CHAPTER

5

Opportunity Assessment

Business leaders must know that RPA cannot automate every process. Hence, selecting appropriate processes to use RPA can be a complicated task. Opportunity assessment's goal is to help decision-makers choose processes that will be suitable for RPA. Selecting processes that don't fit the criteria will cause unnecessary expenses and create a drag for the team by consuming their resources on non-value-added activities. On the other hand, processes that lend themselves to automation will utilize available technology to its maximum potential and bring much higher return on investment.

Tip Keep in mind that RPA is a phased, iterative program. What may seem to be a good fit for RPA at the "opportunity identification" stage does not mean the request will be completed through to deployment.

The tasks within opportunity assessment begin once the initial request for automation has been received and understood. This is where the request is explored in some depth; a variety of information is obtained and examined.

Sometimes an idea is submitted with very little information; in those cases, the discovery phase described in Chapter 4 is performed before opportunity

R. Fantina et al., *Introducing Robotic Process Automation to Your Organization*,
https://doi.org/10.1007/978-1-4842-7416-3_5

assessment. Please note that whether or not the discovery phase is implemented depends on the amount of information received with the initial request.

Please note also that a request introduces an RPA opportunity; that opportunity may or may not become a project.

At the conclusion of the opportunity identification (which may or may not include the discovery phase), the governing body, described in Chapter 3, reviewed the documentation and then met to discuss whether or not to move forward at this time with the request. If a "Go" decision was made, the request is approved to move to the opportunity assessment phase.

The following is the tollgate decision template (see Appendix 7):

"Go/No-Go/Wait" Tollgate Decision

Purpose:

To provide all key stakeholders with an interactive opportunity to review the output of the opportunity assessment due diligence efforts and to render a decision on the merits of the RPA opportunity to proceed/not proceed or wait until specific conditions are met.

Decision	Reason	Next Steps

Approved by: Date:

RPA Dev. Lead _____

System Architect _____

RPA Analyst _____

Process/Business Owner _____

Details of the form:

> Decision: This is either "Go," "No Go," or "Wait." "Go" indicates that the governance body has determined that moving to the next phases is beneficial; "No/Go" indicates that, for any of a variety of reasons (e.g., insufficient ROI, complexity, etc.), the project will not continue. "Wait" indicates that there is some additional information required before a "Go" of "No Go" decision is made. That will be described in the next column.

Reason: This explains why the decision was made and, in the case of a "Wait" decision, what is lacking.

Next Steps: For a "Go" decision, this would indicate the next phase. For a "No Go" decision, this would indicate that the requestor is to be notified and who specifically will notify them.

Tip Approval to proceed occurs several times throughout the life cycle. Approval for opportunity assessment does not mean approval for deployment.

Throughout this chapter, we introduce the required concepts and provide real-world examples to clarify them.

At this step, a high-level understanding of the request is obtained. After some preliminary information is discovered, analyzed, and documented, the team presents it to the Governance Committee with their recommendation. We detail what should be considered as benefits, which will include the potential return on investment (ROI), if the project is necessary to meet some competitor's initiative, if it will satisfy a new government regulation, if it is required to enhance customer experience, or any of several other benefits.

As noted, there are cases where, even from this initial view, it can be determined that the request is not a good candidate for RPA, for any of a variety of reasons.

At the conclusion of the phase, the Governance Committee will meet to determine if the request should proceed to the next phase (solution design – see Chapter 6).

This decision will be based on many factors, which include time/cost savings, competitive need, regulatory requirements, improving quality, enhanced customer services, and other factors depending on the request and the needs of your organization.

In this chapter, we discuss the following artifacts that are produced in this phase (see the Appendix for templates):

- The opportunity overview, containing a summary of the current situation, objective, desired state addressing what process steps are proposed to be automated, and benefits estimations. At this point, only a high-level estimate of costs and benefits is obtained.
- An end-to-end, current-state process map, as we discussed in Chapter 4, picturing actual process flow and the level of detail required at this point (e.g., process volumes, systems/applications involved, roles, etc.). If,

when it is time for the "go/no-go" decision, the project is approved to move forward, a more detailed, and a future-state, process map will be required. But that will be discussed in a later section. We also include a template for the process map.

- A more detailed explanation of each step within the process. A template for that is also provided. This is not always necessary, and we will discuss how to determine if it is.
- A feasibility assessment.
- A risk assessment.

Opportunity Overview

A major component of the opportunity assessment is the opportunity overview. This is an at-a-glance view of the request, which includes such information as an overview of the need, desired solution state, and the estimated benefits of automation (e.g., ROI, benefits could be qualitative and/or quantitative), which can be financial, or might include maintaining a competitive edge, satisfying legal requirements, or several other factors. Much of the information contained therein is extracted from the request form and can be obtained during discovery. Please see Appendix 6 for a template.

In other words, the opportunity overview is an executive summary that provides the Governance Committee members with a thorough, but high-level, overview of the opportunity, the possible solution, and its complexity, risks, and benefits.

Tip Always remember that the templates included can be tailored to meet the needs of your organization.

These are components and details of a typical opportunity overview:

- Name of project: Self-explanatory. Remember, this request is not yet a project, but this is the title that will be given to the work which may result in a project of this name.
- Prepared by: This is generally the business process analyst and any subject matter experts (SME(s)) who might be involved, along with their titles and departments.

- Opportunity description: Information from the "current process description" on the request form is the basis for this. In the opportunity overview, the information is refined from the basic notes on the request form to make a more coherent description of the current situation and the problem as it now exists.
- Opportunity statement: This should be short; a sentence should suffice. Here, a concise summary of the problem is stated. For example, "The current process manually performed results in unacceptable delays and repeated, time-consuming rework due to errors."
- Objective: Write what the requestor wants accomplished in simple language; this should be a general description of what the Bot should do. Express in your own words what you want it to do. For example, "Bot will scan orders and produce invoices with customer address included…" or "Bot will read customer email and extract information to make required updates in the systems."
- Assumptions and constraints: In this section, briefly include anything that is believed to be true and is pertinent to the project. For example, "Assumption: System 123 and System ABC are able to communicate." For constraints, list anything you think may prevent the easy build of the Bot. For example "Currently, there is no way for accounts ending in L to be read by system XYZ." Further explanation is not required here.
- Current state: The process map, at a sufficient level to show the steps to be automated, is placed here. Please see Appendix 2 for a template.
- Operational benefits estimation: Some preliminary benefits were listed on the request form, but more specific information is detailed in this phase. It should clearly, but without great detail, show the advantage(s) of the requested automation. Is the savings (ROI) sufficient to justify the cost of automation? Are there important competitive or regulatory issues that the requested automation will address? These considerations must be included.

- Proposed solution/process change: Note here exactly what is to be automated. For example, "Automate Steps 3–7 on the previously referenced process map." It could also be descriptive; for example, "Automate the identification of accounts over 90 days past due, the sending of notices, and notification to the account rep. that the past-due letter has been sent."

Pause and Consider An opportunity overview is a high-level assessment of the request to automate a process. Management, who will review the opportunity overview and make a decision about the request, does not need or want the same level of information that the analysts, developers, testers, etc., will need. Adding extra information may seem like a good way to "cover all bases" but restricting the opportunity overview to just the minimum facts required to make a decision will serve much better.

Current-State Process Map

Automating a process means using the existing process steps and simply changing them from manual to automatic performance (note: in some cases, it may be necessary to optimize the process prior to automation). In order for the Governance Committee to make a decision on automating a process, and for developers to create the solution, the process must be understood. The current-state process map is one of the main tools by which this is done.

At this stage, the map should be fairly high level; it isn't necessary to state, for example:

> "Access screen X; find the 'account number' drop-down; hit the drop-down button; select 'individual insurance'; click ok; enter customer last name; click ok; enter customer first name; etc."
>
> The step could simply say "find customer account number." The details of the steps will be defined, probably by video recording someone actually performing the steps in the process, at a later stage in the project. What is required now is a solid understanding of the end-to-end process at a high level.

Feasibility Assessment

Another major factor of opportunity assessment is feasibility. At this point, "feasibility" only relates to the high-level view we currently have. Does it appear, based on the limited information thus far available, that the proposed process is suitable for automation? In other words, is RPA a reasonable solution to the presented opportunity? The goal of the feasibility assessment is to identify, as early as possible, requests that are not suitable for RPA and avoid spending unnecessary resource hours. The feasibility assessment, with a recommendation by the RPA team, will be a major part of the Governance Committee's decision-making process about the requested automation.

Remember that if the project is approved to move to the next stage, more information will be obtained during that stage, and there will be another Governance Committee checkpoint, at which the new information will be evaluated. It is possible that a project that was seen as "feasible" when very little information was available may be viewed differently with additional information and could be cancelled. It is very important to reflect and learn from the information or details that lead to cancellation of the RPA development and incorporate that into the feasibility assessment tool to minimize the RPA cancellation rate. By achieving a low cancellation rate, you would decrease operational cost (higher-technology ROI), increase delivery velocity, and improve business operations' trust and user satisfaction. Additionally, with the evolving capability of digital automation, some previously impossible solutions might become feasible; therefore, you need to make appropriate adjustments to the feasibility assessment tool over time, as you gain more experience with RPA.

■ **Pause and Consider** Why is cancellation at a later stage not a "failure"? Remember, the Governance Committee exists to evaluate the current information. At "opportunity identification" or "opportunity assessment," only basic information is known, and the Governance Committee isn't giving approval for the entire project, just for the next phase, wherein additional information will be discovered. The Governance Committee will then evaluate that information.

At this stage, there are six basic questions to ask.

Feasibility Assessment

<Name of Project>

	Questions	Answers
1	Is the process well defined?	
2	Is the process stable (very few "exceptions")?	
3	Can exceptions be handled manually?	
4	Are inputs in digital format?	
5	Can required data be input without human intervention?	
6	Are potential changes to roles and processes acceptable to management?	

Approvals:

<Name> <Role> _____ Date: _____

<Name> <Role> _____ Date: _____

<Name> <Role> _____ Date: _____

<Name> <Role> _____ Date: _____

(See Appendix 4 for a template.)

1. **Is the process well defined?** Here, you need to determine how repetitive the process is. Basically, are the exact same steps performed each time the process is run? Are the steps well-known? Are there a limited number of exceptions? This is one characteristic that makes a process a good candidate for automation.
2. **Is the process stable (very few "exceptions")?** When the process is invoked, are the steps that are taken based on clearly established rules? Are the steps the same within the process?
3. **Can exceptions be handled manually?** For any process, a certain, limited number of transactions might need some additional steps. Perhaps an account number was entered incorrectly, and the account must be looked up by last name. A customer might make a special request within a more common request. Can these transactions, if within an automated process, be sent to a mailbox for manual handling? Is there a process for handling these exceptions now?

4. **Are inputs in digital format?** Do the inputs currently come into the process via an electronic mailbox? Or are they calls from clients or others that must be input by the call receiver? If so, can the input created by the call receiver be input into a system that the Bot can access?

   Also, are all inputs Excel files? Word Documents? PDFs? Etc. How easily might they be read by a Bot?

5. **Can required data be input without human intervention?** A Bot does not think; it looks for exactly what it is told to look for and handles what it finds accordingly. If inputs require human judgment, beyond a simple decision of if it can be handled by the Bot, that process is not a good candidate for automation. Tasks that require little to no judgment and have low exception rates are good candidates for RPA.

   For example, an electronic mailbox may receive 300 emails per day, and 100 of them can follow a standard process. It may take a person to manually review the 300 emails and forward the 100 that can follow a standard process to the Bot. But once there, the Bot can take over.

   If, however, the mailbox receives 300 emails per day, and each requires that a person read them and look up a variety of different information that may be available from a variety of different and ever-changing sources, then this process would not be a good candidate for automation.

6. **Are potential changes to roles and processes acceptable to management?** One advantage of automating processes is that staff will be freed up for other responsibilities, changing their roles. Also, when the process is being investigated for automation, efficiencies may be determined that will change the process before it is automated. These and related changes must be accepted by the process owner, in order to move forward.

Pause and Consider Are there other considerations in your organization that should be added to a "feasibility assessment" template? Remember, these basic questions are fairly standard, but there is no "one-size-fits-all." You may start with these and use them for the first few RPA projects, but your "feasibility assessment" template, along with all the others included herein, may evolve over time to meet the specific needs of your organization.

Risk Assessment

For any new RPA opportunity, a preliminary risk assessment must be performed. Most project leaders are well versed in risk assessment activities, but there are some risks that are peculiar to RPA, and we detail them in this section. It's important to know that, as with any project, in this phase (opportunity assessment), only preliminary risks will be identified, and more will be discovered when and if the project moves forward. An early involvement of your organization's risk and compliance group (it may have a different name in your company) is beneficial. That group can assist in identifying risks early on. If they are identified later, it might necessitate costly rework or even cause the project to be cancelled. This would result in an unnecessary waste of time and money.

Overall, the purpose of the risk assessment is to list what might go wrong during the creation of the Bot or during implementation. For example, is there a likelihood that certain applications that must be accessed by the Bot will be difficult to access? If so, how much will that increase the time to develop the solution? Another example: How great is the possibility that the Bot will misread information? These kinds of risks must be identified as early as possible to help the Governance Committee make informed decisions.

Writing in Forbes on June 18, 2019, Naveen Joshi noted the following four (4) major risks:

1. Incorrect process selection
2. Technical issues
3. Lack of communication
4. Security[1]

The risk assessment document will be used by designers and developers to create the automation that will mitigate those risks. While a thorough risk assessment is required, it must be remembered that at this point, there is still limited information known about the project and almost nothing about the solution. We only have a clear understanding of what the objective is and what the "ask" is (what does the requestor actually want). In other words, we know what and where, but not how. Additional risks will be identified as the solution development progresses.

Start with this form (there is a template in Appendix 5). An explanation of each category follows the template.

[1] www.forbes.com/sites/cognitiveworld/2019/06/28/leverage-rpa-but-plan-for-its-inherent-risks-too/?sh=191b34d811d1. Accessed on April 9, 2021.

Risk Assessment Checklist

<Name of Project>

Risks	Type	Is There a Mitigation Plan	Mitigation Plan and Responsible Party

Prepared by:

<Name> <Role> _____ Date: _____

<Name> <Role> _____ Date: _____

Approvals:

<Name> <Role> _____ Date: _____

<Name> <Role> _____ Date: _____

(See Appendix 5 for a template.)

1. Risks: In this area, briefly and succinctly identify the risks. One that is standard for RPA initiatives is the following: "The Bot fails to function."
2. Type: Generally, the "risk type" is one of the following categories.
    i. Compliance
    ii. Error
    iii. Financial
    iv. Operational
    v. Reputational
    vi. Resource
    vii. System
    viii. Technology
    ix. Security

Complete this area to the best of your current knowledge. Remember, this is a very early stage in the project, and additional risks will be identified as more information about the business need, the technology, etc., is obtained.

■ **Tip** Solicit input on risks from a variety of subject matter experts to assure that you assess and identify potential risks RPA could expose or create. Involve your "risk and compliance" group in this.

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3. Is there a mitigation plan? This could be "Yes," "No," or "N/A." "Yes" means that there is a mitigation plan for this particular risk. For the standard risk mentioned before, this will be "Yes."

   "No" means that there is no mitigation plan for this particular risk, but one must be created.

   "N/A" means that there is no mitigation plan, but the decision is made to simply accept the risk. This may include such things as accepting maintenance costs, creation of the technical debt, or accepting the fact that X% exceptions will require manual handling.

4. Mitigation plan and responsible party: In this box, you will succinctly express what must be done about the risk. If there is a mitigation plan ("Yes" from the column titled "Is There a Mitigation Plan"), briefly describe it. For example, for the standard risk mentioned previously, the "Mitigation Plan" is usually this: "Revert to manual handling until the Bot is repaired."

If there is no plan ("No" from the column titled "Is There a Mitigation Plan"), briefly describe the steps required to create one. This might include any of the following (among others): "Confer with corporate risk management"; "Obtain input from SMEs"; "Research industry journals."

Also in this section, put the role (not the name) of the person responsible for handling the risk. For the standard risk, this is the RPA team lead, along with the role of the person responsible for the process.

At the bottom of the page, include your name and the names of anyone who worked on the risk assessment, the date of the completion of the document, then the names and roles of the approvers, and the date of approval (approvals are generally provided via email, to maintain a "paper" trail).

■ **Pause and Consider** At the point of RPA transition to production, all identified risks must have a mitigation plan with an assigned owner. The plan may be simply accepting the risk, but that must be documented, and that acceptance must have an owner. How will you identify risk owners and document their acceptance of the risk and/or mitigation?

Remember that the purpose of the opportunity assessment is to evaluate the request or RPA candidate for suitability and value prior to investing resources for solution development. Human nature is to jump to execution mode, and it may seem that it is a faster and more productive way, but it is more effective and more efficient to have proper assessment or evaluation of RPA candidates, especially at the early stage of RPA introduction to the organization. The amount of time spent up front will decrease as RPA culture and the technology architecture environment mature. But the introduction of RPA to an organization is not the time to cut corners.

Once all documents required for the opportunity assessment phase are complete, you are ready to proceed to the next Governance Committee meeting.

■ **Tip** If a particular artifact does not bring value to your organization, don't use it. But be careful before eliminating a step in the early stages of your RPA initiative. Let experience guide you.

Governance Committee Meeting at the Conclusion of Opportunity Assessment

Now that you have looked more closely at the request by completing the documents shown earlier, it is time for the Governance Committee to determine if it is still feasible to proceed to the next step. The RPA team's recommendation will be important in the Governance Committee's decision-making. Making the decision to either move forward to the next phase of the project (solution design; please see Chapter 6), postpone the project, or cancel it altogether cannot be made lightly. There are a wide variety of impacts to any of those choices.

As mentioned earlier, there are several times along the project life cycle that the Governance Committee will evaluate the findings obtained from a phase (e.g., opportunity assessment, solution design) and determine feasibility. The RPA team will combine the previously referenced documents into a single

document, schedule the meeting, and include the link to the document (if not everyone on the Governance Committee has access to where the document is stored, simply attach it to the email).

Prior to the Governance Committee meeting, the Governance Committee members should all have read the document and should come prepared to ask questions. Realistically, this is often not the case; the Governance Committee members may not have reviewed the document prior to the meeting. The process analyst/designer or another RPA team member must be prepared to give a very brief, high-level overview of the request. This overview will include a high-level description of the current process. The person presenting will also discuss the problem that the automation is meant to resolve and the benefits of automating the process; that is, will it achieve the requested benefits? Also, they will discuss the feasibility of implementation: does it seem as if the manual process is a good candidate to be automated in terms of cost, complexity, etc.? Lastly, they will present the risks both of automating the process and any risks associated with not automating the process. This might include the potential to lose a competitive advantage.

All the information from this brief summary can be obtained from the prepared documents, with most of it coming from the opportunity overview.

Based on either Governance Committee members' review or the brief summary provided, there are three possible outcomes:

1. The project is approved to move to the next phase (solution design).
2. The project is put on hold, pending some additional information. Depending on the additional information required, a second Governance Committee meeting may or may not need to be held. If the information is minor and advising the Governance Committee members via email is sufficient, a second meeting need not be held. If email communication is all that is needed, each member of the Governance Committee must signify their decision (approve, obtain still more information, or "pause") by return email.

You will see that, as the culture matures, there will be fewer times when additional information is required. As the RPA team learns what information the Governance Committee requires, that information will be obtained prior to presenting the opportunity to the Committee.

In some cases, there will be requests that are not currently feasible, but could be made feasible. For example, it may be that all inputs are manual, and that is the only thing preventing the process from being a good candidate for

RPA. But if the process owner is able to make them electronic, then the process could be automated. Following the Governance Committee meeting, the process stakeholders will be advised of any such situations, so they can determine if they want to make the changes required to qualify for automation.

3. The project is "paused." This could be because while automation would benefit the department, the cost of automation would far exceed continuing to do it manually. It could also be due to extreme complexity or any of a variety of other reasons.

There may come a time when, due to a light workload, changing priorities, or other situations, the project will move forward. Each individual RPA team must determine if all "paused" projects will be reviewed annually, semi-annually, etc.

4. The project is cancelled. There are times when a project is simply not a good fit for RPA. The business stakeholders may certainly have an issue with a manual process, but RPA isn't the solution. In these situations, whenever possible, refer the business stakeholders to some other possible solution. Most organizations have a variety of applications, and often these can provide some improvement to the identified issue.

Pause and Consider Requests are "paused" when they will be reviewed again in the future. It is not good to cancel a project that the requestor and their department have been excited about. How can you best advise the requestor that their request has been "paused" or cancelled? Remember, you don't want to discourage a requestor from submitting another process for automation.

Now let's look at how the concepts in this chapter would apply to the fictional case study we introduced in Chapter 4.

Case Study Example

We would start with an opportunity brief. This document should not exceed two pages (please see Appendix 6 for a template). For our example, the opportunity brief might look like this.

Address and Phone Number Change Process

Prepared by: David Johnson, Business Process Analyst, Operations Support, Business Process Automation

Current Situation:

Clients notify us by emailing their new address and/or phone number. These emails are reviewed by a client service specialist (CSS). The team consists of five FTE working on those requests. It takes about 10–15 minutes to complete each request, if address contains no errors, and about 20 minutes when investigation or further follow-ups with the client are required. Management sees the opportunity to automate that process at least partially and redirect some CSS to other areas where we are experiencing longer service times and higher overtime numbers. In addition, auditing has shown that there is a high number of human errors either in phone numbers, or wrong client's address was changed, or there are errors in the address.

Objective:

Automate the end-to-end address and/or phone number change process. Automation should validate the clients' credentials and change the required information in the mainframe systems and relevant applications.

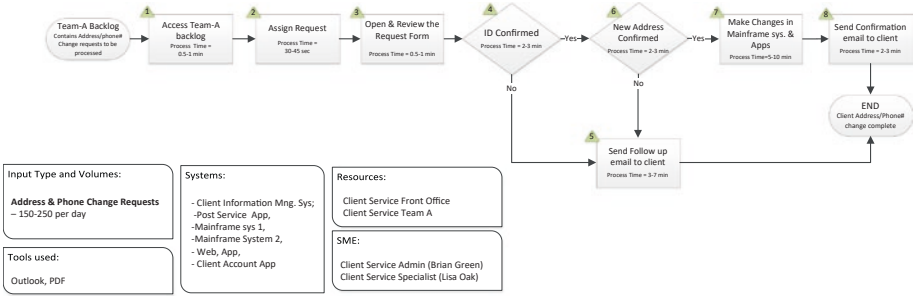
Assumptions:

Automation can:

- Extract information from the request form.
- Confirm client's ID.
- Check/validate new address.
- Access mainframe systems and relevant applications.
- Store execution data for monitoring, analysis and reporting.

Constraints:

- Automation recovery and accumulated backlog process is less than 48 hours.
- CSS availability in the event that manual process is required.
- Address verification could be challenging.



Benefits Estimation:	**Proposed Solution:**
Processing requests: FTE hours = 9,375/year (5 FTE), which can be deployed elsewhere. Eliminate rework. Eliminate the cost of returned mail.	The Bot will access the teams' email, open the form, confirm the client's ID, and validate the information it contains. It will then access the mainframe systems and relevant applications, make the required updates, and send a confirmation email to the client. In case of information that cannot be verified, the Bot will redirect the request for manual processing.

(See Appendix 6 for a template.)

Next, we look at feasibility assessment. Are the basic conditions listed on the document (and discussed earlier) satisfied? Remember, it isn't necessary that all of them be satisfied immediately, but by the end of this phase (opportunity assessment), the team must be comfortable in knowing that they can be satisfied. For example, if the inputs to the process are not digitized, it must be confirmed by the process owner and SMEs that they can be.

Feasibility Assessment

Address and Name Change Process

	Questions	Answers
1	Is the process well defined?	Yes
2	Is the process stable (very few "exceptions")?	Yes
3	Can exceptions be handled manually?	Yes
4	Are inputs in digital format?	Yes
5	Can required data be input without human intervention?	Yes
6	Are potential changes to roles and processes acceptable to management?	Yes

Prepared by:

<Name> <Role> _John Williams, Tech Lead._____ Date: August 4, 202x

<Name> <Role> Mary Davis, Business Manager_____ Date: August 4, 202x

Approvals:

<Name> <Role> _____ Date: _____

<Name> <Role> _____ Date: _____

<Name> <Role> _____ Date: _____

<Name> <Role> _____ Date: _____

Next, we look at risks that the solution could potentially expose the operations to. We have discussed this topic previously, but the risks identified will be unique to each request. Remember to rely on SMEs and to include your "risk and compliance" department during this phase.

Risk Assessment Checklist

Address and Phone Number Change

Risks	Type	Is There a Mitigation Plan	Mitigation Plan and Responsible Party
Automation fails to execute.	Operational	Yes	Revert to manual processing until repaired; James Morris, CSS Assistant Manager and RPA team.
Wrong customer information updated.	Reputational	Yes	Establish client ID validation controls; Maria Mulchuk, Compliance Manager.
Client information cannot be confirmed.	Technology	Yes	Handle manually; James Morris, CSS Assistant Manager
Client information exposed.	Compliance	No	

Prepared by:

<Name> <Role> _John Williams, Tech Lead._____ Date: August 4, 202x

<Name> <Role> Mary Davis, Business Manager_____ Date: August 4, 202x

Approvals:

<Name> <Role> _____ Date: _____

<Name> <Role> _____ Date: _____

<Name> <Role> _____ Date: _____

<Name> <Role> _____ Date: _____

(See Appendix 5 for a template.)

Note that this document is still incomplete. There is still a risk for which mitigation plans have not been established. At this phase, that is acceptable, but those mitigation plans must be established if the request is approved to move forward.

After these documents are created, a Governance Committee meeting is scheduled for review and to make a decision either to proceed with development or not. Again, the recommendation of the RPA team will be a key input into this decision.

Let's now review the Governance Committee decision form.

Governance Committee Decision Form

Address and Phone Number Change

Decision	Reason for the Decision	Next Steps
Go	Automation solution is technically feasible. Process is repeatable and straightforward. Benefits meet ROI criteria. No concerns from system architecture.	Proceed with solution design.

Approvals:

<Name> <Role> Siva Khrishnak, RPA Dev. Lead ____ Date: August 4, 202x

<Name> <Role> Daniel Cook, System Architect ____ Date: August 4, 202x

<Name> <Role> Ryan Walthy, Ops Risk and Control ____ Date: August 4, 202x

<Name> <Role> Andy Hamilton, Business Owner ____ Date: August 4, 202x

(See Appendix 7 for a template.)

This form is, of course, blank entering the meeting. At the meeting, any questions the Governance Committee team members have are answered. In this hypothetical request, the decision was made to move forward (see "Go" in the "Decision" column), the rationale for the decision is listed in the "Reason" column, and the next phase – solution design – is listed in the next step column.

Conversely, the "Decision" could have been "Pause," with the reasons listed in the "Reason" column, and "Next Steps" would have provided additional explanation. It might have said "Once process owner confirms digitization of 90% of input, this will be re-reviewed," or some other description of what the "Next Step" would be.

Finally, the "Decision" could have been "No Go." The rationale would have been described in the "Reason" column, and the "Next Steps" might have been "Advise the customer that the ROI is insufficient to justify the cost of development at this time. Recommend that the customer speak with (name, role) about using (application name) to provide some improvement." That is, of course, if some alternative that would be helpful is known.

Once the project has been approved to move forward by the Governance Committee, you are ready to move to the "solution design" phase.