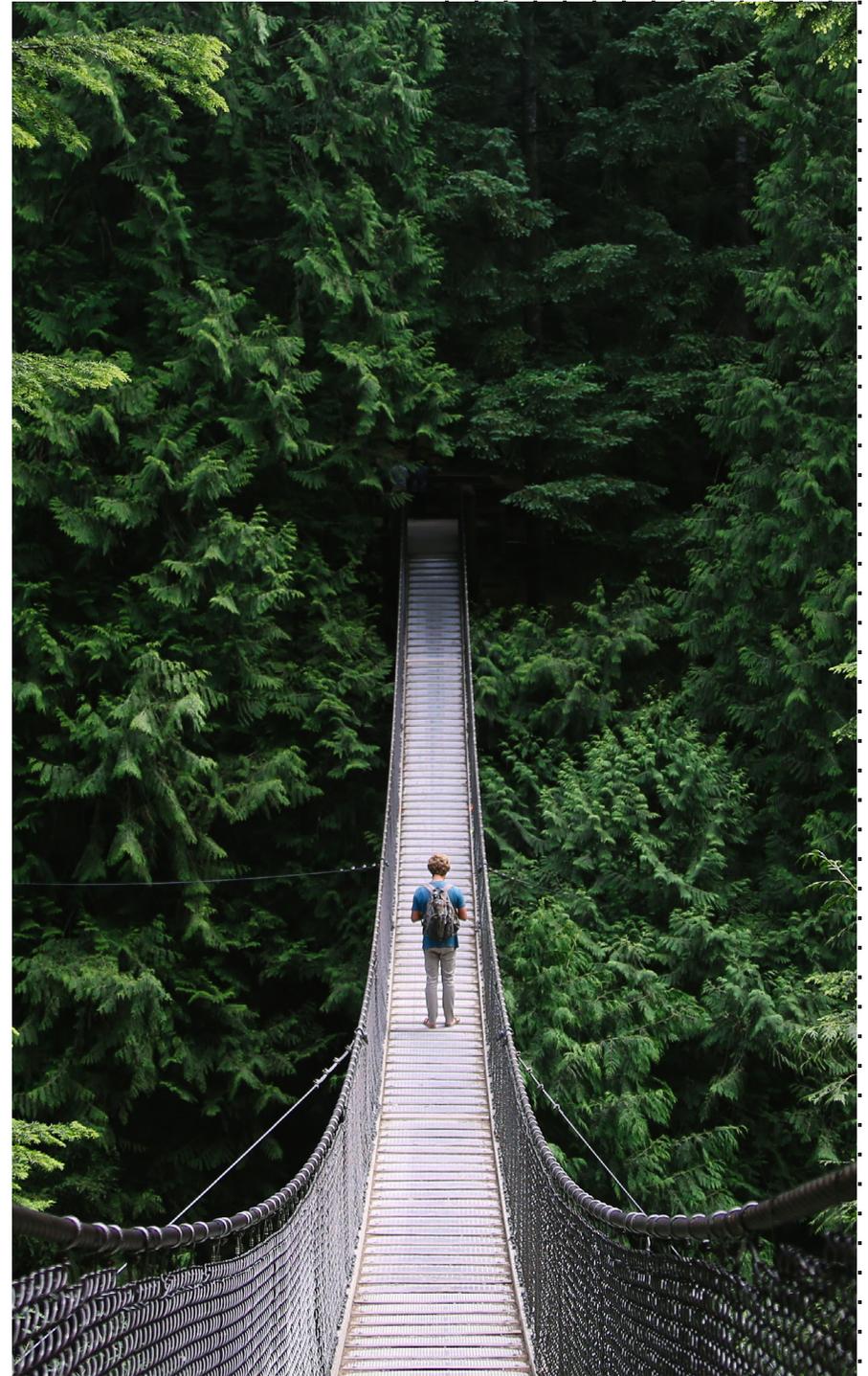




The Path to Digital Government

How Automation Helps Governments Enhance Citizen Services and Improve Agency Productivity



Foreword

Public sector institutions across the globe are automating workplace processes to enhance citizen services and improve government productivity.

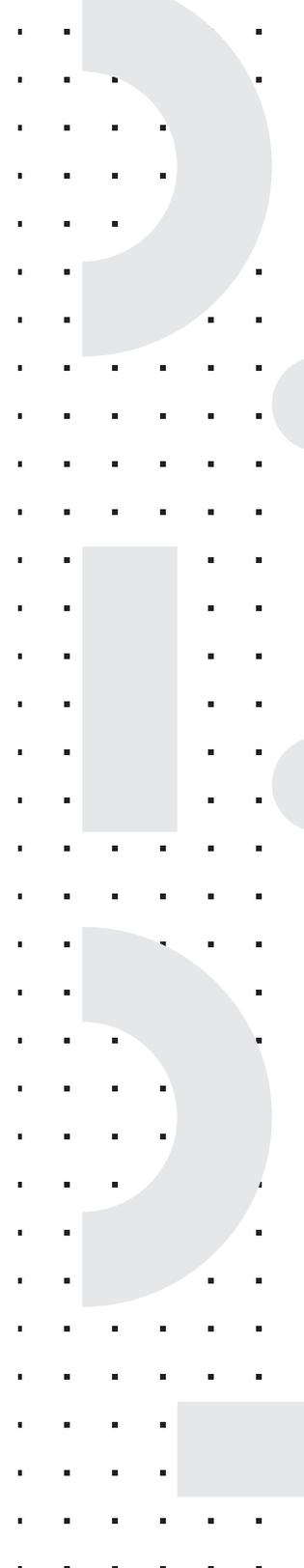
At UiPath we have a unique perspective on automation in the government workplace. We partner with public sector agencies of all sizes and levels – national, regional, and local – to help them automate processes in domains like human resources, finance & accounting, procurement, and service centers. We have published blogs and reports on the impact of automation on the public sector in countries like the United States and the United Kingdom. When we take a step back, we see a trend. Governments see a need to automate processes.

In this report, we look across countries to gather common insights and best practices. The goal is to:

- **Inspire public sector organizations – at all levels and in all countries – to learn how to achieve digital transformation and increased efficiencies through an automation first mindset; and**
- **Empower public sector organizations to learn from each other by sharing stories of automation in action across the globe**

We assembled a steering group consisting of 15 experts from markets including the US, the UK, France, Germany, Singapore, and Japan. Insights drawn from the steering group’s meetings and additional research enabled us to derive hypotheses about automation in the global public sector. We tested our hypotheses by conducting interviews with thought leaders from within the UiPath community. You will find the conclusions of that thought exercise you will find in this report.

Additionally, this report highlights global policy trends encouraging the adoption of transformative technologies and explains how an automation first mindset can help unlock the opportunity for Artificial Intelligence (AI) in the public sector. Further, the report highlights select UiPath customer stories from the public sector. The stories are intended to provide concrete examples of how agencies in all markets use automation, and the results they have seen to date.



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Technological advancements not only pave the way to the future, but they also give us tools to shape it.

Governments are increasingly investing in new technologies, such as artificial intelligence (AI), Internet of Things (IoT), blockchain, and robotic process automation (RPA), to improve agency productivity and provide better services to citizens and businesses. Today, governments across the globe are overcoming challenges that have traditionally stifled their ability to keep pace with their private sector counterparts. Process automation is playing an important role in surmounting traditional hurdles.

Automation is critical to “digital government”

The public sector has long faced challenges – cultural, technological, regulatory, among others — that have prevented efficient and transparent citizen service delivery. Over the years, governments have addressed these challenges through policies ranging from E-government initiatives¹ to digital transformation initiatives. Today, we notice a shift towards a “digital government,” a term and a mindset embraced by the Organisation for Economic Cooperation and Development

(OECD) and many governments around the world.²

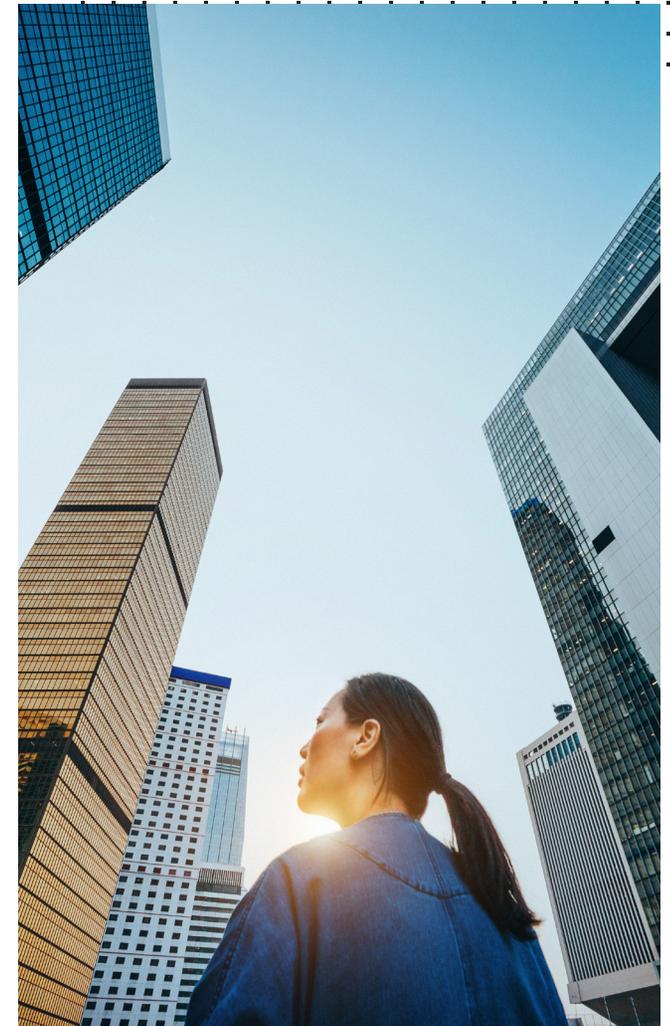
Process automation – and its role in facilitating adoption of AI – is critical to the journey to true “digital government.” In recent years, several countries have released plans to promote the development and use of AI.³ Governments are actively acknowledging and recommending the use of AI to improve public services and more effectively serve their citizens.^{4,5} Yet modernizing processes, digitizing workflows, and adopting AI

requires improved workflows and freed-up capacity that only automation can provide.

The chart on the next page highlights challenges facing public sector institutions today and what’s at stake for them when they don’t work to address those challenges. It also explains why process automation has been critical to digital transformation.

“My interest is in the future because I am going to spend the rest of my life there,”

Charles F. Kettering



Challenges public sector institutions face across the globe, and how process automation can help

Today, the public sector is facing...	What's at stake...	How automation helps...
<p>Antiquated, disconnected systems and processes</p> <ul style="list-style-type: none"> • Legacy technologies and poorly designed integrations create complexity • Processes are manual and often undocumented • Public servants face bottlenecks in daily workflows 	<ul style="list-style-type: none"> • Disengaged employees focused on process, not citizens • Growing backlogs of work and pileups of caseloads • Inability to deliver high-quality citizen experiences 	<ul style="list-style-type: none"> • Connects legacy systems without invasive implementation or infrastructure overhaul • Encourages process optimization • Sets the stage for future digital transformation through integration of AI and ML models
<p>Increasing demands from citizens and businesses</p> <ul style="list-style-type: none"> • Aging populations require governments to scale citizen services • Citizens expect on-demand, digital interactions with the public sector • Businesses expect agile services and better interactions with governments 	<ul style="list-style-type: none"> • Inability to provide high-quality services to populations • Citizen frustration and erosion of trust in government • Decline in economic competitiveness, lower GDP, and a shrinking economy 	<ul style="list-style-type: none"> • Clears backlogs at scale • Improves citizen experiences by processing requests in a timely manner
<p>Shifting workforce demographics</p> <ul style="list-style-type: none"> • An aging workforce requires governments to ensure transfer of knowledge to new generations of workers • Governments struggle to attract talent with relevant digital skills 	<ul style="list-style-type: none"> • Process knowledge loss as employees leave the workforce • Ability to attract top talent with relevant digital skills 	<ul style="list-style-type: none"> • Ensures retention of knowledge by documenting critical processes • Frees employees from mundane tasks and shifts focus to strategic work • Improves public sector employer brand, positioning it as a destination for top talent
<p>Evolving regulations</p> <ul style="list-style-type: none"> • Frequently changing regulations around data privacy & security require governments to be agile to remain in compliance • Governments must comply with citizen data requests in some countries 	<ul style="list-style-type: none"> • Lack of compliance with government regulations • Delays in implementing regulatory frameworks 	<ul style="list-style-type: none"> • Improves accuracy and ensures compliance by leveraging digital robots with an audit trail
<p>Ongoing budget constraints</p> <ul style="list-style-type: none"> • Government agencies must be good stewards of taxpayer money • Budget and/or resource constraints force governments to find creative solutions to deliver high-quality citizen services 	<ul style="list-style-type: none"> • Erosion of citizen trust in government • Inaction: faced with forced constraints, some may entirely avoid digital transformation 	<ul style="list-style-type: none"> • Enables governments to do more with the same (or with less) budget and resources

Process automation and its benefits for your organization

Leading organizations across private and public sectors are adopting and scaling process automation to accelerate digital transformation. With process automation, businesses, universities, and governments use a computer-based application to train software robots that perform digital rules-based tasks. Common activities that these robots can do mimic human behavior and include: logging into applications, connecting to various systems used across the workplace, moving files and folders, reading and writing to databases, scraping data from the web, copying and pasting, and more.

These are mundane yet critical tasks that take up time for staff and, in doing so, divert mindshare away from higher-value work.

Because robots perform tasks to a higher degree of accuracy than human workers, and because process automation gives employees back their time to focus on strategic

and innately “human” tasks, government organizations that have implemented process automation have seen the following benefits:

- **increased productivity,**
- **reduced human error,**
- **improved process consistency,**
- **reduced operating expenses,**
- **freed-up capacity to tackle higher-value work, and**
- **improved employee morale**

In May 2019, UiPath collaborated with The Economist Intelligence Unit to survey of more than 502 executives to better understand the role of automation in the workplace.⁶ The chart to the right highlights key takeaways from the report for the public sector.

3 key takeaways for the public sector from “The Advance of Automation: Business Hopes, Fears, and Realities,” an Economist Intelligence Unit report	
Takeaway	Supporting data
Government leaders prioritize process automation, yet they are slower than their private sector counterparts to adopt automation technologies.	88% of government leaders say automation is a priority for their organizations, yet only 35% say they use automation extensively, compared with a 51% industry average.
Government leaders are seeing productivity gains and operational advantages from process automation.	<p>Top five cited benefits of automation</p> <ul style="list-style-type: none"> • increased productivity, • reduced human error, • improved consistency of output and processes, • reduced operating expenses, • freeing up employees to take on higher level roles.
Government leaders attest that automation enables digital transformation and empowers employees.	<p>Top three ways automation impacts government organizations</p> <ul style="list-style-type: none"> • digital transformation, • focused employee attention on less repetitive or mundane tasks, and • increased capacity to handle volume.

Process automation is a priority for the public sector because it addresses realities facing governments today. From disjointed technologies to coping with aging populations and workforces, let’s take a deeper look at the challenges governments face and how automation helps.

CHALLENGE #1:

Disconnected systems and manual processes block progress

Government agencies are no strangers to technology, yet technology sometimes blocks – rather than enables – digital transformation. In agency workplaces, legacy technologies are disconnected and integrations between tools are poorly designed, creating bottlenecks. Data is stored across siloed systems.

What we've heard across the board is that governments tend to stick with outdated systems rather than overhaul them, because the cost of transformation is so high and required processes are poorly documented. Modernization is time-consuming and expensive.

The downside of delaying digital transformation is multifold.

- **Frustrated, disengaged employees**

Public servants toggle between tools to complete their work. This results in time-consuming, error-prone, and mundane workflows. Staff often find themselves dealing with burnout and left with little capacity for strategic thinking.

- **Growing backlogs**

Manual processes lead to a backlog of work and pileup of caseloads for many agencies. Governments have limited resources to manage backlogs.

- **Undocumented processes**

Siloed systems lead to siloed processes. Process knowledge often resides with employees and is not documented. When employees retire or switch roles, agencies risk knowledge loss.

How automation helps:

Best-practice government organizations turn to process automation to address the gaps of legacy systems and tools. Automation:

- **Works with existing technologies**

Process automation works within existing infrastructure and seamlessly connects disjointed systems – all without invasive, costly implementation.

- **Clears backlogs at scale**

Robots deployed through automation can clear backlogs at rapid scale. In fact, the United Kingdom Department of Work and Pensions, profiled in this report, cleared a backlog of more than 2,500 claims per week in just two weeks using 12 UiPath Robots.

- **Optimizes processes**

An unsung hero benefit of automation often cited by UiPath public sector early adopters is its ability to safeguard process knowledge and encourage process optimization. To deploy a robot, a government workplace must first define the process. Automation facilitates process definition and optimization.

- **Integrates AI and ML capabilities**

Process automation sets the stage for future digital transformation efforts by offering a seamless way to integrate new technologies, such as artificial intelligence (AI) and machine learning (ML) models into workflows.



Governments are the dinosaurs of the digital age: **slow, lumbering and outdated.**

World Economic Forum⁷

CHALLENGE #2:

Citizens want a more responsive government, and governments must work to retain citizen trust

Improving or maintaining citizen trust rests at the crux of public sector digital transformation initiatives.^{9,10}

Yet public trust in government is on the decline in many countries. A survey of OECD member countries showed that trust in government is shrinking – down from 42% in 2006 to 38% in the 2017 report.¹¹

While citizen trust declines, expectations of government continue to rise. Citizens expect the same level of service from public sector organizations as they do from private sector businesses.¹² Real-time, personalized, and omnichannel interactions are no longer a nice-to-have; they are a must-have. Long wait times for service delivery, paper forms, and in-person filing are no longer acceptable.

Yet in today's reality, manual processes and siloed systems make it difficult for public servants to deliver digital, on-demand citizen interactions that rival those in the private sector.

Research from the OECD shows that there are six areas governments can focus on to regain citizen trust:

- Reliability,
- Openness,
- Better regulation,
- Integrity and fairness,
- Inclusive policy making, and
- Responsiveness¹³

Process automation can help public sector workers deliver more reliable, open, and responsive citizen services, moving the dial one notch closer to regaining public trust.

Digital public services expand government information and transparency, which leads to a more accountable and trustworthy government⁸



How automation helps:

Best-practice government organizations turn to process automation to create high-quality experiences for citizens and businesses. Automation:



Enables personalized, digital interactions

for example, government service centers can leverage automation to deliver timely, on-demand responses to citizen requests.



Accelerates innovation in citizen services

process automation gives time back to public servants to focus on high-value work, such as developing future innovations in citizen service delivery.

CHALLENGE #3:

Shifting workforce demographics put pressure on governments to accelerate hiring and knowledge transfer

Governments across the world face a two-pronged challenge. On one side, the workforce is getting older. On the other side, governments struggle to recruit new generations of talent.

Public sector workers in most countries tend to be older and more tenured than those in the private sector. For many, retirement is a near-term consideration.¹⁶ In the Netherlands, for example, a 2018 report predicted that in the next three years one out of every three government employees would retire.¹⁷ When an employee retires, government agencies must ensure the knowledge that the employee has accrued is retained.

On the other side of the demographic challenge is recruitment. Governments struggle to remain competitive

in attracting workers with relevant digital skills. Agencies often lose the talent war to private sector organizations that utilize cutting-edge technologies and offer employees the opportunity to learn new digital skills. Younger generations of workers perceive the government as slow-moving, bureaucratic, and not technologically innovative.¹⁸

The ability to attract and retain top talent with the right skills is critical for success in tomorrow's workplace. The World Economic Forum (WEF) underscores this point in their 2017 "Future of Government" report: "IT firms (from start-

ups to global leaders), financial services, retailers, defense companies and governments are all competing to recruit talent [with relevant skills]. Those who will survive and thrive in the age of the Fourth Industrial Revolution will be the organizations that can attract, retain and continually develop those skills and capabilities."¹⁹

Attracting talent to the public sector means becoming digital. Several governments are starting to invest more in apprenticeships²⁰ and technology courses²¹ to both teach employees new digital skill sets and attract new talent.

In the US alone, 10,000 baby boomers turn 65 every day. Forward-thinking businesses must determine the best ways to employ an aging workforce, as workers stay on past retirement age.¹⁴

In Japan, aging populations and low birthrates present a challenge for workplaces. Japan's population is expected to drop from 127 million today to under 100 million by 2049.¹⁵

How automation helps:

Best-practice government organizations turn to process automation to ensure transfer of knowledge to new workers and win the war for top talent. Automation:

- Ensures process knowledge is retained**
 Process automation ensures processes are documented and shared, so there is no risk of knowledge loss. When workers retire, their knowledge does not go with them.
- Increases the perception of government as a "modern" workplace**
 Governments that leverage automation in the workplace can use this as a selling point when competing for top talent. By training employees on 21st century skills, workers who may have previously not considered government to be an employer of choice will be inspired to take on new government jobs.
- Makes work more human**
 Millennials and generation Z-ers emphasize the need for their work to have a human touch. Automation removes manual click work so that public servants can spend more time engaging with citizens.

CHALLENGE #4:

Evolving regulations around data protection & security require governments to be digitally agile

Regulations such as the General Data Protection Regulation (GDPR) were put in place to ensure the safety of citizens' personal data. As stewards of citizen data, governments must work to comply with such regulations and protect citizen data.

Governments typically have strict policies and rules regarding security, access, governance, compliance,

and reporting. While these policies vary around the world, the underlying principles are similar and require significant infrastructure and support to ensure all requirements are met.

Process automation can assist in assuring compliance with regulations focused on data and security.²²



Process automation can assist in assuring compliance with regulations focused on data and security.²²



How automation helps:

Best-practice government organizations turn to process automation to ensure compliance with all regulatory requirements. Automation:

- **Improves compliance**

Robots can make data pseudonymous before storing and can automatically inform customers in case of a data breach. They can save all their actions into an activity log file. Robots can also be used to ensure all data is accurate and fulfills the necessary requirements for data protection privacy and security.

- **Helps safeguard organizational data**

Robots can map existing data from databases and incorporate new data from various business processes. Natural language processing (NLP) can be applied to identify, analyze, and classify personally identifiable information based on data sensitivity as well as holding period. As part of periodic data clean-ups, software robots can also update system data based on rules engine inputs and replicate these updates across all systems.

CHALLENGE #5:

Governments must do more with the same budget and resources —or even with forced decreases in funds and headcount

A city characteristic of modern government challenges

In February 2019, Bloomberg reported that Bill de Blasio, Mayor of New York City, intended on continuing the city’s hiring freeze as part of a two-year plan to prevent the city from running deficits.²³ Hiring freezes are one way a government can consolidate its workforce and deliver essential services when revenues are stagnant.

At the same time, New York City’s population has been aging and growing. According to a New York City Comptroller Office report, between 2005 and 2015, the city’s population of adults over 65 increased by about 19%.²⁴ This demographic now makes up about 13.2% of the city’s population, and it’s predicted to increase.²⁵ Aging populations cost governments more, because they must support elder populations through services such as housing, pension services,

public transportation, safety, and healthcare.

Further, New York City has continued to experience population growth. According to the city’s city planning projections, the city gains an average of 27,000 persons per year – average growth of nearly 0.3% per year.

The challenge facing New York City is characteristic of global trends. Many city governments look to alternative solutions to meet increasing demands with less resources. Like many other governments, New York City’s government is under pressure to be good stewards of taxpayer money.



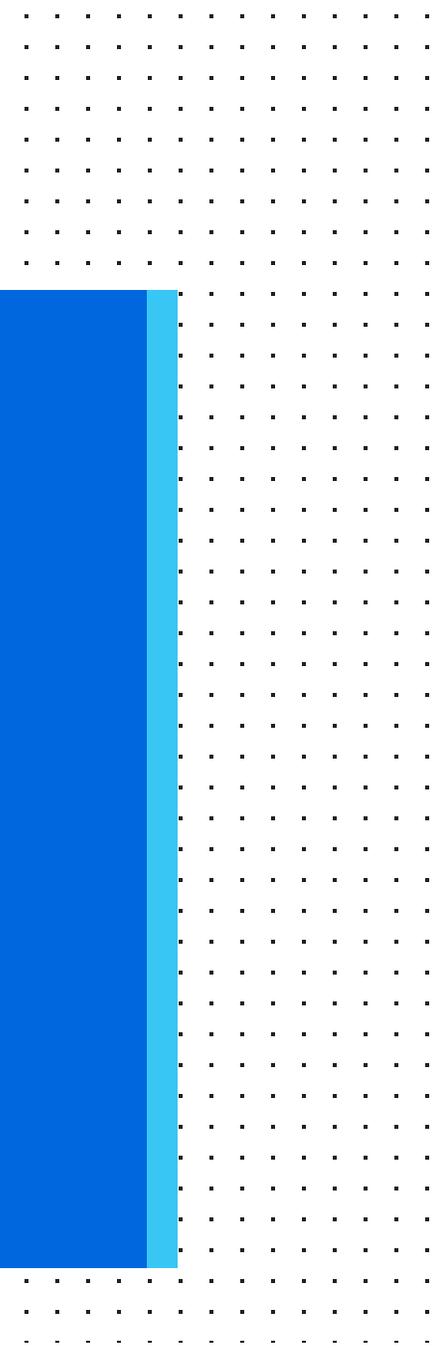
How automation helps:

Best-practice government organizations turn to process automation to help drive productivity and improve services while complying with budgetary constraints. Automation:

- **Frees up time for current employees**
By automating mundane tasks, staff have more time to spend on decision-making activities that require human input. Public servants spend less time on process, and more time fulfilling their agency’s mission.
- **Works with existing systems and tools**
Process automation works with existing systems, is not invasive, and does not require a costly infrastructure overhaul. This allows governments to complete agency work and comply with increasing citizen demands without increasing budget.

How can UiPath help you?

Our UiPath Enterprise RPA Platform is a scalable platform that is open and extensible, rapid to deploy, delivers the industry's most skilled robots and drag-and-drop AI, all with defense-grade security.



The pillars of a successful – and transparent – automation initiative

UiPath delivers the industry-leading automation platform that can unleash the full potential of your employees and constituency services teams



Rapid Results - Many public servants can record their own automations. Developers get over 300+ drag-and-drop activities, recorders and templates. Administrators can deploy and scale quickly with shared components, configuration and upgrade tools, and centralized license management.



Skilled robots - UiPath supports the widest set of applications. Robots can work unattended, with humans in the loop, or in hybrid modes. Our leading Computer Vision technology reads screens and documents in a humanlike manner and improves our time.



Defense-grade security - The UiPath Platform has been certified as meeting the highest levels of the Veracode program: verified continuous. The UiPath Platform also conforms to government security requirements for encryption, auditing, and credential, and access management.



Drag-and-drop AI - Bring your own machine learning models. Easily deploy native or partner built AI skills including Computer Vision and Natural Language Processing.



Scalability - UiPath has a proven scalable architecture that can be deployed on-premises or on the cloud (or hybrid-cloud). It includes a DevOps approach to create, deploy, manage, and share workflows across large teams.



Transparency - Constituents demand that computer technology benefits are both ethical and transparent.

Overcome obstacles to process automation adoption

According to our research with The Economist Intelligence Unit, while 88% of government leaders cite automation as a top priority for their organization, just over a third (35%) say they currently use automation extensively and less than half (46%) say they are in advanced stages of automation adoption. The public sector lags behind private sector industries like financial services, banking, and manufacturing.

Our research has found there are three common blockers to adoption, and leading government organizations adopt best practices to overcome these challenges.

Internal resistance to automation

Internal resistance to automation is one of the top two challenges to automation adoption cited by government leaders.²⁶ Recent analysis by WEF has debunked the myth that automation will replace human workers. In fact, the 2018 Future of Jobs reports suggests that automation will augment human workers by enhancing their strengths and ultimately allowing them “to extend to their full potential & competitive advantage.”²⁷

Our experience has been consistent with this assessment. As part of our survey with The Economist Intelligence Unit, we asked government leaders about the expected impact of automation on employees in the organization. The top three responses were that automation will: minimize repetitive work, increase employee engagement and productivity, and streamline decision-making.

Our research has uncovered 3 best practices to address internal resistance to automation:

1. **Debunk myths top down**
Leverage department leadership to explain automation initiatives to employees, answer their questions, and address concerns head on.
2. **Identify a champion**
Employees are more likely to trust their peers. Best practice agencies identify an internal champion who is well-versed on process automation.
3. **Encourage employee communities**
Best-practice organizations encourage employees to share their experiences with peers in their departments or across departments through employee groups, forums, or other such communities.



Government leaders are unsure how to get started with automation

Beginning an automation journey may feel overwhelming for government leaders. Many government organizations do not know which departments or processes they should automate first, who should be involved in the automation initiatives, or how to measure ROI.

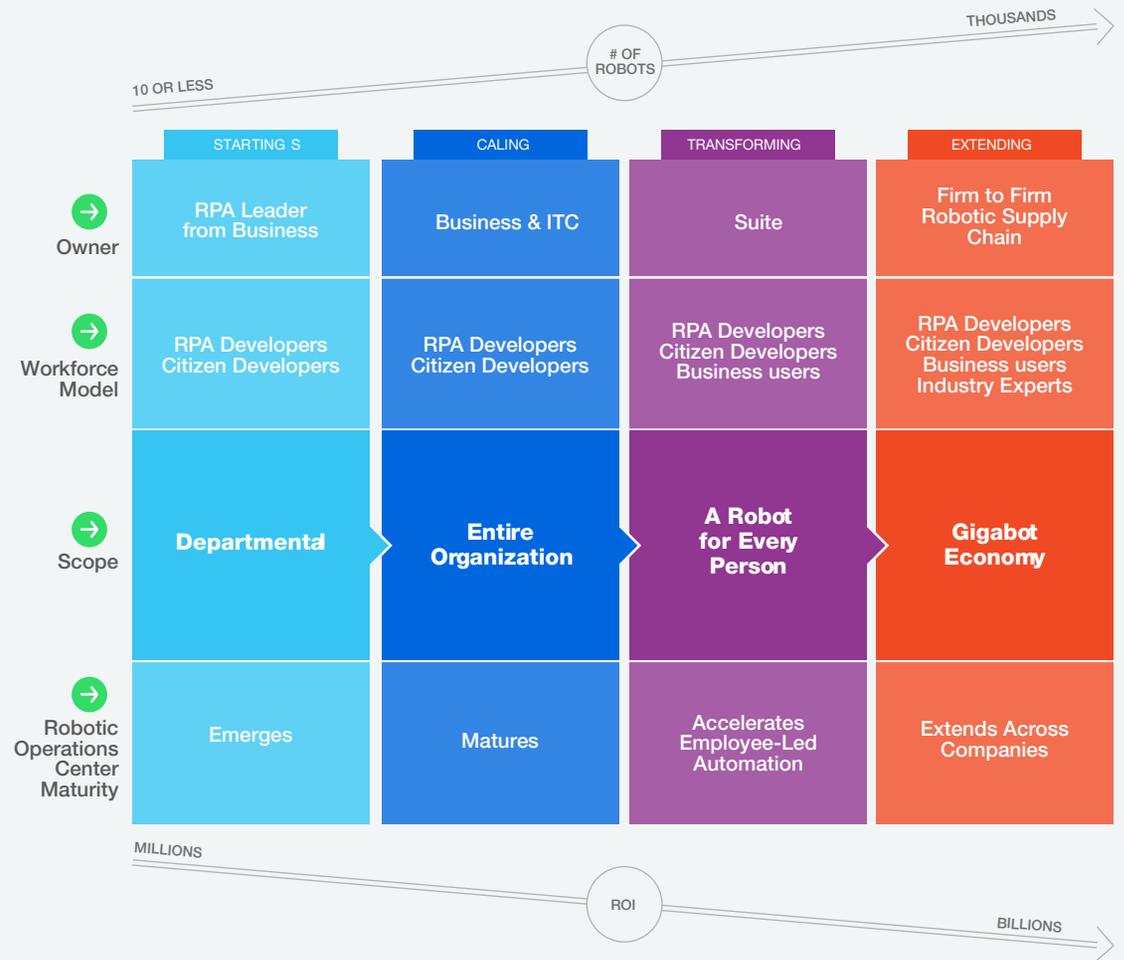
UiPath has developed an automation first maturity model that shows the stages of automation, describes leaders for each stage, and lays out a general estimate of ROI. You can find the maturity model to the right.

Most organizations, for example, begin in the “starting” phase, a stage in which a few business units may independently start an automation proof of concept.

Organizations then progress to the “scaling” phase, in which business units consolidate automation best practices, establish a Center of Excellence for RPA (sometimes referred to as a robotic operations center or ROC), and begin to scale operations. The “transforming” phase occurs when a company has standardized automation processes and established governance measures. And finally, in the “extending” phase, humans and robots begin to work together at massive scale and across borders. UiPath can help your organization progress across this maturity model.

[For more information, please download our **whitepaper**](#)

The automation first maturity model



Government organizations lack the skillsets needed to fully adopt automation

Another reason why the public sector struggles to adopt automation is that many workplaces do not feel they have the necessary skills to implement automation and fully realize its benefits. This challenge is not limited to the public sector. Employees in the private sector are also learning new skills to ensure they know how to work with automation technology.

One way to break through the barrier is to enroll employees in programs such as the UiPath Academy.²⁸ The UiPath Academy is the premier, free, RPA-learning platform currently on the market. Since 2017, more than 425,000 students from 170 countries have enrolled in the UiPath Academy to learn skills needed to thrive in the automated workforce.



Global policy and legislation encourages government adoption of transformative technologies

We've touched on global policy trends that are designed to improve the citizen-government relationship such as E-government, digital transformation, and digital government. But we want to also pay special attention to current policy trends surrounding AI and automation. The use of these new technologies is expected to enhance the quality of public services, improve government productivity, and drive more human-centric interactions between citizens and public servants. RPA and AI, working together, can help organizations automate increasingly complex tasks.

Recent governmental and inter-governmental policies encourage public sector organizations to embrace transformative technologies, including RPA and AI. The goal of these policies is to drive urgency and underscore the importance of digital government initiatives. Individual national AI strategies also exist. Though they vary based on each country's unique objectives and requirements, a common thread exists: governments across the globe recognize the need to leverage automation and AI in the public sector to modernize public services.

For example, following the European Commission's (EC) Communication on Artificial Intelligence for Europe in 2018, the EU member states adopted a coordinated plan

to advance the EU's efforts to support an ethical and responsible path for AI and boost Europe's technology and industrial capacity.^{29 30 31} RPA was also endorsed by the European Parliament (EP) in February 2019, emphasizing a comprehensive policy on AI and robotics and acknowledging the impact RPA has on improving public sector processes.³²

International organizations including G20, OECD, the United Nations (UN), and WEF, encourage and advocate for the use of trustworthy, transparent, responsible and human-centric AI.³³ Across the globe, the topic of AI has nurtured significant international dialogue and cooperation.

Examples for exchanging best practices on AI include (but are not limited to):

<p>The Memorandum of Understanding on Cooperation in the Area of Digitalization and Information and Communications Technology between Austria and Singapore³⁴</p>	<p>The EU-Japan cooperation focusing on promoting international common understanding on AI ethics³⁵</p>	<p>The Franco-German Cooperation in AI³⁶</p>
<p>Canada-France Mandate for the International Panel on Artificial Intelligence³⁷</p>	<p>AI in the Nordic-Baltic region³⁸</p>	<p>The India-UAE Artificial Intelligence Bridge⁴¹</p>

Several governments specifically cite RPA as a critical driver for digital transformation and AI adoption in the public sector due to its unique product capabilities and capacity to integrate effortlessly with legacy systems as well as AI and ML technologies.^{39 40} Further, RPA and AI work

together to help governments improve public service delivery. **Thinking automation first will create valuable opportunities for governments that aspire to be on the path to AI.**



The UiPath Platform is built with embedded AI skills, and it has a drag-and-drop-function, which allows you to add AI skills to your automation workflow.



Kaga City

Aiming to become a city of innovation in an era of population decline with UiPath Robotic Process Automation (RPA)

Faced with declining birth rates and aging populations, Japanese city governments recognize they must innovate existing ways of working. Kaga City is leveraging innovative technologies to reduce staff workloads and improve the level of services offered to its citizens. To fulfill its vision of becoming a “city of innovation,” Kaga City looks to RPA as a model to attract enterprises and private companies.

Challenge

Optimize work while promoting innovation

There are two factors behind Kaga City’s early introduction of RPA: a “defensive play” employed to address the challenges of population decline and reduce burden on staff, and an “offensive play” employed to achieve the city’s vision of becoming a city of innovation.

A declining population and an aging workforce led city officials to consider solutions to address increasing staff workloads and reduce the burden on employees. The city also recognized that population demographic changes would make it difficult to hire new staff.

City leaders looked to RPA to both reduce employee workloads through automated operations, as well as to provide higher-quality, higher-value citizen services. The project first started with the aim of improving workplace productivity and IT operational efficiency through complex task automation in the city hall. The city’s intent was to promote the project among regional enterprises and encourage adoption of RPA by local businesses.

Mr. Yoshiyasu Teragishi of the Kaga City, Policy Strategy Department says, “I have the desire to develop and disseminate the know-how to local companies, while the staff uses the RPA for business. ”

Solution

RPA links disparate systems across different organizations

According to Mr. Kouji Hosono of the Policy Strategy Department, four operations were selected to pilot RPA effectiveness. Each of the four processes were business procedures that were difficult to automate using conventional methods.

For example, one of the processes involved two systems: a contract

management system and an electronic bidding system. The former was a system managed in Kaga City, while the latter was a cloud system managed by Ishikawa Prefecture. To connect the two systems, staff historically carried out a manual process to extract information from one system, including key information and code value conversion, temporarily store this information, and register in the other system.

The manual process was cumbersome and prone to updates or changes to either system. Any time a change is made in one system, the other system must adapt or respond. Furthermore, the two systems were originally developed by different companies.

The advantage of RPA for such a process is that it enables automated links between the two disparate systems. These automations can be easily modified in the event of a system update, without needing to make changes to the systems themselves.

When assessing automation technologies, Kaga City officials considered multiple companies and evaluated features of their technologies. Mr. Hosono said, “I decided that UiPath was most suitable for what Kaga City wanted to do. [UiPath] was able to start small, was highly versatile, and was better than other companies.”



Client Overview

Kaga City, located in the southwestern part of Ishikawa Prefecture in Japan, is well known for its three hot springs, Yamanaka Onsen, Yamashiro Onsen and Katayamazuru Onsen.



Kaga City

Continued from previous page

Benefits

Workload reduced by 73% and focus shifted to high-value citizen work and local innovation

Kaga City saw an estimated 73% reduction in workload across the four automated processes.

According to Hosono, as a result of comparisons based on cost estimates and initial cost scales, “we concluded that automation using RPA is the most beneficial.”

City officials expect that in the future, automation will drive additional value for citizens and workers by empowering workers to focus on high-value work directly connected to citizen services.

“For example, we are looking at welfare services for the disabled and child-rearing support,” says Mr. Toshihiro Matsuya of the Policy Strategy Department. “There is no indication of job loss by using of RPA. It is important to underscore the idea that automation can create high value-added work that can only be done by humans.”

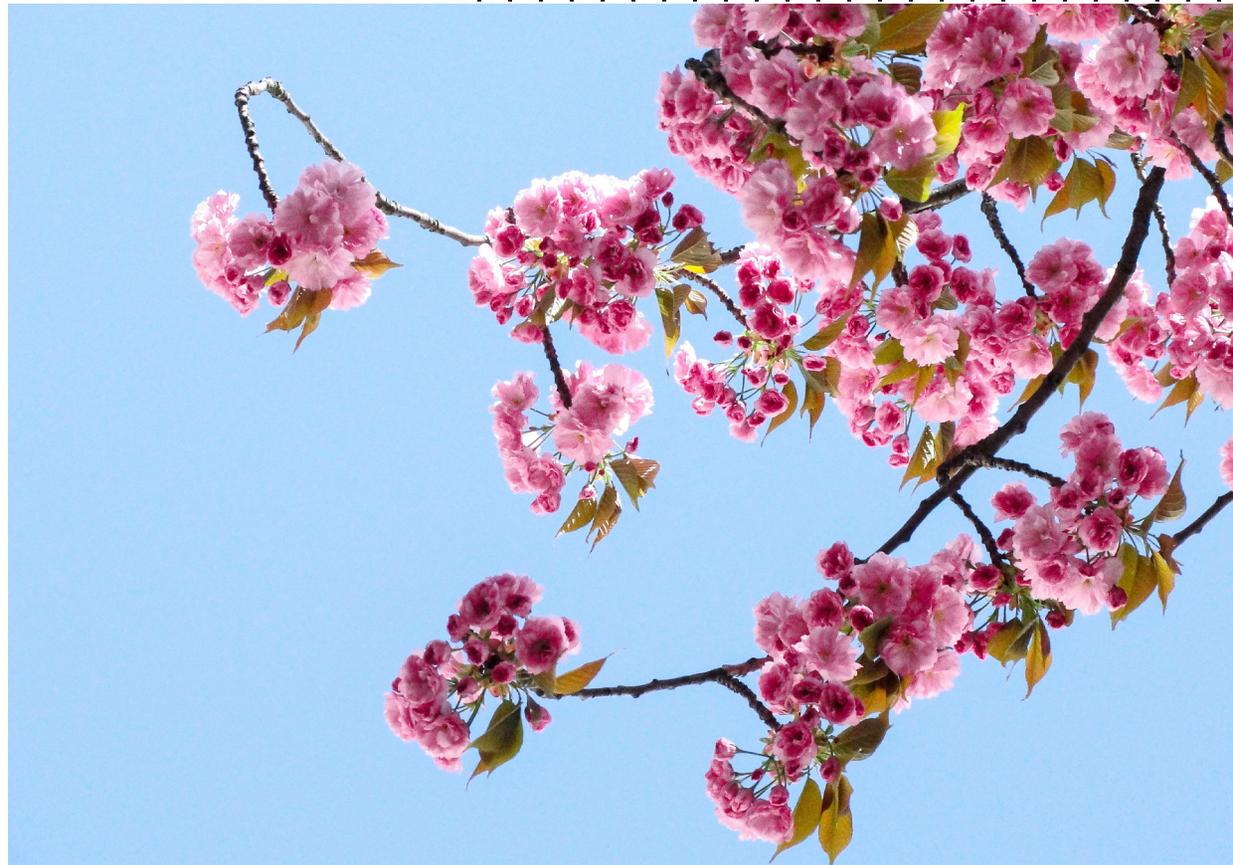
In the future, Kaga City plans to expand the scope of application of RPA from processes within city departments to processes directly connected to citizen services.

Future Prospects

Furthermore, technologies like RPA, IoT, and AI are tools that invigorate enterprises within the city, and help to attract new businesses to the city. Kaga City hopes to deploy RPA in local companies and leverage the technology to promote city innovation and regional development.

“We are happy that companies with good technology will be interested in Kaga City through advanced initiatives,” says Mr. Matsuya.

The Kaga City Innovation Center offers a facility where visitors can try technologies such as 3D printers. In the future, Mr. Matsuya would like to consider lectures about RPA for local companies.



Policy Strategy Department



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CSAC Excess Insurance Authority (EIA)

UiPath RPA helps CSAC Excess Insurance Authority deliver value to members and improve productivity

The California State Association of Counties (CSAC) Excess Insurance Authority (EIA) partners with UiPath to automate processes in areas like workers' compensation and general liability. The UiPath Enterprise RPA Platform has helped the organization optimize efficiency, engage employees, and continue to deliver valuable services to its members.

The CSAC Excess Insurance Authority (EIA) is a member-directed risk sharing pool of public entities. Its mission is to provide risk coverage programs and risk management services for its members. EIA works with 55 of California's 58 counties, and more than 2,000 other public entities.

The organization faced a challenge that many public sector agencies face today. Employee workloads were increasing, and workers were operating at capacity. Meanwhile, member demand for services continued to grow at an accelerated rate. EIA executives recognized that they would need to address this capacity challenge in order to support future growth and continue to provide quality services to members.

"A major goal was trying to figure out how to accomplish more with the same amount of staff,"

Gina Dean,
Chief Operating Officer

Gina Dean, the Chief Operating Officer, had heard about some of the benefits of robotic process automation (RPA). After some research, she thought it could be the solution they were looking for.

Embarking on the RPA Journey

Dean hoped RPA would enable and empower employees to be more strategic with their time. "We want to automate enough administrative processes," she explained, "so that our current administrative staff can instead perform more technical work."

To achieve this goal, Dean worked to build awareness of RPA, ensure organizational buy-in, select a partner, and identify the right

processes to automate. Dean engaged her counterparts in IT to ensure automation would be implemented correctly and could scale effectively. Tom Pelster, EIA's Chief Information Officer, joined the team to oversee the implementation, build the right infrastructure, and shepherd the technical process.

Engaging leadership and selecting a partner

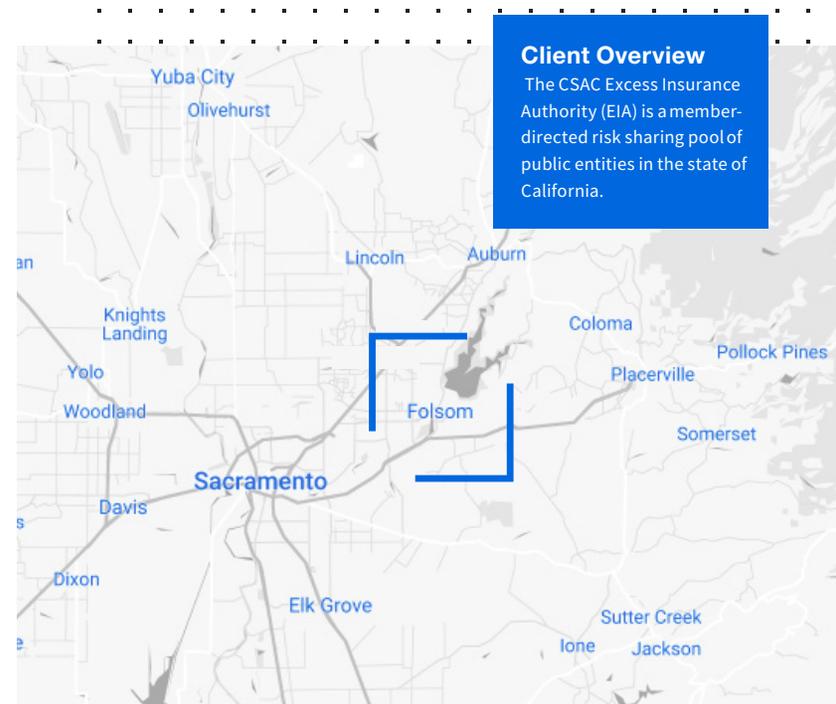
Dean and Pelster first needed to build awareness of RPA with leadership. Dean approached the organization's management group to explain how RPA could help achieve their goals. "They first thought I was crazy," said Dean. When the UiPath team came in to showcase the product in action, the management team embraced the concept and became enthused about the opportunity.

With the management group on board, Dean and Pelster selected UiPath as their RPA partner. "We [selected UiPath] because they are the leader in the space," said Dean. EIA also decided to work with a third-party partner to help them set up the RPA infrastructure.

By evangelizing RPA and its potential impact on the organization early in the process, Dean was able to ensure leadership buy-in, paving the way for a smooth deployment.

Client Overview

The CSAC Excess Insurance Authority (EIA) is a member-directed risk sharing pool of public entities in the state of California.



Involving employees in the process

Dean and Pelster also saw it as their responsibility to ensure that employees understood the benefits of automation. "People need to understand the vision and the end goal," Pelster said. "Our role is to make sure people understand what we are trying to accomplish."

They invited employees to participate in the implementation, drawing on their expertise to create the automations. The approach also helped to mitigate employee concern. "I played a large role in creating [the automation]," explained Debbie Arnold, a claims assistant focusing on workers' compensation claims. "That was very exciting. I got to be there and watch the robots being created."

Arnold helped the automation team by documenting each step of her process and sharing it with the developers who were creating the automations.

Dean and Pelster also held regular meetings with department managers and staff to explain the product and its benefits, as well as to address concerns.



CSAC Excess Insurance Authority (EIA)

Continued from previous page

Identifying and optimizing processes

Dean and Pelster chose to start by first focusing automation efforts in one department.

“We [began by] automating as many processes as possible in one department versus automating one process per department,” Dean explained. “This helped us see the impact of our efforts.” The team selected two workflows to automate, which they assessed could have a positive and substantial impact on the organization: workers’ compensation and general liability.

Pelster noted that process optimizations should be made at the beginning of every automation journey. “RPA technology forces you to take a look at your processes,” he said. “We first needed to evaluate our processes and make sure we were doing things efficiently.” Pelster added that the unsung hero benefit of RPA is the role it plays in optimizing legacy processes.

RPA in action

One of the first four selected processes was related to claims processing for workers’ compensation claims. This process involved anywhere from 100 to 150 emails a day and took up an estimated 80% of Arnold’s time to complete. It was described as high-volume, tedious, and stressful. Arnold would work between multiple systems to verify names, numbers and facts about a claim, tirelessly working to address all incoming claims and clear any backlogs.

This type of work is ideal for a robot. By working with Arnold, developers were able to isolate the steps she would take to process new claims. They created a UiPath Robot to do the steps in the process that don’t require human intervention to complete.

This robot was called “Rosie,” after a character in the US animated sitcom “The Jetsons.” Another robot the team created was dubbed “Little Debbie,” an homage to the digital worker’s human partner, Arnold.

“She is like my assistant,” quipped Arnold.

Results

- **Optimized legacy processes, facilitating operational efficiency and business growth.**
 - **Decreased (by roughly half) the amount of time spent processing high-volume tasks.**
 - **Increased process accuracy and reduced human error.**
 - **Reduced stress levels and improved engagement for employees performing tasks**
- Looking to the future**

Looking to the future

While EIA is still early on their automation journey, Dean and Pelster are happy with the results they have seen to date and are creating a strategy to scale RPA to other departments. The team has also adopted UiPath’s mission as they look define an automation strategy.

“We are driven by our vision of efficiency and ‘a robot for every person,’” Pelster said.

Most impactfully, Dean and Pelster have helped navigate their organizations through a period of change. They expect job satisfaction to increase and that employees will

be able to do more interesting work. They have asked Arnold to begin working with other departments to help them document processes so they can be automated.

Pelster and Dean believe that with the time the robots have freed up for Arnold, she can do more technical writing and work that requires her specific skill sets.

“I don’t feel overwhelmed every time I come to my desk like I used to feel.”

Debbie Arnold,
EIA Claims Assistant

From Arnold’s perspective, the robots have decreased the stress level of the work. “I don’t feel overwhelmed every time I come to my desk like I always used to feel. [In the past], when I took vacation, I felt even more worried,” she explained, adding “the exciting part is that the people who rely on me to get information still get the information they need, even when I am not at my desk, thanks to the robot.”



Department of Work and Pensions

The UK's Largest Government Department Transforms Business Processes with RPA

The Department of Work and Pensions (DWP) is the largest government department in the United Kingdom. It is responsible for the provision of welfare and pension services, making around £177 billion payments to 20 million people each year.

The department's goal is to deliver outstanding service to its claimants and customers, and a key part of this is the continual transformation of the way it delivers services to reduce costs and increase efficiencies. It turned to the UiPath Enterprise RPA Platform to deliver the efficiency gains it required.

In 2017, the department created the 'Intelligent Automation Garage' to deploy digital technology to automate routine tasks, increase productivity and improve decision-making. Its first task was to bring 17 separate Robotic Process Automation (RPA) projects together and focus on four pilots. The pilots commenced in July and were delivered within 12 weeks, achieving multimillion-pound savings each year, according to DWP's projections.

One automation, the process for new pension claims, showed the potential of RPA. The process was heavily manual, and this had led to a backlog of over 30,000 claims. Shaun Williamson, Senior Product Manager at DWP, estimates that the department would have needed to employ thousands of people and taken several thousand hours to catch up. Instead, The Garage deployed 12 UiPath Robots – handling 2,500 claims per week – which cleared the entire backlog in two weeks.

“We were able to show that RPA could move from concept to deployment in weeks not the six to nine months that people were used to—even with agile projects.”

Shaun Williamson,
Senior Project Manager

“Rather than just proving the technology concept, the pilots became business critical as soon as they were delivered. We were able to show that RPA could move from

concept to deployment in weeks not the six to nine months that people were used to – even with agile projects,” says Williamson.

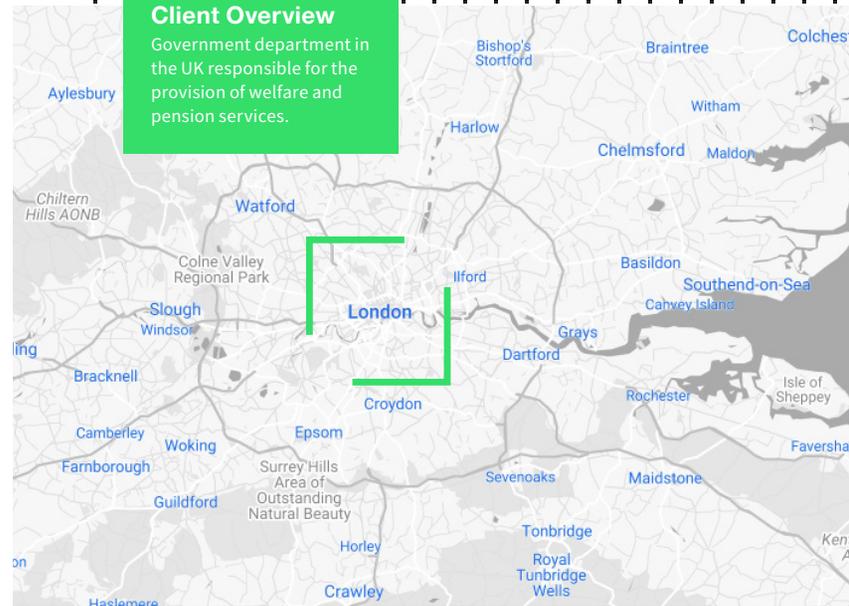
Speed of deployment is key. Since putting the first automated processes live, the department now has 10 automated processes with the target of 20 or more by March 2019. The Garage has deployed 50 UiPath Robots now giving a flexibility and efficiency that the DWP could not have delivered before.

UiPath Robots are built from easy-to-use customizable templates so the department can create a new Robot in three minutes.

With very changeable workloads, DWP is now able to add 20 Robots in 10 minutes to meet peak capacity.

“We’re continually looking for applications that can benefit from the technology. We’ve proven that you can move from concept to deployment quickly and that there is little cost or no cost in expanding the number of Robots you have available. Our experience suggests the return on investment is around 15:1,” concludes Williamson.

Client Overview
Government department in the UK responsible for the provision of welfare and pension services.



Key Benefits, by the numbers

<p>12 weeks</p> <p>from concept to deployment: compared to 35-40 weeks</p>	<p>30k claims</p> <p>cleared from the backlog in 2 weeks by robots</p>
<p>15:1</p> <p>return on investment (ROI) from RPA systems</p>	<p>3 minutes</p> <p>is all it takes to deploy a new robot</p>



Ibaraki Prefecture

Reducing staff workloads and addressing productivity challenges through UiPath RPA

Breaking away from “paper culture” and redundant decision-making processes

The Ibaraki Prefectural Government considered robotic process automation (RPA) to provide advanced citizen services in an efficient manner, despite staff and budget limitations.

“To the citizens of the prefecture, the quality of administrative services cannot be lowered, so it is necessary to deliver these services even with limited resources,”

Masahiko Tozawa,
ICT Strategy
Team Group Leader

“To the citizens of the prefecture, the quality of administrative services cannot be lowered, so it is necessary to deliver these services even with limited resources,” said ICT Strategy Team group leader Mr. Masahiko Tozawa. The ICT Strategy Team was established in 2018 with the mission

of achieving the “business reform of prefectural offices through use of ICT.”

Governor Oigawa of the Ibaraki Prefecture, who comes from the Ministry of Economy, Trade and Industry and has a background in IT-related private companies, understood typical government workplace challenges, like “paper culture,” burdensome decision-making processes, and labor productivity. When he assumed office, he considered RPA as a mechanism to promote reform in government workplaces.

The Ibaraki Prefectural Office has fewer staff members than other prefectures in relation to the size of the prefecture. Hiring is also challenge for many local governments.

To promote operational efficiency and address these challenges, Ibaraki Prefecture leaders began to consider RPA.

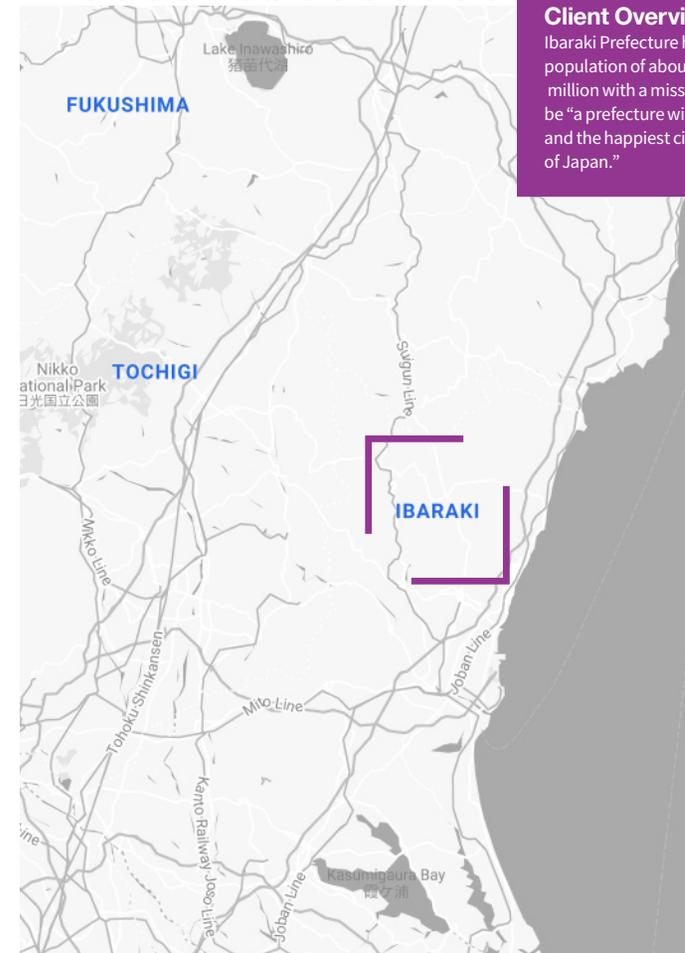
Solution

“Client Type” is suitable to automate Local Government job needed to handle small variety of work

There are two types of RPA software: a “server type” that functions in the background in the server and a “client

type” that functions as an agent in the PC. Mr. Hiroaki Sato, chief of the ICT strategy team, explained that automation tools that could only be handled by “server type” were not sufficient to meet the agency’s needs. “Server type” is suitable for tasks that can be managed collectively across business operations because robots work in the server. Mr. Sato explained that the “client type,” which works on individual terminals, was more suitable for local government operations. The UiPath RPA Platform is compatible with both “server type” and “client type” and can flex to support various systems, including legacy systems. The low operating cost of UiPath RPA was the main factor that led Mr. Sato and his team to select UiPath.

Also, as an advantage of introducing RPA, most of the work that can be done in prefectures has already been systemized. However, it is still necessary to have human intervention to bridge the system. This type of work is far from suitable for systematization, even though it is also difficult to do by human employees. Automation technologies can connect multiple business systems in order to create a virtual system.



Client Overview

Ibaraki Prefecture has a population of about 3 million with a mission to be “a prefecture with vitality and the happiest citizens of Japan.”

Mr. Sato explained that RPA would have a significant contribution to cost reduction because it can be accomplished in a short period of time and at a lower cost, compared with a complete system rebuild.



Ibaraki Prefecture

Continued from previous page

Benefits

One of the challenges many governments experience when they first introduce RPA is internal misalignment. For example, some departments in charge of RPA implementation select processes to be automated without sufficient understanding of these processes. This leads to distrust from on-site employees, and errors in the implementation.

To avoid this misstep, the ICT strategy team in Ibaraki Prefecture first conducted awareness campaigns to enable prefectural government officials to better understand RPA. In May 2018, shortly after the establishment of the ICT strategy team, they invited a lecturer from UiPath to hold a briefing in the prefectural office for government officials who had no prior knowledge of RPA.

“I was worried that people would not attend because of the highly-technical content, but the number of participants was far higher than expected,” Tozawa recalled.

Local government officials then began to incorporate RPA into their workflows and core responsibilities. Officials submitted 64 business requests for automation. The ICT strategy team conducted evaluations of these requests to identify the four highest-potential processes for automation. Evaluation criteria included terms of work volume, technical aspects, work relevance, cost effectiveness, etc.,

Next, the team implemented a proof of concept (PoC). The PoC was successful – process automation helped reduce staff working hours by 86.5% (2,768 hours saved across four target processes). When RPA will be introduced in 40 similar operations,

the team estimates expected time savings of 46,000 hours per year.

When the PoC results were announced in a meeting held in the prefectural office, local media and municipalities participated in addition to prefectural office staff. This attracted outside attention.

During this meeting, staff gained a better understanding of RPA at work, thanks to the use of a demonstration video. This helped to ensure staff buy-in for the initiative.

Ibaraki Prefecture’s introduction of RPA technology was successful due to both a “top down” and “bottom up” approach. Governor support for RPA technology was critical to getting top-down alignment, while staff enthusiasm and buy-in was critical to bottom-up alignment.

Key Benefit

86.5%

reduction in the working hours requested from staff members

“I was worried that people would not attend because of the highly-technical content, but the number of participants was far higher than expected,”

Masahiko Tozawa,
ICT Strategy
Team Group Leader

ICT Strategy Team



Mr. Masahiko Tozawa
Group Leader

Mr. Hiroaki Sato
Chief



Trelleborg Municipality

Trelleborg Municipality's Department of Welfare used the UiPath Enterprise RPA Platform to automate critical welfare support decision processes.

This decision significantly reduced the department's response times, but more importantly, enabled employees to provide exceptional service and help Swedish citizens regain control over their lives.

Within the Trelleborg Municipality, the Trelleborg Department of Welfare includes a public service department that focuses on welfare support. This department prides itself on doing all it can to guide Swedish citizens through the welfare process and provide exceptional service at every step. The department's mission is to ensure openness, respect, and responsibility to help Swedish citizens regain self-sufficiency.

Past processes did not always support this mission, or at least as much as the department would have liked. For example, in the past, it used to take an average of eight days for the department to make welfare-payment decisions, though this number could be as high as 20 days for new welfare applications.

During this waiting time, Swedish citizens continued to contact the department, either to inquire about their status either to ask for additional help to complete the

process. Worse, this waiting time meant citizens spent too much time worrying about their future decision instead of actively working to find a new job.

Eleonore Schlyter, Unit Manager, Department of Welfare in Trelleborg Municipality, remembered that in 2014, this scenario led them to look internally. "We began to ask ourselves if we were providing the best service possible to our citizens," she said. "For example, what response time frame is acceptable before people start to worry about putting food on the table? Could we do anything to improve our processes and reduce the eight-day decision time? In other words, could we do more to provide even better service to our citizens?"

RPA in the public sector

The decision to implement a Digital Agenda was taken in August 2018. Trelleborg's Department of Social Services had been working closely with Valcon Consultants, Together with Valcon, they built the business case based on the process proposals coming from Schlyter.

An ideal process for automation

"We already had an online process for people to submit applications," Schlyter said. "This process was used by 75% of citizens who were looking for welfare support. We realized this was an ideal starting place, and that this process could be significantly improved with RPA technology."

As part of the initial pilot program, the Valcon team continued to help. They performed a business case assessment of the process, where the joint team would look through everything to make sure each step of the automation was correct. Trelleborg employees showed how they would make a decision, especially a favorable ruling that resulted in a welfare payment. From there, the RPA team developed a UiPath Robot that successfully automated this critical step.

"The UiPath Robot does the same thing an employee would do but does it so much faster."

Eleonore Schlyter, Unit Manager, Department of Welfare, Trelleborg Municipality

Client Overview

The Trelleborg Department of Welfare within the Trelleborg Municipality in Sweden includes a public service department that focuses on welfare support.



Employees love the UiPath Enterprise RPA platform

Employee morale has improved to the point where Schlyter believes that some employees may not still be there without the UiPath Robots. "Our employees tell us that it makes their workday more structured

and so much better," she said. "With UiPath, every morning as soon as they come in, they get a report that shows up-to-the-minute status updates and what they still have to do."

It is a significant improvement over past efforts. "Employees don't even give it a second thought," explained Schlyter. "The UiPath Robot compiles important information and creates a report that shows which citizens received payments, which ones didn't, and all of the supporting information. Employees are freed from the tedious part of the process but can still be involved if they need to manage exceptions or over-rule various decisions."



Trelleborg Municipality

Continued from previous page

UiPath in action

With UiPath, Schlyter's department has been able to significantly reduce the amount of time it takes employees to process an application. "Before we automated the process, it took three to five minutes to complete those applications that were approved and resulted in payments," she said. "Yet it took up to 17 minutes to complete applications that were denied. Now the UiPath Robot completes any process in one minute or less, which has led to dramatic time savings."

These time savings paid off in more ways than one. "For us, it was never about reducing staff's involvement," explained Schlyter. "The best news is that we freed so much of their time that we've been able to reallocate them to other processes and empower them to contribute to additional processes where they can make the most difference for Swedish citizens."

"Our employees tell us that RPA makes their workday more structured and so much better. Employees don't even give it a second thought."

Eleonore Schlyter, Unit Manager, Department of Welfare, Trelleborg Municipality

Future goals: Better ways to deliver optimum citizen service

They have one Robot in place today but are in the process of rolling out a new one to help with job seekers. The UiPath Enterprise RPA Platform has helped Trelleborg Municipality. It's saved time, contributed to increased employee morale, but most important, has now positioned the department to continue to provide exceptional service for its citizens. "With RPA technology, our citizens are satisfied that they get

good response and service in just 24 hours," said Schlyter. "It makes us feel good too, knowing that we're doing more to help Swedish people regain control of their lives."

"With RPA technology, our citizens are satisfied that they get good response and service within 24 hours. It makes us feel good too, knowing that we're going more to help Swedish people regain control of their lives."

Eleonore Schlyter, Unit Manager, Department of Welfare, Trelleborg Municipality



Key Benefits, by the numbers

2
employees

freed for more important processes requiring human direction

22%
increased help

given to people versus the previous year due to RPA

24
hours needed

to answer applicants, versus 8-20 days without a robot

94%
time saved

per processed application (17 minutes versus 1 minute)



Copenhagen Municipality

Continued from previous page

Having a very close working relationship with the IT department, Rasmus took the decision that the developers should be technical in nature and be supported by automation consultants that work with the committees to identify suitable processes and the expected business benefits. Today, there is a team of 15 working within the Center of Excellence.

From four months for the initial pilot, an average process – including initial process identification, process improvement, robot development and delivery – can be complete in six to eight weeks. Simpler processes can take less than one week to be put into production.

Sound governance is a major factor in this. According to Rasmus: “We worked very hard to get governance right. For example, we created specific coding guideline on how you should build a robot and how it should work. That’s made it very easy to share our knowledge with the committees as well as meaning we can quickly get external consultancies up to speed and productive when we need extra capacity to scale our RPA work.”

“Another aspect of working with UiPath that has really helped us scale is the UiPath Academy. It’s really difficult to find and recruit good RPA people but, with the Academy, we can take people with no RPA

experience and have them producing robots in less than a month,” he continues.

Scaling for success

Today, Copenhagen has automated 75 of its processes across its seven committees. It has assembled a digital workforce of six unattended and 50 attended robots. An impressive accomplishment as the council has only been working with attended robots for four months. The council and its citizens are beginning to see the benefits.

For example, the council has to respond quickly to requests for citizens who want to know exactly what information it holds on them. This is a very time-consuming process. It requires accessing multiple systems, consolidating information, redacting sensitive information, building a report and sending it to the citizen.

This can take an employee up to 10 hours to complete the task and there is potential for error and omission. A robot reduces the time in half and provides highly accurate information. This automation is starting to be rolled out to all committees with one reporting that it alone has freed almost 8,500 hours per year – the equivalent of 6 full time employees – to help meet the growing demand on its services.

Rasmus states: “Our experience of RPA is its positive affect on employee satisfaction and that also goes for our citizens. Improving our processes leads to faster response time and better service delivery. In fact, by automating those processes, we are beginning to be able to help citizens access services for themselves outside normal office hours.”

Taking a hybrid RPA approach

The municipality believes that it is still early in its RPA journey and believes that the real power will come when you combine attended and unattended robots into a hybrid RPA environment. It will enable Rasmus and his team to automate more complex tasks using RPA and, even, help automate end-to-end processes.

Rasmus explains: “Our journey began looking at unattended robots for large repetitive task and process, allowing employees to concentrate on higher quality tasks. Now, we’re looking at attended robots and digital assistants. Combining the two allows an employee to work with the appropriate robot for each step in the process. There’s great potential in this hybrid approach.”

Copenhagen has deployed its first hybrid robot environment that enables the worker to start with

an attended robot to help compile information before handing it to an unattended robot to take care of the information retrieval and reconciliation. This saves a vast amount of time with the case worker only receiving the small amount of cases that actually require manual inspection.

Rasmus believes that hybrid robots will become widespread within Copenhagen over the next few years and provides advice for other government bodies considering

RPA. He concludes: “For some municipalities, they begin with a lot of excitement. They create their first pilot with one or two process and then evaluate what they’ve done. The energy is lost and the project stalls. Our experience is find the right people across the organization that will commit to the RPA journey and continually increase your RPA efforts. Do that and the benefits are there for you, your employees and your citizens.”

Key Benefits, by the numbers

75
processes

key to business auto-
mated across seven
committees

6-8
weeks

amount of time the
avg process takes,
concept to delivery

50
attended bots

ready to service
the employees of
Copenhagen

8.5k
hours

saved automating
one process in one
committee



The University of Auckland

What started out as a cost-saving initiative for The University of Auckland grew into a full-fledged educational course thanks to UiPath. Robotic Process Automation (RPA) enabled the university to improve the experience for students, and also eliminate time-consuming tasks for staff members, providing them more time to focus on human-oriented services.

Staff members at The University of Auckland were in a favourable position to notice demand changes for business process management and automation. As one of the top universities in the world, the institution offers services for more than 40,000 students, supported by 5,500 staff members.

This includes Izak Van Niekerk, leader of the university's automation practice, as well as Matt Poole, the university's Strategic Program Manager. Two years ago, Van Niekerk and Poole were tasked with putting the university on the path toward RPA. What began as a cost-cutting initiative soon grew into something much more, thanks to Van Niekerk and Poole's insights surrounding the heightened demand for RPA education.

The university's multi-faceted RPA initiative started with the automation of certain internal processes, through

the help of UiPath and PwC, including workflow automation and data digitization. From there, Van Niekerk and Poole were able to champion an academic course around RPA, which the university will begin delivering in 2019.

The University is also partnering with UiPath and Accelerating Aotearoa to launch an Automation Youth course for 10-14 year olds which also begins in 2019. "This is all about readying our youth for tomorrow's work, especially our disadvantaged youth. It is one of those wonderful moments when people from a world away connect, find they share the same values, and say "Let's do this great thing!"

RPA enables the University to boost its process maturity

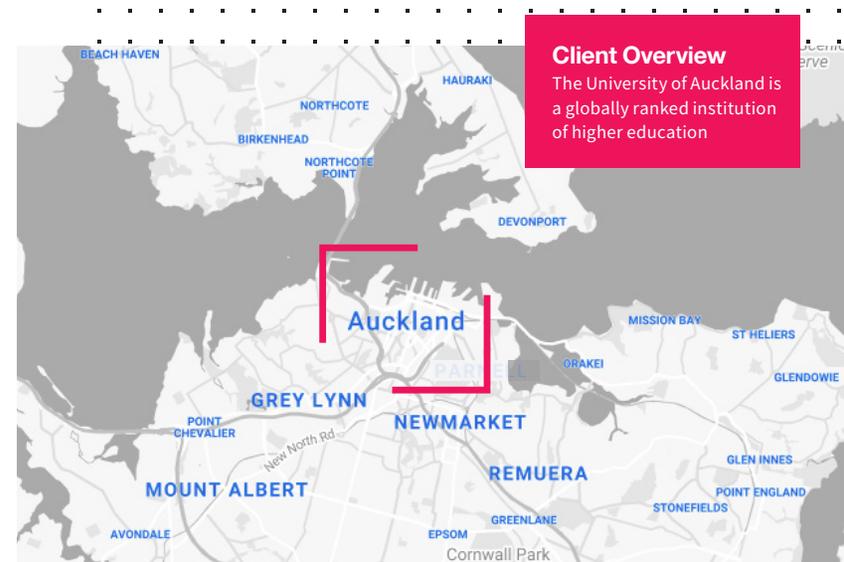
To begin its initiative, university stakeholders including Van Niekerk and Poole had to identify the processes that would lend themselves well to automation, where it could then deploy UiPath Software Robots.

However, this investigation showed that many of the university's current working processes were low level of maturity, and some were not well documented with the visual process maps or operating procedures required. While this discovery

expanded the overall delivery time frame for the automation project, it provided the opportunity for staff to revisit, redesign, and improve their existing processes ahead of introducing the RPA software bots.

"We had to redesign and improve the actual process, in terms of how the activity was performed, as well as the associated business rules that were underlying those activities," Van Niekerk said. "There's always been an effort to improve the process up front and then automate."

The team then worked to introduce RPA into the processes that stakeholders had identified and improved. This included workloads related to the student transcript request process, the finance team's supply setup process and purchase order setup process. During the rollout of the software robots and newly automated activities, Van Niekerk and Poole had to work closely with staff members to answer questions and quell concerns about their changing roles and responsibilities. The result was the creation of the university's Center of Excellence (COE), which encompasses a variety of resources and knowledge from experts in process, solutions design, business analysis, change management, development, quality assurance testing, and more.



Client Overview

The University of Auckland is a globally ranked institution of higher education

RPA grows from a service improver to an academic option for students

After enhancing its backend process procedures and associated documentation, the university deployed four unattended software robots to enable the automation of key processes. The first workload chosen involved the student transcript process request, where the university gathers students' previous institution transcripts, course participating details, and recommendation letters.

From here, the university looked to automate its supply setup process, which involved the oversight of as many as five different types of suppliers into two automated processes. The overall turnaround time was reduced from twelve days to between 2-4 days. Other key processes were also identified and automated, including the university's

compliance checks, purchase order system, and new supplier requests.

With its internal automation initiative providing cost savings and efficiency improvements, University of Auckland staff decided to take its RPA to a student-facing level. After noticing heightened demands for education around RPA, the university set out to create its own, first-of-its-kind RPA course, and this was yet another area wherein the university's partnership with UiPath proved beneficial.

"At first, it looked like we were going to have to build out our own contents [for the course], which we were all set up to do. But then UiPath's Academic Alliance came along and gave us a fast start, which was terrific," Poole said. "So now we have UiPath's expertise, the University's local experience, and PwC's commercial insight all combined into a fantastic course for our students." (Cont. on next page)



The University of Auckland

Continued from previous page

The result: staff members champion the use of RPA

Despite initial concerns about using software robots to support automation, staff members quickly took to the new processes, and realized the benefits of RPA. For instance, one of the first processes to be automated involved the university's supply process, which would previously involve manual checks against external sources by procurement staff members to ensure that no conflicts of interest exist.

Van Niekerk noted that once this supply check process was automated, stakeholders and team members discovered that the software robot actually identified certain special conflicts of interest that would likely have been overlooked by human staff members. Automation of internal university work also allowed staff members responsible for student service to have more time to focus on providing a beneficial experience to the university's pupils.

"[Staff] were just continually being hammered by dissatisfied customers, bad stories, and always in catch-up mode, not really able to do a satisfying job themselves," Poole said. "Suddenly they were getting respect from their customers and

their peers for the job they'd done and for turning things around. It was a really powerful story about how those who you might think would be worried and concerned, could actually become the biggest advocates really quickly."

"Suddenly [the staff] were getting respect from their customers and their peers for the job they'd done and for turning things around."

Matt Poole,
Strategic Programme
Manager
University of Auckland

What's next?

Izak Van Niekerk, Matt Poole, and other university staff are looking forward to launching Auckland's RPA course in July 2019.

The university is also exploring expansion opportunities for Intelligent Automation including incorporating intelligent machine learning algorithms to help route emails. In this way, when the Staff Service Centre receives a request,

it can quickly and automatically be routed to the correct agents, as opposed to requiring up to four hours for a human to sort through the messages and manually forward them. This process has just gone live, and has seen 96% accuracy so far.

This type of deployment, involving RPA and machine learning, will be a trend for the university's future automation initiatives. Van Niekerk and Poole discussed possibilities with chatbots, virtual assistants, and predictive analytics.

Van Niekerk and Poole also underscored the importance of bringing the benefits of RPA outside of the university and to the larger community. In 2019 they piloted a course teaching RPA to school children in South Auckland.

"We see the benefits of RPA as an organisation," Van Niekerk said. "I think more importantly it's an external impact and how we want to deliver back to our communities and our stakeholders. I think the ethos of the university is really around how do we share knowledge. How do we, more importantly share the knowledge to make New Zealand a better place."



Key Benefits, by the numbers

23k
hours

of time saved
annually

96%
success rate

for orchestration
running across all
processes

99%
success rate

in all processed re-
quests for automated
processes in Finance

98%
satisfaction

rate for automation
in Finance among
clients

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