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Abstract

In a local bank in Puerto Rico, the time that should be dedicated to increasing portfolio by branch managers was consumed mostly of back-office tasks. The reason the operation is mostly back-office tasks is for the lack of technology adoption and centralization of information. All back-office tasks for branch managers were studied as well as non-back-office tasks. This was done so with the intention of calculating the impact it currently has on its operations. Technology adoption, career development and strategy modification for reporting was found to be the top solutions for reducing back-office task and dedicated time. These solutions were found to reduce up to 75% of the branch manager's annual tasks.

Introduction

This project took place at a local bank in Puerto Rico, where the main role of the branch manager is to increase commercial business for the organization. Yet, branch managers are left with countless workload, where they spend most of their time performing tasks that do not add direct value to the organization (regulatory or compliant), operation or the customer.

The objectives that the project pursued were to reduce branch manager's back-office tasks and/or to reduce time to perform branch manager's back-office tasks. Another project will include the continuation for automation which was out of scope for this poster presentation.

Background

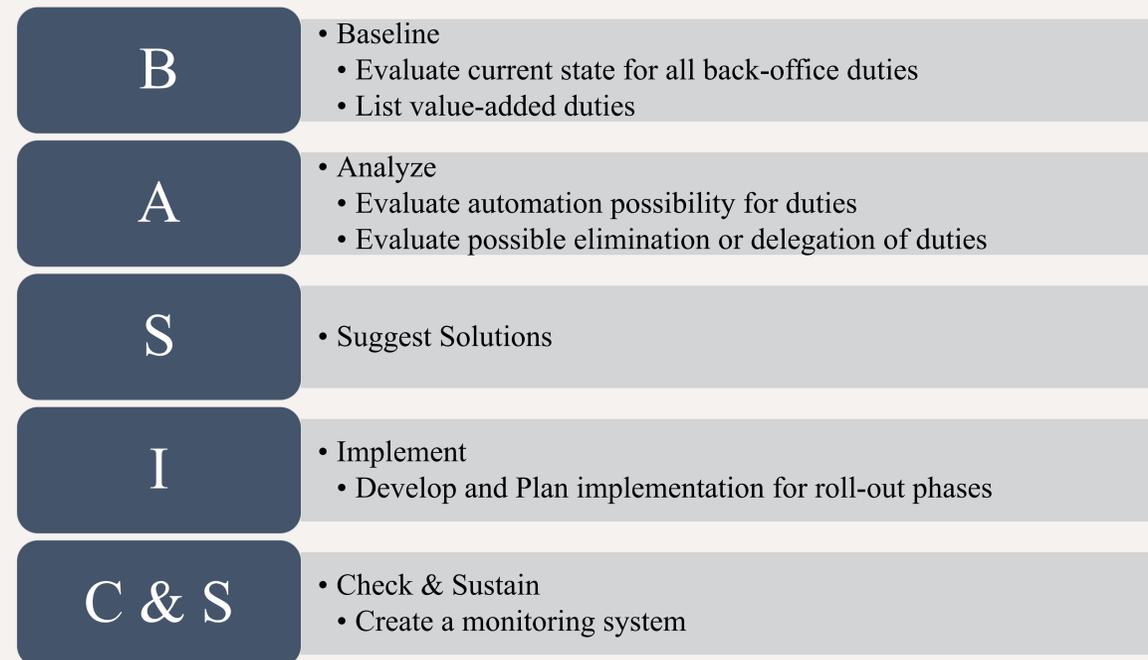
Branch Managers oversee branch operations and keep them up to date and working according to company regulations and policies. Many of the Manager's tasks include monitoring employee performance by efficacy and accuracy of their duties and validation of offered services in order to ensure compliance with federal laws. Because the banking industry is highly regulated by the Federal Government, these tasks cannot be avoided nor eliminated and must be performed daily. All these tasks require certain reports and validations to be done in order to monitor such activities. These tasks consume a good amount of time every day and may vary according to customer demand. Along to all these controls, managers have the responsibility to maintain the branch's portfolio as well as to bring new business. By having an excess of back-office task, limits the dedicated time that can be assigned to searching for new business opportunities.

Problem

This project allows to put in perspective the amount of time branch managers dedicate to administrative tasks. To allow for more than 75% of a branch manager's time be dedicated to administrative tasks, while their main responsibility is to acquire and maintain customers, is not profitable. These branch managers are considered dedicated resources for new businesses which they are evaluated upon. Officially releasing time for managers by delegating, centralization of reporting, and automated processes, will allow them to dedicate their time to their main goal.

Methodology

The methodology used for the analysis followed the BASICS principle. BASICS is part of the agile and scrum models that allow project management to efficiently deliver successful management of outcomes and uncertainties within any project. BASICS is the acronym for Baseline, Analyze, Suggest Solution, Improve Implement, Control, and Sustain.



Results

Following the above presented methodology, the robot capable processes were identified as presented on Figure 1. Also, the management track impact can be seen in Figure 2. These noticeable peaks in both charts' elements, have been found to have the capability of being reduced in more than 50%.

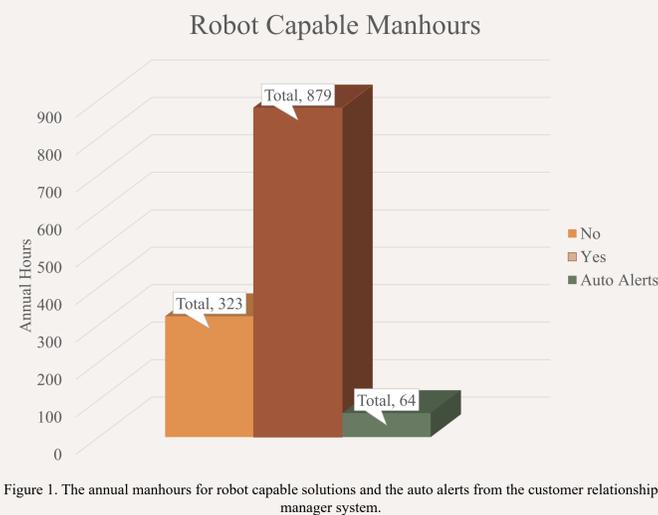


Figure 1. The annual manhours for robot capable solutions and the auto alerts from the customer relationship manager system.

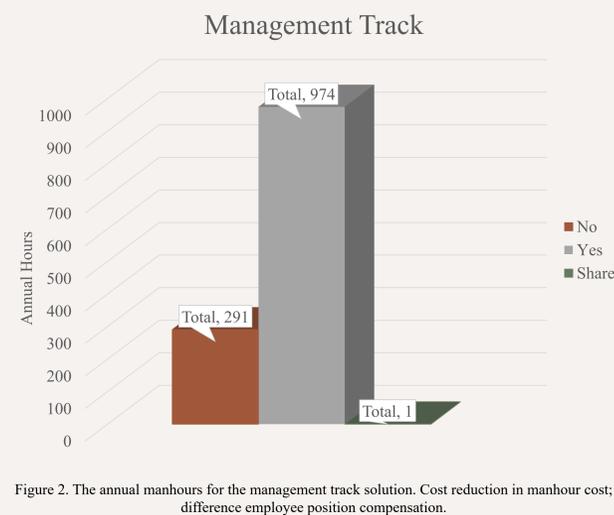


Figure 2. The annual manhours for the management track solution. Cost reduction in manhour cost; difference employee position compensation.

Conclusions

All involved business units are aware of the current deficit the reporting process has. The suggestion of centralizing the reporting allows for all to have a standardized process for maintaining portfolios and client relationships up to date. Also, allows reduction for the time dedicated to find and work on cases.

The suggested reporting strategy serves as a baseline for the business unit coordinate the new report with all their fields and programming. The integration of new data management will be from the centralized repository. The requirements have been set in order to meet all regulatory compliance deadlines.

The development for the RPA robot is in progress and is planned to be in the pilot for the end of Q4 2021. This has been a great advancement and is promoting technology adoption around the group.

When combining the robot capable processes with the auto alerts solution to reporting, a total of 75% of the branch manager's time was identified for reduction. This is framing the best scenario, but if at least a 25% of it is reduced (18.75%) with the proposed solutions, a total of \$1.2mm a year can be reduced in manhour labor cost.

Future Work

In order to implement these solutions, many robotic developments need to take place. Development has just launched and is on discovery phase to automate one of the most time-consuming task daily: end of day settlements.

Human Resources will be involved in the management track given that a role description and objectives need to be modified. All business units are to implement the new reporting strategy for reporting to become a notification request for maintenance.

Acknowledgements

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