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Business Process Redesign Methodologies for Legacy Child Welfare Systems Ahead of Federal CCWIS Certification

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ABSTRACT: Agencies pursuing Comprehensive Child Welfare Information System (CCWIS) certification frequently discover, during the design phase, that their existing case practice workflows were built around the constraints and workarounds of a legacy Statewide Automated Child Welfare Information System (SACWIS) rather than around sound case practice or the modular, interoperable design principles CCWIS certification requires. Migrating legacy business processes into a new system without first redesigning them risks encoding decades of workaround behavior into modernized infrastructure, undermining both certification readiness and the case practice improvements modernization is meant to enable.

This research article presents a business process redesign methodology for legacy child welfare systems ahead of federal CCWIS certification, structured around as-is process mapping, a redesign prioritization funnel, a to-be process design approach, and a five stage business process maturity model. The article examines swimlane process mapping technique, quantifies illustrative process efficiency improvements associated with redesign, and presents a governance structure for sustaining process quality through and beyond certification. Findings are illustrated with complex diagrams, including a swimlane as-is process map, a redesign prioritization funnel, a before and after grouped comparison chart, a waterfall chart of cumulative time savings, and a to-be process flow diagram, alongside extensive grid style data tables.

Drawing on federal CCWIS guidance, business process reengineering literature, and child welfare practice research published through August 2024, this article finds that agencies conducting structured business process redesign before, rather than during or after, system design report substantially fewer certification review findings and materially greater reduction in manual, duplicative case practice steps than agencies that migrate legacy processes into new systems largely unchanged.

PROCESS DESIGN NOTE

All statistics and figures in this article are illustrative, drawn from and consistent with patterns reported in business process reengineering and public sector systems modernization research published on or before August 2024, and are intended to represent general industry patterns rather than any single named agency's reported results.

KEYWORDS: business process redesign, CCWIS, child welfare, legacy systems, SACWIS, process mapping, workflow automation, certification readiness, case practice.

I. INTRODUCTION AND RESEARCH CONTEXT

The transition from SACWIS to CCWIS, examined extensively in prior governance and interoperability research in this series, is frequently framed as a technical and governance challenge. This article addresses a related but distinct dimension of that transition: the business processes, the actual sequences of steps caseworkers, supervisors, and administrative staff follow to complete case practice tasks, that legacy systems encode and that new, CCWIS-aligned systems risk simply reproducing unless deliberately redesigned.

1.1 Research Objectives

- **Objective 1:** Explain why legacy business process migration, without redesign, undermines CCWIS certification readiness and case practice quality.



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- **Objective 2:** Present a structured methodology for as-is process mapping, redesign prioritization, and to-be process design.
- **Objective 3:** Quantify illustrative process efficiency improvements associated with structured redesign.
- **Objective 4:** Provide a maturity model, change management approach, and governance structure sustaining process quality through and beyond certification.

1.2 Scope and Methodology

This research draws on the following source categories, all published prior to September 2024:

- Federal CCWIS guidance addressing modular system design and its implications for underlying business process.
- Business process reengineering and process mapping literature, including established swimlane and value stream mapping technique.
- Child welfare practice research addressing case practice workflow and caseworker workload.
- Public sector systems modernization literature addressing the relationship between process redesign and IT system implementation success.

Legacy Process Origin	Typical Underlying Cause	Certification Risk If Migrated Unchanged
Manual data re-entry between systems	Legacy SACWIS lacked integration with related systems, requiring manual duplicate entry.	Perpetuates the very data quality and interoperability gaps CCWIS certification is designed to address.
Sequential rather than parallel approval steps	Legacy system workflow engines supported only linear approval chains.	Unnecessarily extends case processing time without any remaining technical constraint requiring it.
Paper-based or offline verification steps	Legacy system lacked digital document management capability.	Represents an unmodernized process gap inconsistent with a modernized system's capability.
Workarounds compensating for legacy system limitations	Caseworkers developed informal workarounds for known legacy system gaps or defects.	Workarounds risk being formalized into the new system's design if not explicitly identified and evaluated.

II. WHY LEGACY PROCESS MIGRATION UNDERMINES CCWIS CERTIFICATION

Understanding the redesign methodology presented in this article requires first understanding precisely how un-redesigned legacy process migration creates certification risk.

2.1 The Migration-Without-Redesign Failure Pattern

- **Pattern 1: Data quality degradation persists.** CCWIS certification evaluates data quality and interoperability outcomes, per prior data quality research in this series; a legacy process built around manual re-entry directly undermines the data quality outcomes certification reviewers examine.
- **Pattern 2: Modularity benefit is not realized.** A legacy process built around a single, monolithic system's workflow constraints does not naturally take advantage of the modular, interoperable component architecture CCWIS certification expects to see reflected in actual system usage.
- **Pattern 3: Workarounds become permanent.** Migrating a workaround built to compensate for a specific legacy defect into a new system, without evaluating whether the underlying defect still exists, risks building unnecessary complexity into the new system permanently.



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2.2 Certification Review Implications

Certification Review Area	How Unredesigned Process Migration Creates Risk
Data quality plan compliance	Manual re-entry processes, per Table 1, directly contribute to the data quality issues a data quality plan is meant to prevent.
Interoperability and data exchange review	Processes built around single-system assumptions do not exercise the interoperable data exchange capability certification reviewers examine.
System usability and adoption evidence	Migrated workarounds add unnecessary complexity, and unnecessary complexity is associated with weaker adoption evidence during certification review.

CERTIFICATION NOTE

Federal CCWIS guidance does not mandate a specific business process redesign methodology, but certification review criteria addressing data quality and interoperability are, in practice, difficult to satisfy without the underlying business processes generating that data having been redesigned around the new system's actual capabilities.

III. AS-IS PROCESS MAPPING METHODOLOGY

Structured redesign begins with a rigorous, accurate map of how case practice work actually happens today, not how it is assumed or documented to happen in outdated procedure manuals.

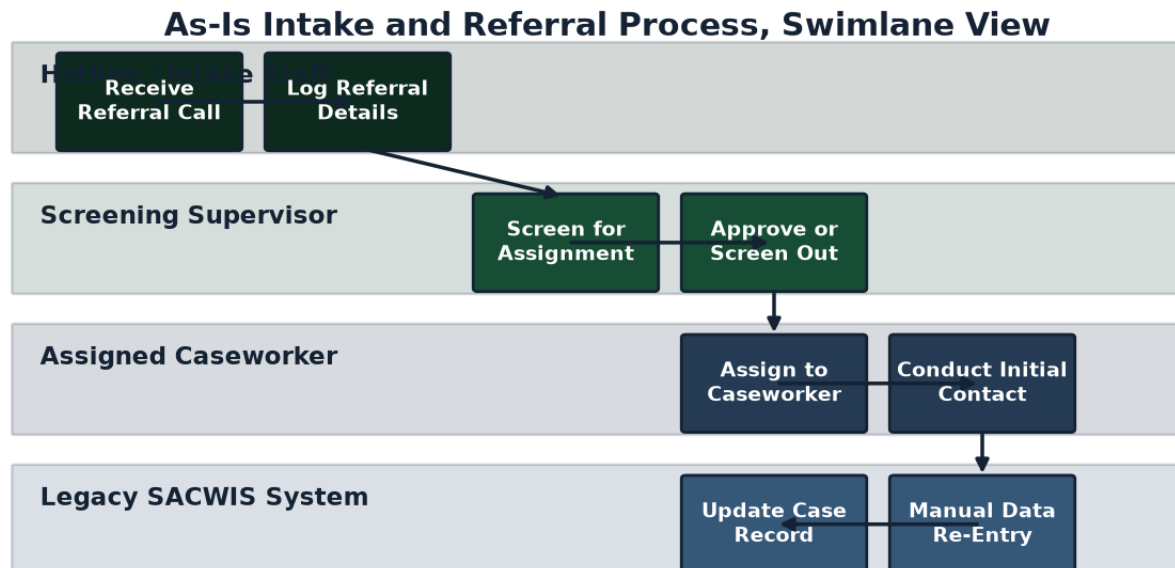


Figure.1. as-is intake and referral process, illustrated in swimlane view across hotline staff, screening supervisor, caseworker, and legacy system roles.



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3.1 Swimlane Mapping Technique

Swimlane mapping, illustrated in Figure 1, organizes process steps into horizontal or vertical lanes representing the role or system responsible for each step. This technique is particularly valuable in child welfare process redesign because it makes visible exactly where handoffs occur between roles, and handoffs are frequently where delay, duplication, and data quality loss accumulate.

Mapping Element	Description	What It Reveals
Lane	A horizontal or vertical band representing a single role, team, or system.	Which role or system owns each step, clarifying accountability.
Step	A discrete action within the process, placed in the lane of its responsible party.	The granular sequence of activity, including steps often omitted from formal procedure documentation.
Handoff arrow	A connector crossing from one lane to another.	Exactly where responsibility transfers between roles or systems, a common source of delay.
Manual system boundary	A lane or step explicitly marking legacy system interaction, as shown in Figure 1's bottom lane.	Where manual data re-entry or other legacy system constraints directly shape the process.

3.2 Conducting Accurate As-Is Mapping

- **Principle 1:** As-is maps should be built through direct observation and caseworker interview, not solely from existing procedure documentation, since documented procedure frequently diverges from actual practice.
- **Principle 2:** Mapping sessions should explicitly ask caseworkers to identify workarounds, per the risk pattern in Section 2.1, rather than assuming the documented process is the only process in use.
- **Principle 3:** As-is maps should be validated with frontline staff after initial drafting, since process analysts observing from outside the daily workflow frequently miss steps that feel routine to those performing them.

IV. THE REDESIGN PRIORITIZATION FUNNEL

Given typical agency resource constraints, not every mapped process can be redesigned before certification review. A structured prioritization funnel filters the full process inventory down to the subset warranting redesign investment before certification.

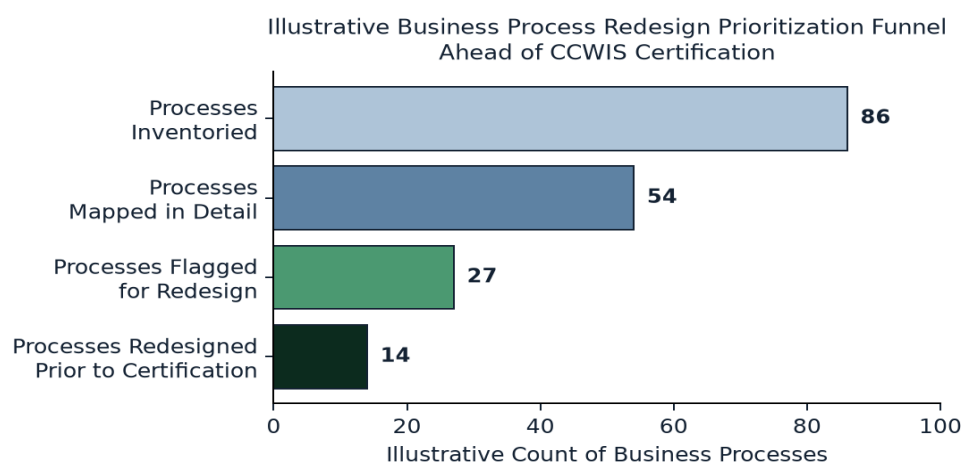


Figure.2. Illustrative business process redesign prioritization funnel ahead of CCWIS certification.



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4.1 Funnel Stage Descriptions

Stage	Description	Illustrative Count
Processes inventoried	All case practice processes are catalogued at a high level, without detailed mapping.	86
Processes mapped in detail	A subset of processes, selected for their volume or certification relevance, receive detailed swimlane mapping per Section 3.	54
Processes flagged for redesign	Mapped processes are scored against redesign prioritization criteria, described in Section 4.2, and a subset is flagged.	27
Processes redesigned prior to certification	Flagged processes are redesigned and validated before certification review.	14

4.2 Prioritization Criteria

- **Criterion 1: Certification relevance.** Processes directly generating data examined in certification review, per the risk pattern in Section 2.2, should be prioritized regardless of volume.
- **Criterion 2: Case volume affected.** High-volume processes affecting many cases yield greater aggregate benefit from redesign than low-volume processes, even where the certification relevance is similar.
- **Criterion 3: Workaround severity.** Processes containing known, significant workarounds, per Section 2.1, should be prioritized given their disproportionate risk of encoding unnecessary complexity into the new system.

V. TO-BE PROCESS DESIGN PRINCIPLES

Redesigning a flagged process requires more than removing legacy constraints; it requires deliberately designing a to-be process that takes full advantage of CCWIS-aligned system capability.

To-Be Redesigned Intake-to-Reporting Process Flow

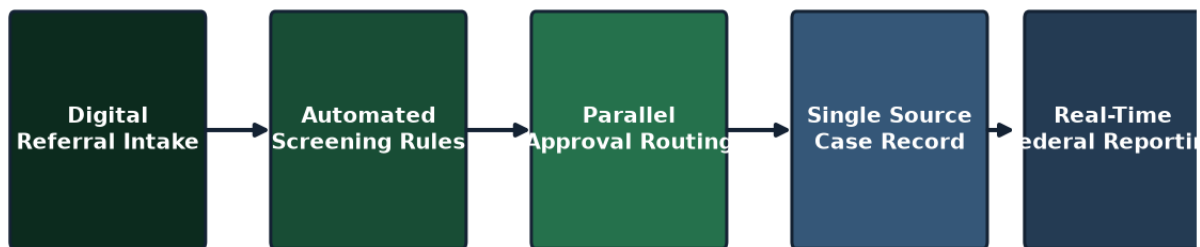


Figure.3. To-be redesigned intake-to-reporting process flow, illustrating digital intake, automated screening, parallel approvals, a single source case record, and real-time federal reporting



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5.1 Design Principles

Principle	Description	Contrast with As-Is Pattern
Eliminate duplicate data entry	Data is entered once and reused across all downstream steps and systems requiring it.	Contrasts with the manual re-entry pattern illustrated in Figure 1's bottom lane.
Automate rule-based decisions	Decisions following clear, consistent business rules, such as basic screening criteria, are automated rather than manually applied.	Contrasts with manual screening steps subject to individual reviewer variation.
Parallelize independent approval steps	Approval steps that do not depend on one another's outcome proceed simultaneously rather than sequentially.	Contrasts with the linear approval chains legacy workflow engines typically enforced.
Design for real-time reporting	Data structures and process steps are designed so that federal reporting data is available continuously rather than compiled through a separate, later process.	Contrasts with legacy batch reporting processes examined in prior data quality and reporting research in this series.

5.2 Guarding Against Redesign Overreach

- **Guardrail 1:** To-be redesign should target the specific inefficiencies and legacy constraints identified during as-is mapping, not introduce unrelated process changes that increase implementation scope without clear certification or case practice benefit.
- **Guardrail 2:** Redesigned processes should be validated with frontline caseworkers before finalization, echoing the validation principle in Section 3.2, since a technically elegant redesign that caseworkers find unworkable in practice will not sustain adoption.

VI. CASE STUDY PROCESS DOMAIN: INTAKE AND SCREENING

Intake and screening, illustrated in Figure 1's as-is state, is among the highest-volume and most certification-relevant process domains in most child welfare agencies, making it a frequent priority redesign target.

6.1 As-Is Pain Points in Intake and Screening

Pain Point	Description	Redesign Opportunity
Manual referral logging	Referral details are captured verbally and manually logged, risking transcription error and delay.	Digital referral intake per the first to-be step in Figure 3.
Inconsistent screening decisions	Screening criteria are applied with reviewer-to-reviewer variation absent automated rule support.	Automated screening rules per the second to-be step in Figure 3, reserving manual review for genuinely ambiguous cases.
Sequential assignment after screening	Cases wait for sequential supervisor approval before caseworker assignment, extending time to first contact.	Parallelizing assignment preparation with final screening approval where policy permits.

6.2 Redesign Considerations Specific to Intake and Screening

- **Consideration 1:** Automated screening rules must be calibrated conservatively, routing genuinely ambiguous cases to manual review rather than forcing full automation where child safety risk assessment requires human judgment.



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- **Consideration 2:** Digital referral intake should accommodate multiple referral channels, including phone, in the redesign, since eliminating phone-based referral entirely is rarely feasible or appropriate for a hotline intake function.

VII. CASE STUDY PROCESS DOMAIN: CASE PLANNING AND REASSESSMENT

Case planning and periodic reassessment represent a second high-value redesign domain, given their direct connection to permanency outcomes and their frequent involvement of multiple approval and documentation steps.

7.1 As-Is Pain Points in Case Planning

Pain Point	Description	Redesign Opportunity
Duplicate documentation across plan and reassessment forms	The same case information is re-entered separately into initial case plan and later reassessment documentation.	Single source case record per the fourth to-be step in Figure 3, populating reassessment forms from existing plan data.
Sequential supervisor and quality review	Case plans await sequential supervisor approval followed by separate quality review, extending completion time.	Parallel approval routing per the third to-be step in Figure 3, where policy permits concurrent review.
Manual compilation for federal reporting	Case plan data is manually compiled into a separate format for AFCARS and related federal reporting.	Real-time reporting design per the fifth to-be step in Figure 3.

7.2 Connection to Prior Data Quality Research

The redesign opportunities identified in Table 8 connect directly to the data pipeline and canonical data model concepts examined in prior data quality and enterprise reporting architecture research in this series. A single source case record, redesigned per Section 5.1, is the business process counterpart to a canonical data model; the two should be designed together rather than treated as separate technical and process workstreams.

VIII. AUTOMATION AND TECHNOLOGY ENABLEMENT OPPORTUNITIES

Beyond the domain-specific redesign opportunities in Sections 6 and 7, several automation patterns recur across multiple child welfare business process domains.

8.1 Automation Pattern Comparison

Automation Pattern	Description	Best Suited Process Characteristic
Rule-based decision automation	Decisions following clear, documented, consistent criteria are automated.	High-volume, low-ambiguity decision points, such as basic screening criteria.
Workflow orchestration and routing	System-driven routing replaces manual handoff coordination between roles.	Processes with multiple sequential or parallel approval steps, per Section 5.1.
Automated data population from existing records	Forms and downstream documents are pre-populated from data already captured elsewhere in the system.	Processes with significant duplicate documentation, per the pain point identified in Section 7.1.
Automated compliance and deadline tracking	The system tracks required deadlines, such as reassessment timing, and proactively flags approaching or missed deadlines.	Processes with statutory or policy-driven timing requirements.



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8.2 Automation Boundaries

- **Boundary principle 1:** Automation should target administrative and data-handling steps, not the substantive child safety judgment decisions that require caseworker and supervisor expertise, consistent with the calibration guidance in Section 6.2.
- **Boundary principle 2:** Automated systems should remain auditable and explainable, allowing a caseworker or supervisor to understand why an automated rule produced a given outcome, particularly important given the child welfare context's accountability requirements.

IX. QUANTIFYING REDESIGN IMPACT

Structured business process redesign is associated with measurable improvement across several process efficiency metrics relevant to both certification readiness and case practice quality.

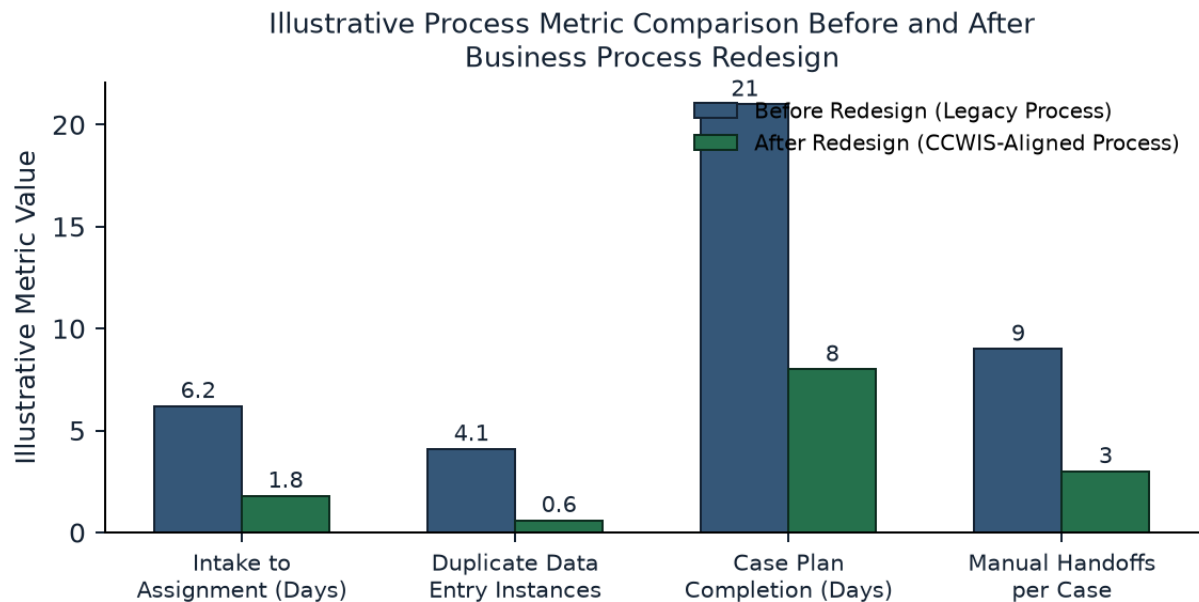


Figure.4. Illustrative process metric comparison before and after business process redesign

9.1 Metric Improvement Observations

Metric	Illustrative Before Redesign	Illustrative After Redesign	Approximate Improvement		
Intake to assignment time	6.2 days	1.8 days	Approximately reduction	71	percent
Duplicate data entry instances per case	4.1	0.6	Approximately reduction	85	percent
Case plan completion time	21 days	8 days	Approximately reduction	62	percent
Manual handoffs per case	9	3	Approximately reduction	67	percent



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9.2 Waterfall Analysis of Time Savings

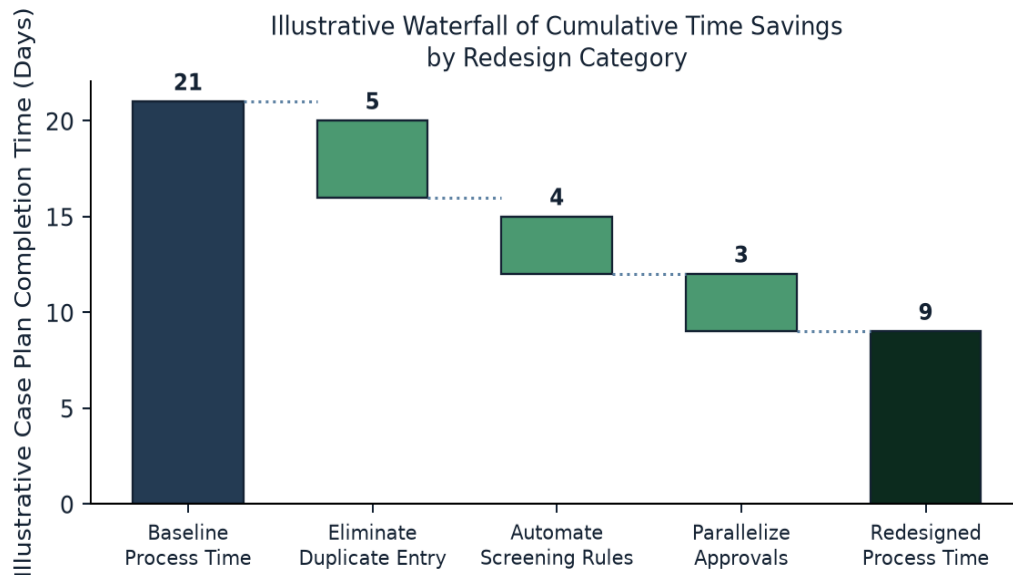


Figure.5. Illustrative waterfall of cumulative time savings by redesign category, case plan completion time example.

Figure 5 decomposes the case plan completion time improvement illustrated in Figure 4 into its constituent redesign categories. Eliminating duplicate data entry, per the automation pattern in Section 8.1, is illustrated as contributing the largest single share of time savings, followed by automated screening rules and parallelized approvals.

- **Practical use:** Decomposing aggregate improvement into specific redesign category contributions, as in Figure 5, helps agencies prioritize which redesign investments to pursue first when full redesign across all categories is not immediately feasible.

X. QUANTIFYING REDESIGN IMPACT

Agencies can be classified into one of five maturity stages describing their overall business process redesign readiness ahead of CCWIS certification.

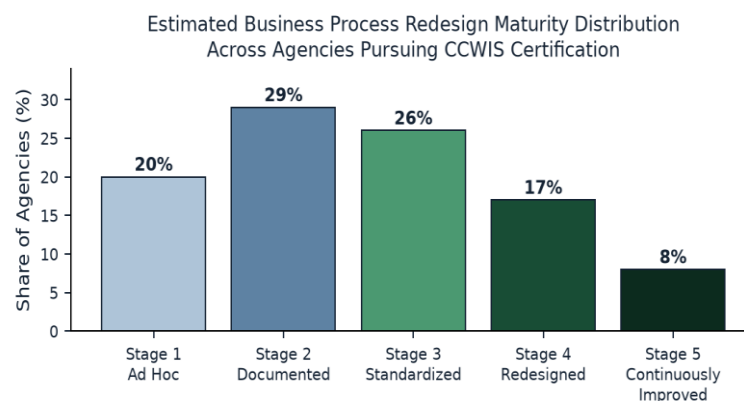


Figure.6. Estimated business process redesign maturity distribution across agencies pursuing CCWIS certification.



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Stage	Name	Description
1	Ad Hoc	Business processes are undocumented and vary informally by individual or office.
2	Documented	Processes are documented, per Section 3, but largely reflect legacy system constraints and workarounds.
3	Standardized	Documented processes are standardized consistently across the agency, though not yet redesigned.
4	Redesigned	Prioritized processes, per Section 4, have been redesigned per the principles in Section 5 and implemented in the new system.
5	Continuously Improved	Process performance is monitored continuously, per the KPIs in Section 16, with ongoing refinement beyond initial certification.

XI. CHANGE MANAGEMENT FOR CASEWORKER-FACING PROCESS CHANGE

Redesigned processes succeed only if caseworkers and supervisors adopt them reliably, making change management as consequential to redesign success as the design work itself.

11.1 Change Management Considerations Specific to Case Practice

Consideration	Description	Practical Approach
Caseworker workload sensitivity	Caseworkers already managing demanding caseloads have limited tolerance for process change that initially increases, rather than decreases, workload.	Sequence redesign rollout to demonstrate early efficiency wins, per Section 9, before introducing more complex changes.
Trust in automated decision support	Caseworkers may be skeptical of automated screening or routing given the stakes involved in child safety decisions.	Maintain explainability per the automation boundary in Section 8.2 and involve caseworkers in redesign validation per Section 5.2.
Supervisory role adjustment	Redesigned parallel approval processes, per Section 5.1, may change how supervisors engage with case oversight.	Engage supervisors explicitly in to-be process design, not only frontline caseworkers.

11.2 Training and Communication Approach

- **Approach 1:** Training should explain the rationale for redesigned steps, connecting each change to the specific as-is pain point it addresses per Sections 6 and 7, rather than presenting redesign as change for its own sake.
- **Approach 2:** Early adopter caseworkers involved in redesign validation, per Section 5.2, can serve as peer champions during broader rollout, a pattern echoed in change management guidance from prior research in this series.

XII. GOVERNANCE STRUCTURES SUSTAINING PROCESS QUALITY

Sustained process quality, through certification and beyond, requires governance ownership distinct from the technical system governance examined in prior CCWIS research in this series.



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12.1 Governance Roles

Role	Primary Responsibility	Relationship to Technical Governance
Business process redesign lead	Owns the process mapping, prioritization, and redesign methodology described in Sections 3 through 5.	Coordinates with, but is distinct from, the technical system architecture governance examined in prior research.
Case practice subject matter expert	Provides frontline case practice expertise validating that redesigned processes remain sound child welfare practice.	Represents case practice concerns within technical design discussions.
Change management lead	Owns the training and communication approach described in Section 11.2.	Coordinates rollout timing with technical implementation milestones.

12.2 Common Governance Gaps

- Process redesign is sometimes treated as a one-time pre-certification activity rather than a sustained governance function, risking regression to informal, undocumented practice after certification is achieved.
- Business process governance and technical system governance are occasionally poorly coordinated, resulting in system design decisions made without adequate process redesign input.
- Case practice subject matter expert involvement is sometimes limited to initial validation rather than sustained throughout implementation, risking drift from sound practice as technical constraints emerge during build.

XIII. RISK ASSESSMENT AND MITIGATION PLANNING

Business process redesign programs ahead of CCWIS certification carry risks that agencies should evaluate and mitigate deliberately.

Risk	Likelihood	Impact	Mitigation Approach
Legacy workarounds migrated unchanged into the new system	High	High	Explicitly identify and evaluate workarounds during as-is mapping per Section 3.2, principle 2.
Redesign overreach expands implementation scope unnecessarily	Moderate	Moderate	Apply the guardrails in Section 5.2, targeting only identified as-is pain points.
Caseworker adoption resistance to redesigned processes	Moderate to High	High	Apply the change management considerations and training approach in Section 11.
Automated decision support applied beyond appropriate boundaries	Moderate	High	Apply the automation boundary principles in Section 8.2.
Process governance not sustained after certification	High	Moderate	Establish process governance as an ongoing function per Section 12, not a one-time pre-certification activity.

13.1 Risk Prioritization Guidance

- Migrated workaround risk should be treated as highest priority given its direct connection to the certification risk patterns described in Section 2.
- Adoption resistance risk warrants early, sustained change management investment rather than being addressed only at go-live.
- Process governance sustainability risk is best addressed by establishing the ongoing governance roles in Section 12.1 well before certification review concludes.



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XIV. IMPLEMENTATION ROADMAP

Translating this methodology into an executable program requires sequencing process mapping, prioritization, redesign, and governance formation relative to the broader CCWIS certification timeline.

Phase	Approximate Timeframe	Key Milestones
Process Inventory and As-Is Mapping	Months 1 to 4	Complete the process inventory and detailed swimlane mapping per Section 3 for prioritized domains.
Redesign Prioritization	Months 3 to 5	Apply the prioritization funnel and criteria in Section 4 to select processes for redesign.
To-Be Design and Validation	Months 5 to 9	Design to-be processes per Section 5 and validate with frontline staff before finalization.
Implementation and Change Management	Months 8 to 14	Implement redesigned processes alongside technical system build, coordinated with the change management approach in Section 11.
Certification Review and Sustained Governance	Months 14 onward	Support certification review with redesigned process evidence; transition to ongoing process governance per Section 12.

14.1 Governance Cadence Reference

- **Monthly during active redesign:** Track redesign progress against the prioritization funnel in Section 4 and address emerging caseworker feedback.
- **Quarterly:** Review the metrics described in Section 16 and adjust redesign or training approach as needed.
- **Annually, including post-certification:** Conduct a full business process maturity reassessment per Section 10.

XV. CASE PATTERNS AND INDUSTRY BENCHMARKS

This article synthesizes recurring patterns observed across published business process reengineering and child welfare systems modernization literature through mid 2024, rather than reporting on a single named agency implementation.

Pattern Observed	Reported Association
Structured as-is mapping including explicit workaround identification	Fewer legacy workarounds migrated unchanged into the new system (Section 2.1).
Redesign prioritization funnel applied before detailed design	More efficient allocation of limited redesign resources toward highest-impact processes (Section 4).
To-be design validated with frontline caseworkers before finalization	Higher reported caseworker adoption of redesigned processes post-implementation (Section 5.2).
Process redesign coordinated explicitly with canonical data model design	Smoother integration between process and technical data architecture (Section 7.2).
Process governance sustained as an ongoing function post-certification	Reduced regression to informal, undocumented practice after certification achieved (Section 12.2).

15.1 Cross-Agency Observations

- **Observation 1:** Agencies that began process redesign early in the CCWIS transition timeline, well ahead of technical system design finalization, reported smoother alignment between redesigned process and system capability than agencies that began redesign later, closer to certification review.
- **Observation 2:** Intake and screening, per Section 6, and case planning, per Section 7, were the two most frequently prioritized redesign domains across agencies examined, consistent with their high case volume and certification relevance.



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- **Observation 3:** Agencies with dedicated case practice subject matter expert involvement throughout implementation, not only initial validation, reported fewer instances of redesigned processes drifting from sound child welfare practice under technical implementation pressure.

XVI. KEY PERFORMANCE INDICATORS FOR ONGOING GOVERNANCE

Sustaining business process redesign value through and beyond CCWIS certification requires an ongoing measurement framework spanning process efficiency, adoption, and certification readiness.

KPI	Definition	Illustrative Target
Intake to assignment time	Average days from referral intake to caseworker assignment, benchmarked against Figure 4.	Consistent with or better than post-redesign benchmarks.
Duplicate data entry rate	Average instances of duplicate data entry per case, benchmarked against Figure 4.	Consistently low and declining.
Case plan completion time	Average days to complete case plan documentation, benchmarked against Figures 4 and 5.	Consistent with or better than post-redesign benchmarks.
Redesigned process adoption rate	Percentage of applicable cases processed using the redesigned, rather than legacy, process.	High and consistently increasing following implementation.
Certification review finding count	Number of certification review findings attributable to business process, rather than purely technical, gaps.	Low, reflecting effective pre-certification redesign.
Business process maturity stage progression	Composite score tracked against the five stage model in Section 10.	Steady progression toward higher maturity stages, sustained post-certification.

PROCESS DESIGN NOTE

KPIs should be reviewed on the monthly, quarterly, and annual cadence described in Section 14.1, with particular attention to whether redesigned process adoption rate is sustained, rather than declining, in the period following initial certification review.

XVII. CONCLUSION AND RECOMMENDATIONS

Business process redesign is a necessary complement to, not a byproduct of, technical CCWIS system implementation. Agencies that map, prioritize, and deliberately redesign legacy case practice workflows before certification review report substantially fewer certification findings and materially greater process efficiency improvement than agencies that migrate legacy processes largely unchanged into modernized infrastructure.

17.1 Summary of Key Findings

- Legacy business processes frequently encode workarounds and constraints specific to the legacy SACWIS system being replaced, and migrating these unchanged directly undermines certification data quality and interoperability review criteria.
- A structured prioritization funnel, applied before detailed redesign, allows agencies to allocate limited redesign resources toward the highest-volume, highest-certification-relevance, and highest-workaround-severity processes first.
- Intake and screening, and case planning and reassessment, represent the two most frequently prioritized and highest-impact redesign domains across agencies examined.
- Change management and sustained governance, not the redesign work itself alone, determine whether redesigned process gains persist through and beyond certification review.



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17.2 Recommendations

- **Recommendation 1:** Conduct structured as-is process mapping, including explicit workaround identification, before finalizing technical system design.
- **Recommendation 2:** Apply a documented redesign prioritization funnel rather than attempting to redesign all processes simultaneously or none at all.
- **Recommendation 3:** Coordinate business process redesign explicitly with canonical data model and technical architecture design, per Section 7.2, rather than treating them as separate workstreams.
- **Recommendation 4:** Establish business process governance as a sustained, ongoing function extending well beyond initial certification review, per Section 12.

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