



# Management Practices: the Example of Robotic Process Automation (RPA) Implementation at the Polish Financial Supervision Authority

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**organisation:** Polish Financial Supervision Authority

**country:** Poland

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10<sup>th</sup> CAF Users' Event under the Polish Presidency of the Council of the EU



***‘The state comes into existence for the sake of life  
and continues to exist for the sake of the good life’  
- Aristotle***

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# About the KNF and UKNF – Polish Financial Supervision Authority



- **UKNF supports the KNF Board and Chair**, operating under the Act on financial market supervision.
- **The KNF Board supervises** banking, capital markets, insurance, pensions, payment institutions, e-money institutions, credit unions, and non-bank lenders.
- **It promotes market development**, financial education, legislative participation, and dispute resolution.
- **Ensures stability, security, transparency, and confidence** in the financial market while protecting participants' interests.

## Evolution of Financial Market Supervision in Poland: Path to consolidation

**Since the 1990s**, financial supervision in Poland was fragmented among multiple institutions

**In 2006**, the Polish Financial Supervision Authority (KNF) was established, taking over the Securities and Exchange Commission (KPWiG) responsibilities

**In 2007**, the Insurance and Pension Funds Supervisory Commission (KNUiFE) was dissolved, with its functions integrated into KNF

**By 2008**, the Banking Supervision Committee (GINB) was dissolved, with its functions integrated into KNF

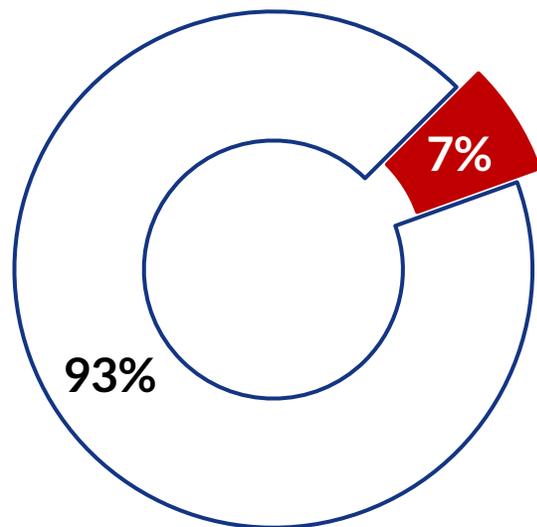


***‘The way to gain a good reputation is to endeavor to be what you desire to appear’  
- Socrates***

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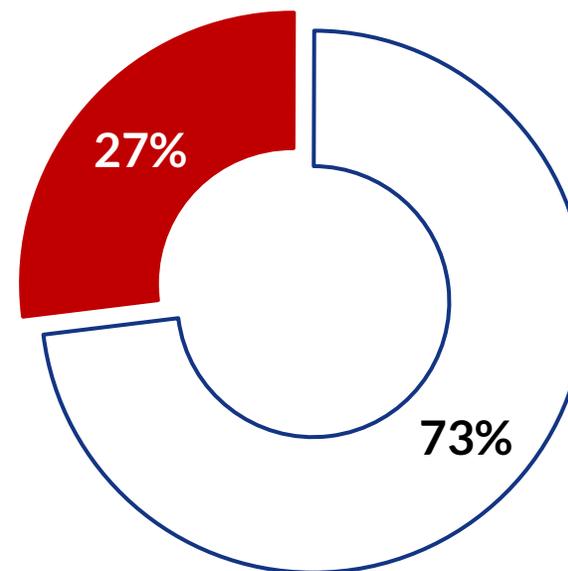
# EU and GOV need to ride at the front of the peloton

Number of RPA Customers,  
by industry \*1



■ GOV Sector   ■ Other sectors

RPA market share,  
by region \*2



■ Europe   ■ Other regions

# Future challenges for GOV sector along with a proposed solution

## What is ahead of us?

Challenges for public administration:  
increasing workload, rising labour costs, aging population

## What do we need?

We urgently need to improve the attractiveness of public sector jobs

## How do we do it?

Bring the light through digital transformation



***'There is nothing permanent except change'  
- Heraclitus***

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# Leveraging tools for a structured and efficient implementation

Elements of various methodologies and tools were strategically employed to ensure a structured, efficient, and adaptable implementation process.

- **CAF (Common Assessment Framework)** – Its key principles played a crucial role in ensuring a successful automation implementation.
- **BSC (Balanced Scorecard)** – Ensured that automation efforts were aligned with key performance indicators and long-term strategic goals.
- **KAIZEN & LEAN** – Focused on continuous improvement and waste reduction, optimizing processes before automation to maximize efficiency gains.
- **BPM** – providing a framework for analyzing, designing, implementing, and managing the automated workflows.
- **AGILE** – Allowed for an iterative approach, enabling rapid testing, feedback integration, and flexibility in implementation.
- **WATERFALL** – Used for well-defined stages where a sequential approach ensured thorough planning, development, and deployment.
- **CI (Continuous Improvement)** – Ensured ongoing monitoring and refinement of automated processes to enhance performance over time.



The strategic objectives (Strategia UKNF 2021 – 2025) encompassed the development of a ‘digital office’ and the implementation of automation and robotic process automation to enhance operational efficiency, streamline administrative processes, and improve service delivery.

# The use of RPA technology to support processes

## What is Robotic Process Automation (RPA)?

RPA technology utilises virtual software robots, also known as digital robots or bots, to perform manual, time-consuming tasks.

## Which processes do we automate?

Repetitive || Time-consuming  
Manual || Large-scale

## Why should we be interested?

Automation is a non-invasive alternative to traditional IT integration. Robots operate by mimicking human interactions.



### Efficiency

RPA automates repetitive tasks, allowing civil servants to focus on more complex responsibilities, reducing backlogs, and shortening response times.

### Accuracy

Manual data entry is prone to errors. RPA eliminates human mistakes, ensuring data integrity and streamlining processes for greater reliability.

### Cost-Effectiveness

By reducing the time and resources required for administrative tasks, RPA leads to significant cost savings and improved operational efficiency.

### Employee Satisfaction

RPA alleviates tedious, repetitive tasks, enabling civil servants to concentrate on higher-value activities. This enhances job satisfaction and boosts overall morale.

# RPA in action: practical examples

## Ireland

Mitigating Brexit, an automated system to monitor and process import communications. Key benefits: Reduced delays at ports and airports; Enhanced operational efficiency by handling up to 2,500 cases per day.

## United Kingdom

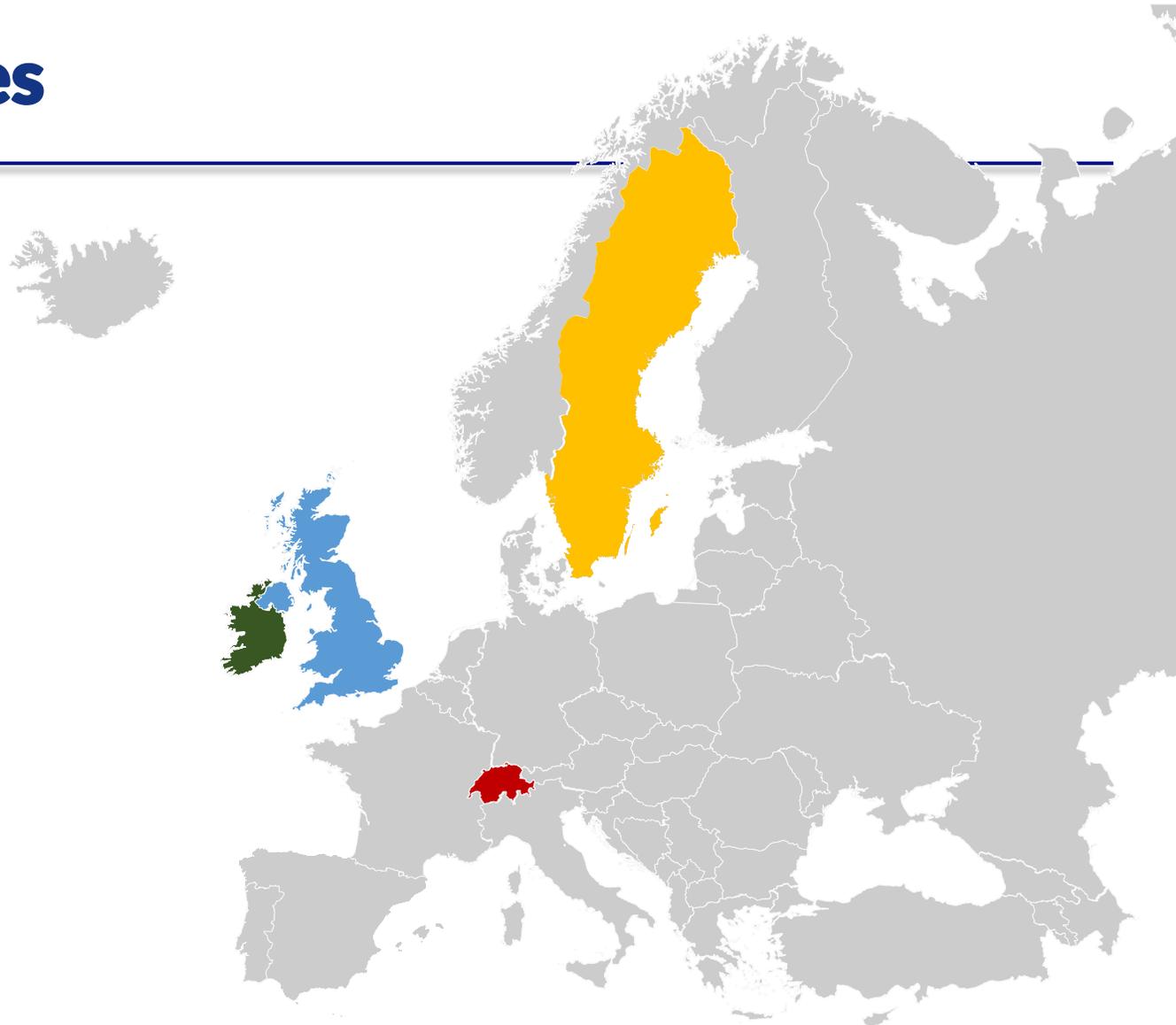
Surrey County Council saves £600,000 and 40,000 working hours annually by automating processes ranging from pension payments to grant applications for children.

## Sweden

The Swedish Public Employment Service has automated the issuance of over 100,000 invoices for individuals completing assigned work ahead of schedule, ensuring timely bonus payments.

## Switzerland

Automation has saved 8,000 working hours per year in the boiler replacement application process.





# ***'Necessity is the mother of invention'*** ***- Plato***

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# RPA Implementation with elements of various methodologies

## Stage 1: Self-Assessment and Planning (BSC, MBO)

- Conduct a self-assessment using the BSC model to identify the organization's strengths and weaknesses – **UKNF Strategy for 2021 – 2025**
- Develop an RPA implementation plan based on the self-assessment results and the organization's strategic objectives – **UKNF MBO 2023, UKNF MBO 2024**

## Stage 2: Process Analysis and Optimization (CAF, LEAN, KAIZEN, BPM)

- Detailed analysis of processes using elements of CAF tools and Lean and Kaizen methodologies – **Process Design Document, BPMN process diagrams**
- Design optimized 'to-be' processes, ready for automation – **Software Design Document, BPMN process diagrams**

## Stage 3: RPA Implementation and Testing (WATERFALL, AGILE)

- Select an RPA platform and develop automation bots – **WATERFALL principles**
- Test and validate automated processes – **Agile principles**

## Stage 4: Deployment and Monitoring (CAF, CI, MBO)

- Deploy automation bots in the production environment – **change management confirmation**
- Conduct regular reviews and improvements of automated processes (PDCA) – **CAF, MBO, CI**



**Our virtual assistant  
for handling  
demanding tasks**

# CAF model as the foundation for RPA implementation

## Principle 1 Results Orientation

**Measuring the impact of RPA implementation:** Defining KPIs (e.g., process completion time, error reduction, cost savings) aligned with the organization's strategic objectives.

**Monitoring and reporting:** Utilizing RPA-generated data to track progress and support fact-based decision-making.

## Principle 2 Citizen/Customer Orientation

**Designing stakeholder-centric processes:** Leveraging RPA to streamline workflows that directly impact service quality for stakeholders.

**Measuring stakeholder satisfaction:** Collecting feedback and monitoring satisfaction indicators related to automated processes.

## Principle 3 Leadership and Consistency of Purpose

**Management engagement:** Ensuring leadership support and resource allocation for RPA initiatives.

**Communication and change management:** Effectively conveying the goals and benefits of RPA implementation within the organization.

## Principle 4 Process and Fact-Based Management

**Process identification and analysis:** Using quality methods and tools like CAF to map and analyze processes. Applying lean and Kaizen principles before automation to maximize RPA benefits.

**Monitoring and continuous improvement:** Ongoing assessment and enhancement based on performance data.

## Principle 5 Employee Development and Engagement

**Training and skill development:** Preparing employees for new technologies and upskilling them for higher-value tasks.

**Communication and building acceptance for change:** Clarifying the role of RPA and addressing concerns about job displacement.



# Our approach has gained recognition within the GOV sector

## Recognition and Openness

Our approach is well-regarded within the public administration sector (GOV), and the UKNF is committed to sharing knowledge across the GOV community.

## Word of Mouth

Despite not actively promoting ourselves, many GOV entities have sought our expertise, whether they are at the beginning of their RPA journey or facing challenges in the process.

## Technology Providers' Interest

Technology owners also recognize our expertise and are referring other GOV entities to us for guidance.

## Principle of Pro Publico Bono

Guided by the principle of Pro Publico Bono, we are eager to share our knowledge and solutions to help others succeed, with no expectation of personal gain.

## Entities visiting the Polish Financial Supervision Authority (UKNF) to acquire knowledge





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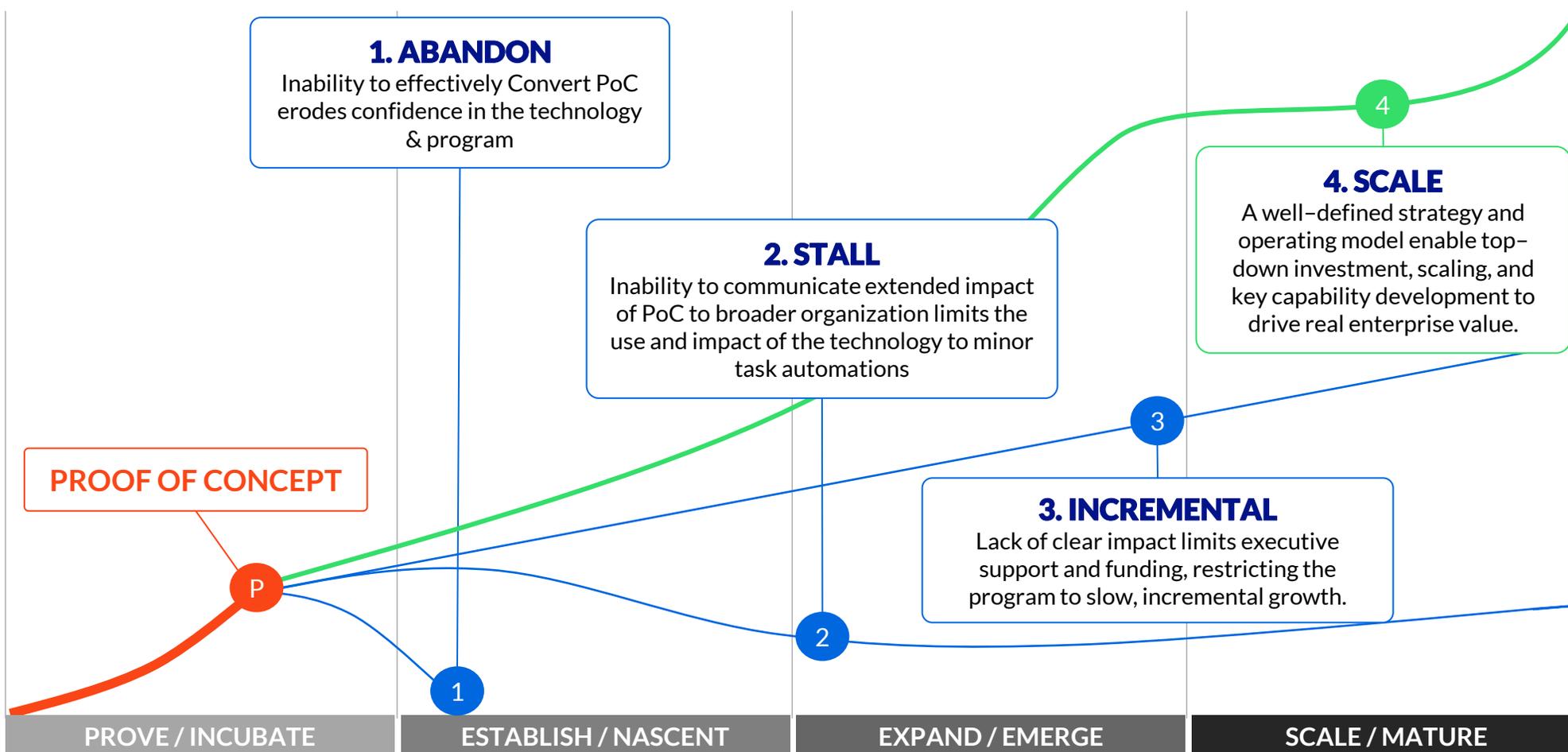
# Choose your way: the scaling challenge

There are four common trajectories after PoC completion.

While progress may be gradual, it ensures stability and minimizes risk.

For us, for public administration, this is not a sprint—we must be prepared to run a marathon.

That's why the UKNF chose **INCREMENTAL** growth. The UKNF has chosen a slower but more secure path in uncertain times.



# How the UKNF measured its level of success

## Quantitative indicators

- **Reduced processing times:** measurable decrease in the time it takes to complete these tasks from 5 minutes to 1 minute per process instance.
- **High Full-Time Equivalent (FTE) release rate:** At the start of automation in the electronic correspondence handling process, the estimated was 0.5 FTE. Currently, this level is increasing, exceeding 0.6 FTE due to a higher volume of cases.

## Qualitative indicators

- **Handle higher workloads:** having a reserve for an additional volume of process instances and, consequently, reducing the operational risk in terms of delays
- **Increased job satisfaction:** reduction of repetitive tasks was a breath of fresh air, leading to higher job satisfaction and opportunities to develop new skills.



# Lessons learned & key recommendations

## Leveraging CAF for Data-Driven Organizational Change

- CAF may provided the UKNF with a measurable and data-driven assessment for organizational change, unlike the narrower BSC model;
- CAF allowed the UKNF to focus on proven principles and a structured framework, eliminating the need to search for alternative approaches.

## Balancing optimism with realism: Lessons in project planning and execution

- The UKNF initially adopted an optimistic approach with ambitious resource allocation;
- Unforeseen challenges led to schedule erosion, requiring intensified efforts in critical phases;
- The experience highlighted the importance of flexibility, contingency planning, and realistic timelines with built-in buffers.

## From challenge to expertise: Overcoming knowledge gaps in public procurement

- Due to the organization's lack of experience in RPA technology, the published public procurement attracted numerous inquiries from the market. These inquiries aimed to clarify details and highlight certain issues.
- By consulting experts from other countries, the UKNF gained valuable insights. How should the UKNF respond or what should they change?;
- Today, the UKNF has transitioned from seeking support to providing guidance to other public institutions.



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# A snapshot of the presentation and final conclusion

## Structured and effective RPA implementation

A holistic approach using elements of CAF, BSC, KAIZEN, LEAN, WATERFALL, AGILE, BPM and CI ensures a well-planned, optimized, and adaptable RPA deployment in public administration, aligning automation with strategic goals.

## CAF as a roadmap to modernization

The CAF model drives continuous improvement, informed decision-making, and organizational efficiency, making it a key tool for meaningful public sector reform.

## The need for progress and innovation

To remain effective, public administration must embrace change, automate routine tasks, and empower civil servants to focus on complex challenges—creating a modern, efficient government that serves as a model for Europe and beyond.

## RPA as a Foundation for AI-Driven Transformation

### Process Mining, Task Mining

Continuously uncover opportunities for process and task improvements.

### Document Understanding, AI Center

Get more done with a digital workforce that seamlessly collaborates with your people and automates work.

### Insights

Get an enterprise-grade foundation to run and optimize a mission-critical automation program at high scale.



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10<sup>th</sup> CAF Users' Event under the Polish Presidency of the Council of the EU 10<sup>th</sup> April 2025, Warsaw