<table>
<thead>
<tr>
<th>Phase/Step</th>
<th>Supporting Inputs</th>
<th>Source</th>
<th>Benefits and Challenges</th>
</tr>
</thead>
</table>
| **Assess Opportunities for Robotic Process Automation – Process Analysis and Activity Selection** | • Context diagrams  
• Use Case Definition Documentation  
• Decision Trees/Decision Matrices  
• Business Rules Documentation | Requirements/Business Analysis Team | **Benefits**  
• Provide the RPA Implementation Team with business and process context  
• Help eliminate those processes with too many exceptions  
**Challenges**  
• The documentation may be too high-level  
• Some of the decisions and business rules may be hardcoded in the existing legacy systems, with little or no documentation  
• The types of decisions and judgment calls made by human operators may not be documented at all |
|  | • System User Guides | Software Development Team | **Benefits**  
• Provide the step-by-step instructions that system users follow to perform specific activities  
**Challenges**  
• System User Guides are often obsolete, or are updated on an annual basis- long after new functionality has been deployed  
• System User Guides describe only the activities performed in a given system, but do not cover the manual steps performed by human operators before or after using the system |
|  | • Process Improvement (e.g., Lean Six Sigma SIPOC) Documentation and Plans | Process Improvement Team | **Benefits**  
• Provide the RPA Implementation Team with business and process context  
• Help eliminate those processes that are slated for improvements in the near future  
• Help eliminate those processes/activities with non-standard inputs  
**Challenges**  
• The documentation may be too high-level  
• The documentation captures a point-in-time view of the processes analyzed, and as such it may be obsolete |
|  | • Business Capabilities Map  
• Business Process Decomposition Models  
• Business Process/Activity Description and Metadata (e.g., Owning Org Unit, Usage, Data Mappings, System Mappings, etc.)  
• Process Flow Diagrams | Business Architecture Team | **Benefits**  
• Provide the RPA Implementation Team with business and process context  
• Provide information both on manual and automated processes and activities  
• Help eliminate non-critical, too trivial, or rarely performed activities |
<table>
<thead>
<tr>
<th>Develop Proof of Concept &amp; Run Pilot – Perform Detailed Activity Definition</th>
<th>Process Improvement (e.g., Lean Six Sigma) Documentation</th>
<th>Process Improvement Team</th>
<th>Benefits</th>
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</thead>
<tbody>
<tr>
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<td></td>
<td>• Help eliminate those activities supported by systems undergoing change or slated for replacement</td>
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<td>Challenges</td>
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<tr>
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<td></td>
<td>• Not every organization invests in business architecture, and the client organization may not have a complete (or up-to-date) set of business architecture artifacts</td>
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<tr>
<td></td>
<td>Business and Functional Requirements</td>
<td>Requirements/Business Analysis Team</td>
<td>Benefits</td>
</tr>
<tr>
<td></td>
<td>• Use Case Definition Documentation</td>
<td></td>
<td>• Provide a good starting point with regards to activity steps, inputs, outputs and users</td>
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<tr>
<td></td>
<td>• User Stories</td>
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<td>Challenges</td>
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<td>Business Process/Activity Description and Metadata (e.g., Owning Org Unit, Usage, Data Mappings, System Mappings, etc.)</td>
<td>Business Architecture Team</td>
<td>Benefits</td>
</tr>
<tr>
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<td>• Process Flow Diagrams</td>
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<td>• Provide a detailed view of what the activity consists of, what it is supposed to achieve, what are the steps, decision points, decision details and/or applicable business rules, human stakeholders and supporting systems</td>
</tr>
<tr>
<td></td>
<td>• BPMN Models</td>
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<td>Challenges</td>
</tr>
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<td>• Some of the manual steps may have been missed</td>
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<td>• Some of the business rules may be hardcoded in the existing systems, and not documented separately</td>
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<td>• BPMN models in particular can be extremely detailed and precise</td>
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</tbody>
</table>
### Value Stream Models (and Metadata), together with dynamic rules-based routing maps and event/state worksheets

#### Dynamic rules-based routing maps and event/state worksheets can likewise be detailed and precise

**Challenges**
- Some of the manual steps may have been missed
- Some of the models may be obsolete, if the organization doesn’t invest in maintaining them
- If the organization does not invest in business architecture, these artifacts may not exist at all

<table>
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<th>Process Mining</th>
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<tr>
<td><strong>Benefits</strong></td>
</tr>
<tr>
<td>- Provide actual event data using the system logs</td>
</tr>
<tr>
<td>- Provide full traceability for a given user’s activities while using the system</td>
</tr>
<tr>
<td>- Provide insight into under-performing processes</td>
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</table>

**Challenges**
- Manual steps and/or steps performed using devices that are not network-connected (e.g., phone, fax, copier, paper mail) are not logged into the system
- If, in order to perform an activity, the human operator has to use multiple systems, reconciling the data across systems can be extremely laborious and time-consuming

<table>
<thead>
<tr>
<th>System Event Logs</th>
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<tbody>
<tr>
<td><strong>Benefits</strong></td>
</tr>
<tr>
<td>- System Performance Monitoring Tools</td>
</tr>
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