In order to understand the current ATR process, we interviewed a sub-set of the customers (hiring managers and approvers) to understand their issues. We also asked questions to capture their expectations and what they would change to the current ATR process. Overall, staff are frustrated by the ATR process but to date no one has quantified the problems or identified the root causes for these problems. From the voice of the customer interviews, following are the findings and four main themes emerged:

**Form related issues:**
- 50 fields are to be completed on the current ATR form.
- ATR form does not take Taleo recruitment system.
- Not integrating with other HR systems.
- Not user friendly; cannot save or edit.
- No pre-populated fields.

**Budget related issues:**
- The ATR forms have errors or are incomplete.
- The recruitment administrator team is unable to process and the approver unable to approve.
- Budget related information accounted for the highest errors on the ATR forms.
- Access to accurate budgeting information and tracking was the identified root cause.

**Process / System related issues:**
- Double handling of information by the Taleo recruitment system.
- Taleo integration with other recruitment systems.
- Approver to five approvers.
- ATR form is accurate.

**Approver related issues:**
- “Too many approvers”.
- There is unclear planning in the system.
- With delays in approving each step in the ATR process, there is increasing cost to the organisation.
- Manager and Approver has to follow up.

**Automation related issues:**
- “Hiring manager to spend 5 minutes filling in the ATR form”.

**Voice of the Customer:**

In the current ATR process, we observed a few of the key features:

- The example below shows how a General Manager for Adult Health. This includes fixed term contracts, secondments, extensions to contracts and casual positions.
- The next step is to meet with the project sponsor to get sign off.
- Not integrating with other HR systems.
- “Hiring manager to spend 5 minutes filling in the ATR form”.
- Form.
- Approver.
- Not user friendly, cannot save or edit.
- The high.