



Hiring, Training and Interviewing Developers

Agenda

What we will cover today

1. Roles and trends
2. Hiring for technical vs. revenue cycle expertise
3. Training and education focus areas
4. Interviewing best practices

Roles

Here are the roles every Automation Program will need

Dedicated roles (i.e., the Automation Team)

- **Developer**
- Solution Architect
- RPA Project Manager

Role we are talking about today

A green arrow originates from the text "Role we are talking about today" and points directly to the "Developer" role in the list above.

Supporting roles

- Executive sponsor
- Business Process Owners
- Report Writer
- Consulted/Informed: EMR SME, IT Liaison, Compliance, Finance, Process Improvement

Automation platform trends

These trends are in line with the expansion of automation technology and the diminishing reliance on traditional educational prerequisites.

Low-code / No-code

Low-code / no-code RPA platforms allow individuals with limited coding skills to create automations using visual interfaces and pre-built components. The platforms provide drag-and-drop functionality and require minimal coding or scripting.

Product Integration

RPA platforms are integrating with popular business applications, making it easier for non-coders to automate processes that involve tools they already know well.

Cloud

Cloud-based RPA platforms made it easier for non-coders to access and deploy automation solutions without needing extensive IT infrastructure.

Generative AI

Some of the earliest applications for generative AI are models that help developers code.

Searching for a unicorn



Hiring someone with both technical and domain expertise is the goal.

If you can't find such a person, then **what is the best path forward?**

Shameless plug

The Tarpon Community has revenue cycle AND automation experts.

Weighing your options



Revenue Cycle > Technical Expertise

Better equipped to troubleshoot revenue cycle workflow and application specific issues

Communicating with the operations teams

Creates space for development to weigh-in on design and upstream fixes

More knowledge with common healthcare compliance issues and value drivers

This type of candidate can thrive if there is commitment to education and genuine interest in building technical competencies.

Technical > Revenue Cycle Expertise

Experience solving a large range of issues across multiple industries

Communicating with IT teams

Allows for building outside the bounds of the automation platform and management

Faster path to using additional technologies (APIs, ML, OCR, etc.)

This type of candidate can thrive if there is a team willing to mentor on revenue cycle processes.

The structure of your program matters

How you design your program will dictate your hiring approach

Specialization approach

- Dedicated RPA Operations Manager
- Dedicated Solution Architect
- Dedicated Developer

Full-stack approach

- Dedicated RPA Operations Manager
- Developer who manages both the design and development

*There are many different variations that exist -
none of which are right or wrong...*

Considerations to help you make a choice



Before you go out and hire...

Do you have someone focused on designing automations?

Do you already have a developer who can teach technical competencies?

How many automations do you want to build in a year?

How complex do your automations to be?

Do you want to build beyond a low-code platform? Attended vs. Unattended?

Are you trying to hire or promote from within?

Do you have enough budget to hire the unicorn?

Educational focus

What educational experiences should be prioritized if there are known gaps?

Revenue Cycle Expert learning RPA

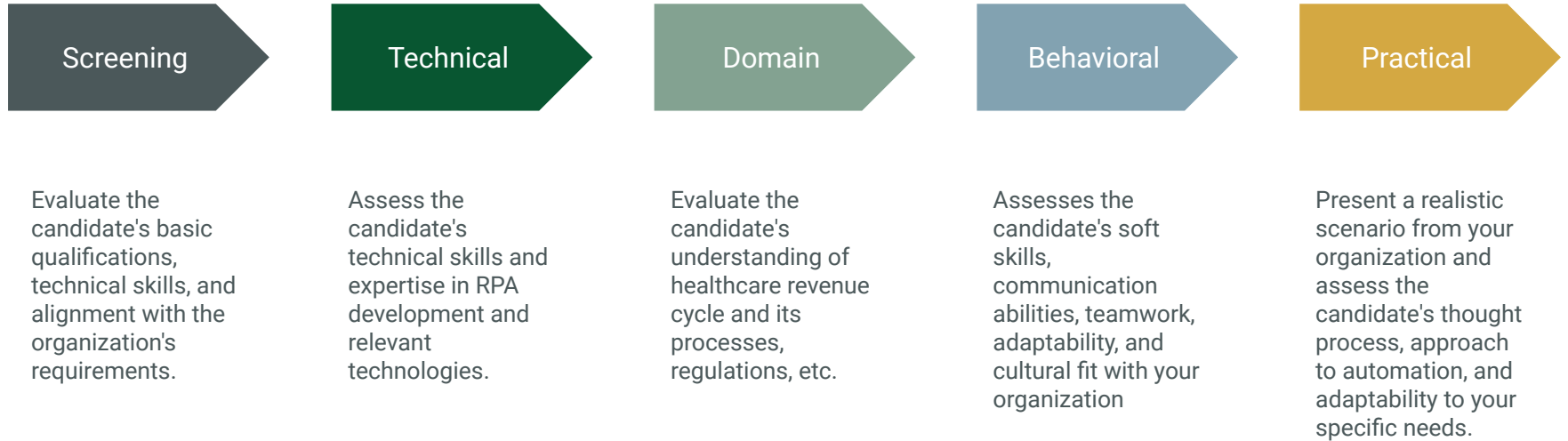
- Online automation platform education modules
- Building an automation for a simple workflow with an experienced developer
- Mentorship

Technical Expert learning revenue cycle

- Spending time with subject matter experts shadowing and interviewing on business processes
- Doing a project with another developer who understands revenue cycle
- Participating as a technical liaison in other revenue cycle process improvement projects or mentoring with a SME

Matt and Mane,
Please tell us about what worked well for each of you?

Interviewing best practices



Remember that interviewing is a two-way assessment that allows both the candidate and your organization to make informed decisions.

Activities by phase

Phase	Activity
Screening	• Develop organization qualifications (stratify by must-have and nice-to-have) • Assess qualifications and experience by reviewing resumes or against a rubric • Preliminary discussion about their interest in the role and your organization
Technical	• Technical assessment to evaluate their RPA tool proficiency and problem-solving abilities • Discussion of their coding skills and scripting knowledge • Review of previous RPA projects and their contributions
Domain	• Questions related to industry-specific knowledge and challenges • Scenarios or case studies relevant to healthcare revenue cycle
Behavioral	• Behavioral questions to evaluate their problem-solving and interpersonal skills • Discussion of their ability to work in a team and adapt to changing project requirements • Cultural fit assessment through questions about values and working style
Practical	• Present a real-world task or challenge from your organization • Discuss how the candidate would approach automating the scenario • Final assessment of their alignment with your organization's goals and culture

Screening

How are organization's screening candidates?

Discussion Questions:

1. Do any organizations use a technical questionnaire for screening?
2. What are you prioritizing in a candidates resume?
3. What is the minimum amount of experience you are looking for?

Technical questions you can ask

1. What RPA tools and frameworks have you worked with? Could you describe a complex project where you utilized them effectively?
2. In your experience, what programming languages are commonly used in RPA development, and which ones are you proficient in?
3. Do you have experience using/building APIs? Can you provide a project example?
4. Do you have experience using/building ETL (Extract, Transform, Load) functions? Can you provide a project example?
5. Do you have experience using Virtual Desktops (VDIs) for development? What about desktop virtualization software, such as Citrix?
6. Do you have experience with database management? Can you describe a project where you had to combine data sources, build queries using SQL (or similar product), and/or create an export that was used in automation?
7. Do you have any experience with electronic health record systems or large enterprise software systems? How have you integrated RPA with those systems?

More questions can be found in our interview document in our [Member Template Library](#)

Domain questions you can ask

1. Can you tell me about a time you identified an issue with the front-end revenue cycle. What did you notice? What was the process of getting it into action? What was the outcome?
 - a. Can ask the same question about the back-end revenue cycle
2. Can you talk about its impact on the business (e.g. ROI)? How did you quantify the impact?
3. Could you walk us through your process for designing an automated workflow? How do you ensure the workflow is efficient and error-free?
4. Describe a situation where you encountered a challenge or error while implementing an RPA solution. How did you diagnose and resolve it?
5. Can you describe how you would perform quality assurance reviews? Have you ever performed quality assurance reviews for another developer?
6. Are you familiar with best practices for maintaining and updating RPA solutions over time? Can you share an example of how you've managed version updates or enhancements in a previous project?

More questions can be found in our interview document in our [Member Template Library](#)

“Culture eats strategy for breakfast”

Ultimately it's best to hire the person who works well with your team, not what is on paper.

In our opinion, a good candidate will:

- **Take initiative and enjoy self-guided study.** Candidates should show how they are resourceful when faced with a problem without an obvious solution. For example, developers will research technical approaches, logic, and answers to questions on their own.
- **Have broad technology and analytical experience.** Candidates should articulate how they have used technology and analytics in a previous role. RPA is not the only technology that candidates will use or understand, so it is important that they have a broad interest in problem solving with technology.
- **Be open to a change in working hours and productivity expectations.** Candidates should express a willingness to sometimes be flexible beyond typical work hours. Work flexibility is important to meet deadlines and keep automations maintained.
- **Have strong communication skills.** Candidates should have the ability to collaborate with other teams and effectively communicate technical concepts to non-technical stakeholders.

Practical

Align the candidate with your actual needs.

Some final considerations.

- **Review your pipeline**
 - Present a version of specific project in your pipeline as a case study. That will allow you to get some insight into how the candidate will approach their first project.
- **Present a cultural norm**
 - Discuss something that your team does well and see how it aligns. For example, is your whole team strict about being online during business hours?
- **References**
 - Talk to previous employers or co-workers. Do any of those past experiences align with your organization's needs?

Tarpon Health colors



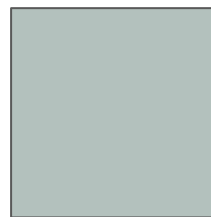
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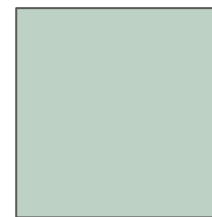
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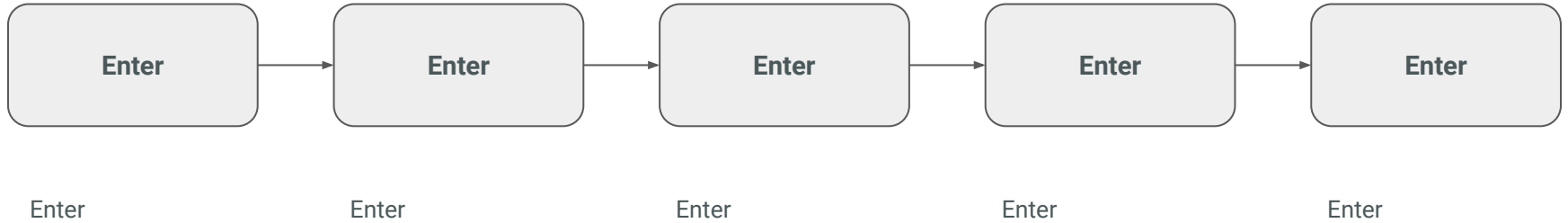


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Process steps you can use



Logos



Hiring revenue cycle expertise

Here are advantages and disadvantages of hiring someone with more revenue cycle expertise than technical knowledge.

Advantages

1. Better equipped to troubleshoot revenue cycle workflow and application specific issues
2. Communicating with the operations team on build, testing, break-fixes, etc.

Disadvantages

1. Requires investment in technical training and education
2. Less flexibility using additional technologies (APIs, ML, OCR, etc.) and databases

This type of candidate can thrive so long as there is commitment to education and genuine interest in building technical competencies.

Hiring technical expertise

Here are the advantages and disadvantages of hiring someone with more technical expertise than minimal revenue cycle knowledge.

Advantages

1. Experience solving a large range of issues across multiple industries
2. Knowledge of programming languages and database management allows for building outside the bounds of the automation platform
3. Communicating with IT (same language)

Disadvantages

1. Situational awareness
 - a. Developer will not know what to expect when working in healthcare specific EHRs and applications
 - b. Lack the knowledge on common healthcare compliance issues

*This type of candidate can thrive so long as there is a team willing to mentor on revenue cycle processes.
Tarpon generally works with this type of model.*