



# ARIZONA MANAGEMENT SYSTEM SUCCESS REPORT

DEPARTMENT OF GAMING

## Gaming Eliminates Backlog of 4,200 Certification Renewals for Casino Employees

Gaming employees of all Arizona Tribal casino must renew their state certification or tribal license recommendation annually with the Department of Gaming. In November 2016, the department had a backlog of **4,200 certifications in need of renewal**. After designating this process for breakthrough improvement, the department used cross-trained staff and established daily quotas to focus resources on eliminating the backlog. Staff eliminated the backlog by mid-January 2017 and streamlined the renewal process so that **renewals now occur in as few as 68 days**, about 58% less than the fiscal year average of 163 days.

