



ARIZONA MANAGEMENT SYSTEM SUCCESS REPORT

DEPARTMENT OF GAMING

Faster Certifications for Tribal Casino Employees

Tribal casinos operating in Arizona must rely on the Department of Gaming to issue and annually renew certifications for 95% of casino gaming employees. **The department's paper-intensive certification processes typically delayed employee start dates from 38 days for new hires, with renewals taking as much as 14 weeks.** After mapping these processes to identify waste, the department implemented some two dozen action items, including going paperless and adopting use of encrypted email for faster secured communication. As a result, as of March 2017, **lead times to certify new casino employees dropped to 19 days (50% improvement), and renewals now occur within 20 days (80% improvement).**

