matter Expert in the usage and functionality of the RPA software, openness to work on new technologies is mandatory.
- Should have excellent programming/software development background.
- Minimum experience of 3-4 years in .Net, or VB/VBA, and PowerShell is a strong plus.
- Basic knowledge of HTML, Javascript (or any scripting language) and dealing with SQL databases are a plus.
- Excellent, proactive problem solver, strong analytical skills with the ability to analyze complex requirements and define technical/functional advanced solutions. Should have excellent communication skills in both written & verbal English (and have worked in global/multicultural environment).
- Basic to average understanding of the business processes to be automated can increase efficiency.
- Previous experience in application or implementation support domain is a plus
- Previous experience working with RPA tools is a plus.
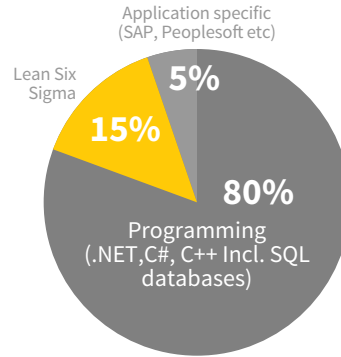
RPA DEVELOPER - Transitions and Operations ㅇㅜ

▶ **Recommended Skills distribution within the RPA Programmers team:**

⭐ **Recommended Solution**

100%
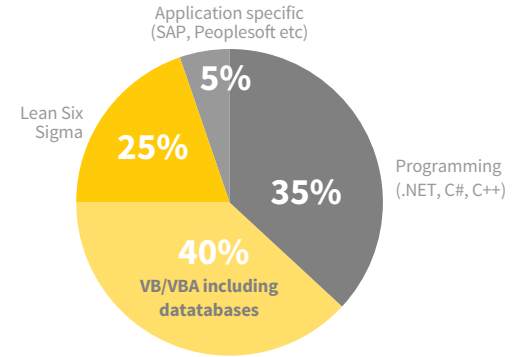Programming (.NET, C#, C++ Incl. SQL databases)

- Very fast learning curve for the entire team
- Lower automation timelines due to fast automation capability
- Fast and secure ROI on automations
- Rapid scalability
- Team capable of supporting all types of complexity automations with low expert support expected

Intermediate Solution

Application specific (SAP, Peoplesoft etc)
5%

Lean Six Sigma
15%

80%
Programming (.NET,C#, C++ Incl. SQL databases)

- Relatively fast learning curve for most of the team.
- Relatively lower automationz timelines due to fast automation capability
- Fast and secure ROI on automations
- Majority of the team members capable of supporting all types of complexity automations with low expert support expected
- Lean Six Sigma and Application specific teams to pick up on lower complexity automations

Minimum Recommended

Application specific (SAP, Peoplesoft etc)
5%

Lean Six Sigma
25%

Programming (.NET, C#, C++)
35%

40%
VB/VBA including datatabases

- Slower learning curve for the overall team
- People experienced with programming handling high complexity automations and acting as technical SPOCs for the rest of the teams
- Higher automation timelines
- ROI will take longer
- Lean Six Sigma and Application specific teams to pick up on lower complexity automations
- VB/VBA to pick medium complexity automations

RPA OPERATOR - Operations   O

▶ **Role Definition:**
- Part of future RPA Operations team.
- Administers, orchestrates and controls the virtual workforce in operational environment
- Focused on continuously improving the robots' operational performance using the tools and technologies in place and improving these.
- Uses advanced reporting and analysis functions based on detailed logging system to optimize resource use and stability of robots and artifacts in place.

▶ **Deliverables:**
- Reporting of optimally running artifacts on well-utilized RPA resources.

▶ **Skill-Set Requirements:**
- Strong process and technology knowledge.
- Medium to advanced experience in supervising teams, monitoring, reporting and auditing.
- Medium understanding of RPA software functionality at desktop level.
- Strong understanding of monitoring and auditing functions of the RPA software used.
- Previous experience working with RPA tools is a plus.
- Medium to advanced experience in supervising teams, monitoring, reporting and auditing.
- Basic understanding of RPA software functionality at desktop level.
- Strong understanding of monitoring and auditing functions of the RPA software used.

RPA SERVICE SUPPORT - Operations O

▶ **Role Definition:**

- Part of future RPA Operations team.
- First line support for the RPA solution deployed.
- Cooperates with Local Support Desk in finding solutions for RPA related issues and involves RPA Development team where required.

▶ **Deliverables:**

- Well-supported RPA solution (low number of open tickets).

▶ **Skill-Set Requirements:**

- Advanced knowledge of the RPA software usage, capabilities and constraints.
- Graduates in Computer Science with medium knowledge of basic programming – minimum experience in programming of at least 2 years .NET (C#, C++or VB), Java.
- Minimum 2 years experience in BPOs or application support.
- Fluent written and spoken English is mandatory, fluency in any other European languages is a plus.
- Highly customer oriented and problem solving skills are required.
- Previous experience working with RPA tools is a plus.