



STATE OF CALIFORNIA
DEPARTMENT OF GENERAL SERVICES -

FORMS MANAGEMENT

ACKNOWLEDGEMENTS

Material in this handbook was first developed primarily by the State of Wisconsin, Department of Administration. It was used by the State of California for several years with very minor changes. The handbook was revised in 1988 to more closely conform the instructions to procedures used by the State of California. We extend our appreciation in acknowledgement of Wisconsin's contribution towards our forms management efforts.

We also extend our appreciation to staff of the Office of State Printing who have assisted in the preparation of the revised handbook. They have added greatly to our knowledge by hosting and assisting in the Forms Management and Design classes, and by their careful attention to our printing needs.

Last, but certainly not least, we acknowledge the helpful material in the publications listed in the recommended readings at the back of this handbook.

Office of Records Management
Department of General Services
January, 1989

INTRODUCTION

The authority for California's forms management program is found in Government Code Section 14771. State-wide policy for forms management is outlined in Section 1600 of the State Administrative Manual. Printing procedures are contained in Section 2800 of the State Administrative Manual

The first stage of records management is the creation of a record. It is at this stage that controls must be implemented to make certain that only necessary records are created; only necessary copies are created; and that the records themselves are as simple as possible to understand. These basics apply to all paperwork—forms, reports, correspondence, directives, etc.

Paper is the medium of exchange in all governmental operations, and is presently in a state of uncontrolled growth. Most creators of paper are unaware of the far-reaching problems of its creation. Even the specialists, whose job it is to develop the best systems for processing the paper, frequently neglect the paper itself. Forms and other records are multiplying at an accelerated pace each year, with few if any controls.

Implementation and continual maintenance of a forms management program will enable administrators to manage this

paper more effectively; to devise systems which optimize the creation and processing of paper; and to dispose of it methodically when it is no longer needed.

A great deal of ignorance concerning the scope and purpose of forms management exists in most areas of government. A state-wide educational program is necessary to bring home to all governmental employees, from the top levels to the lower echelons, the benefits to be derived from improvements in handling paper. All must learn to conduct the business of government by creating a minimum amount of paper; by processing it through its life cycle with the fewest number of steps; and by disposing of it in the shortest possible time consistent with the needs of particular operations.

To enable all employees to understand what a forms management program is, why it is necessary, and what each individual can do to develop and maintain it, this handbook is offered as a primer. It does not pretend to encompass all the details of a forms program, but only to offer a few basic principles. A study in-depth is highly recommended in the few good books written on the subject, as well as continued reading of periodicals for new ideas and the ever-present changes in techniques and equipment.

TABLE OF CONTENTS

CHAPTER I THE NEED FOR FORMS MANAGEMENT	1
What Is A Form?—Why Manage Forms—What Is Forms Management?	1
Objectives of Forms Management	2
CHAPTER II ELEMENTS OF THE FORMS PROGRAM.....	3
Service—Planning—Training—Coordination —Procedural Analysis—Design Standards —Registration and Identification—Procurement and Reproduction—Distribution and Storage—Reporting the Program	3
CHAPTER III ORGANIZING THE FORMS PROGRAM	5
Where to Locate It?—Background Knowledge of Personnel—Selection of Personnel	5
Announcing The Program—Inventorying The Forms.....	6
Considerations in Setting Up the Forms Files.....	7
The Historical File—Computer Data Base	8
The Functional File.....	9
The Subject File—The Systems File	10
Numbering The Forms—Dating the Forms.....	11
Titling The Forms—Where Do We Go From Here?	12
CHAPTER IV IMPLEMENTING THE FORMS PROGRAM.....	13
Procedures for Ordering Forms—Cooperation between Forms Management and Other Responsible Units—New Forms and Revisions to Existing Forms.....	13
Reordering of Current Forms—Inventory Control, Storage and Distribution of Forms	15
Office Duplicating Machines and “Bootleg” Forms.....	17
Forms Index or Register—Progress Reports.....	18
Orientation of Agency Personnel.....	19
Assessing The Forms Program—Future of The Forms Program.....	21
CHAPTER V FORMS ANALYSIS.....	23
What Is Forms Analysis?—Why Analyze Forms?—Getting Started on Forms Analysis.....	23
Gather The Facts—Challenge The Form	24
Challenge Each Item—Challenge Each Copy—Standardization of Forms.....	25
Consolidation of Forms—Filling Gaps.....	26
CHAPTER VI ANALYSIS FACTORS PERTAINING TO FORM CONSTRUCTION AND DESIGN	29
Words—Titles.....	29
Instructions—Grouping Items—Sequence of Items	30
Preprinting Fill-in Data—Ballot Boxes—Transmitting The Form	31
Self-mailers.....	32
Window Envelopes—Postal Regulations—Filing The Form	33
Form Construction.....	35
Envelopes, Tags, Labels	38
Paper Selection—Deciding What Kind of Paper to Use.....	39
Legible Copies in Multiple Part Forms—Carbon or Carbonless.....	41
Ink—Form Size—Continuous Forms	42
Optical Character Recognition (OCR) Forms—Two-Sided Printing—Prenumbering.....	43
Fastening—Perforations—Scoring—Folding.....	44
Punching—Cornering—Collating—Padding—Packaging	45
Order Quantities—Arriving at A Decision—Forms Design Standards for State Agencies	46
RECOMMENDED READING	50

Chapter I

THE NEED FOR FORMS MANAGEMENT

WHAT IS A FORM?

A form is a tool—a very important tool—to help get a job done. It assists in performing a function in work communication. The end result of any job is as good as the tools used in performing it. So, if the tool is good, the job is well done.

A form usually does one of three things—

- *Initiates* an action → 
- *Records* a transaction → 
- *Reports* something → 

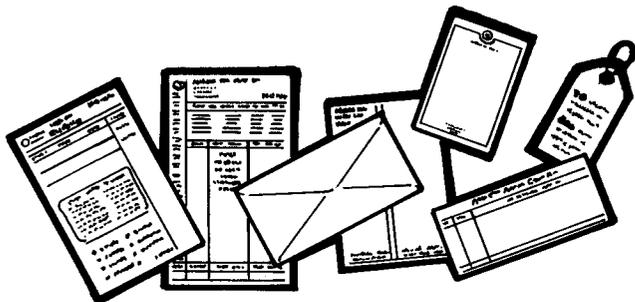
However, a form can do any one or two of these, and sometimes one form does all three.

In the past, a form has been most often defined as a printed piece of paper with blank spaces for the insertion of information. For the forms program to be effective, this definition is too limiting.

For example—many offices use a small piece of blank red paper to expedite the processing of some item. While nothing is printed on it, that little piece of paper says, “HURRY! HURRY!” If there is no control over how this little piece of blank paper is used, it soon becomes useless because it is used for everything.

Therefore, in a good forms management program—

A form is a piece of paper or related substance, printed or unprinted, which plays a part in any procedure or system, whether manual, mechanical, or electronic.



The forms program then, should include many items frequently not thought of as forms—letterheads, envelopes, labels, tags, pattern or guide letters, “canned” paragraphs, tab cards, tabulating paper, and many others.

This is how forms are considered throughout this handbook. All pieces of paper should be properly analyzed, designed and managed to perform their proper role in a well-designed and well-managed procedure.

WHY MANAGE FORMS

Are your forms professionally designed for the most efficient manual and machine completion?

Is forms production controlled?

Do you know what forms your agency has? who uses them? for what purpose? what standard state forms are available to be used in place of your forms?

Could some forms be combined or eliminated?

What stockpile do you have? what's the usage rate?

Is the proper paper stock and printing or duplication process being used?

Clerical expenses are increasing each year, not only because of increasing labor costs, but also because more and more services are being demanded each year. Increasing services mean increasing paperwork. The majority of clerical personnel spend their time reading, writing, computing, punching, data entering to and from, handling, transferring, referring to, and filing forms of one kind or another.

Current estimates are that for every \$1 spent for printing a form \$20 are spent for clerical costs to process it. Forms are a vital part of any operation to collect and transmit data fast—provide a record—report transactions easily and efficiently—be used as efficient tools to maintain the flow of work.

But, they must be well designed so as to require minimum effort on the part of those who use them.

Forms management, through its continual review and analysis, along with the application of sound principles of forms design, provides the best method of ensuring that the right form is in the right place at the right time at the least possible cost to print and process. In addition, it provides for efficient disposal of forms when they are no longer needed.

WHAT IS FORMS MANAGEMENT?

Forms management can best be described in terms of its responsibilities—

- Seeing that each form fulfills a basic requirement of an approved operating procedure
- Designing the form so that it will perform its purpose efficiently and effectively
- Specifying the most economical method of manufacture to achieve the desired results
- Establishing a system of stock control and replenishment that will make forms available when needed
- Disposing of each form when it is no longer needed

Basically then, forms management is providing the best tools to accomplish necessary operations in the most efficient and economical manner to achieve the desired results.

To fulfill these responsibilities, management establishes a forms program. A complete forms management program includes the following:

- Review of all new forms to ensure that only needed forms, utilizing only needed information, are approved
- Maintenance of established forms design standards
- Continuing review of all forms for consolidation, elimination and standardization
- Establishing procedures for printing, storing, and distributing forms
- Establishing disposal authorizations for forms
- Continuing education in the principles of proper forms design and analysis for the operating personnel who initiate forms
- Cooperating with all work units to most efficiently dovetail all forms and procedures to meet the needs of the entire organization
- Reporting the benefits derived from the forms program

OBJECTIVES OF FORMS MANAGEMENT

Most people feel qualified to draw up a form; but few realize the penalties paid for faulty design and lack of control over creation of a form and its use. Poorly designed forms are poor tools and as such result in waste, unnecessary expense, and inefficient work.

A mounting volume of uncontrolled forms results in still more paperwork, greater processing costs, and diminished efficiency. Control over the quantity and quality of forms, together with simplification of procedures involving their use, results in tangible savings.

Thus, a forms management program has the following broad objectives

- Analysis of forms in their relationship to the system, the procedure, and the method
- Elimination of unnecessary forms
- Improvement in design of necessary forms by adherence to established design standards
- Economy in the production, distribution and use of forms

FORMS MANAGEMENT GOALS

1. Necessary forms
2. Needed information
3. Efficient procedures
4. Good design standards
5. Economical printing, distribution, and storage
6. Efficient and timely disposal

COST ELEMENTS OF A FORM

I. COST OF PURCHASING A FORM

1. Printer's price
2. Transportation, shipping
3. Sales tax (when using an outside vendor)

II. COST TO USE A FORM

A. Developing a Form

1. Author's time
2. Designer's/Composer's time
3. Systems analyst's time
4. Forms control's time
5. Preparing the specifications
6. Cost of any necessary coordination on a new or revised form
7. Cost of writing a related job outline or procedure

B. Procuring a Form

1. Preparing the printing requisition
2. Sending specifications
3. Placing the order
4. Receiving the form
5. Checking the quality

C. Paying for a Form

1. Processing the purchase order and receiving report
2. Approving the invoice
3. Issuing the check
4. Posting accounting records
5. Reconciling checks

D. Distributing a Form

1. Shelf storage
2. Bulk storage
3. Inventory recording
4. Withdrawal time
5. Delivery or shipment
6. Studies to establish quantity required
7. Cost of mailing or transporting forms within the organization

E. Using a Form

1. Writing data on the form (by hand or machine)
2. Proofing the form if filled in manually
3. Verifying the writing (key data entry)
4. Posting information to a form at a later date
5. Training employees to use a form
6. Cost to mail a form
7. Cost to receive a form through the mail (opening, sorting, etc.)

F. Storing a Form

1. Time to file a form
2. Cost of retrieving a form from the file
3. Cost of filing equipment to store a form
4. Cost of setting up a retention schedule
5. Cost of moving a form into an inactive category (sending to the Records Center or preparing for microfilming)
6. Cost of destroying a form

G. Other, More Indirect Costs

1. Cost of related supplies (carbon paper, typewriter ribbons, erasers, etc.)
2. Cost of supervision
3. Depreciation of office machines, files, and furniture
4. Overhead costs (utilities, employee benefits, etc.)

Chapter II

ELEMENTS OF THE FORMS PROGRAM

Forms management is a program which is a structured, continuous activity operating on well-defined principles and techniques. Since this is a program that reaches out and touches everyone in the organization, from top management to the newest clerk, its authority, purpose, responsibilities, and operations must be clearly stated to ensure its success.

Before embarking on a forms management program, the elements that make up the program should be understood by all.

SERVICE

Forms management is primarily a program of service, and as such it must sell its services. It earns recognition as a program of merit by providing good service to all areas it serves.

PLANNING

Naturally, to be of utmost service to the organization which it serves, the program must be planned. This includes establishing goals which are approved and supported by top management, establishing simple operating procedures to carry out these goals, and developing understanding by the operating personnel to make attainment of these goals possible.

TRAINING

Forms management must provide technical guidance for forms originators. Since everyone is in the business of creating forms, help in the basic principles of forms design and analysis must be available to all. This can be accomplished by training sessions, or by consultation in problem areas, or by a combination of both. This is the principal area of developing understanding of the goals of the program. Education in the basic principles of forms design and analysis shows form creators why these things are beneficial and brings them into the program as willing participants.

COORDINATION

As we know, everyone creates forms. Not only is it important to design a form well, but it must fit into the system of which it is a part. Over and above this, the form must be reproduced, stored, distributed and disposed of. These activities must be coordinated. Individuals are aware only of their own operations. Forms management must coordinate the individual operations into the broad organizational structure and act as liaison between the groups.

PROCEDURAL ANALYSIS

Most proposals for a new, revised, or reprinted form are analyzed from the point of view of the procedure which gives the form meaning. The content of the form is evaluated; its effect upon work methods and procedures is studied. The need for every item and every copy is reviewed. The greater

the use of the form and its cost, the more intensely it should be analyzed. Above all, it must be determined to be necessary to the operation.

DESIGN STANDARDS

Good forms design follows specific design principles to ensure easy reading and understanding, spaced and arranged to provide for the necessary items and to meet the needs of the writing, transmitting, and filing methods. Design standards are established to ensure the best possible tools to meet the requirements of the job to be done. Determination of the standards to be used are closely related to the procedural analysis of the form.

REGISTRATION AND IDENTIFICATION

Ideally, each request for a new, revised, or reprinted form is channeled to the departmental forms manager or coordinator to be recorded and assigned for analysis. The form is identified to the State of California and the originating agency. Title, number, and creation or revision date are assigned as specific identification. The title also links the form to its function. Approval by the coordinator as well as by the appropriate program manager indicates that there is no form already in existence that should be utilized and that the form has been authorized for use. The forms coordinator will have a complete case history of the form available—all revisions, quantities ordered, use, production, distribution, and disposal requirements. A flowchart showing how the form is used is helpful to be sure no one in the system is overlooked when a revision is necessary.

PROCUREMENT AND REPRODUCTION

Specifications for efficient and economical procurement and printing are developed and coordinated with the user and the units performing these functions. Appropriate justification is required for forms not conforming to specified standards.

DISTRIBUTION AND STORAGE

Specifications for effective storage and distribution are developed and coordinated with the originator of the form and the supply unit or warehouse. Methods are provided for determining current supplies, establishing minimum and maximum supply stock levels, packaging, purging obsolete forms, and setting distribution patterns and controls.

REPORTING THE PROGRAM

As changes in forms and procedures are made, a record of results is accumulated showing printing, processing, and other savings. These facts form the basis for periodic reports to management for use in appraising the forms management program and in shaping policy.

Chapter III

ORGANIZING THE FORMS PROGRAM

WHERE TO LOCATE IT?

Before embarking on an organized forms program, a decision must be made as to the placement of this program in the organization. It is generally agreed that forms management serves all users of forms, which means all areas of the organization. It should therefore be a part of a group that serves the entire organization.

Forms management is a staff activity. It should be centered at a level high enough to give the perspective and authority needed for across-the-board improvements and to provide technical guidance and department-wide coordination between functions. State forms programs are currently operating in various areas—business services, management analysis, service and supply.

It is at its best as part of the departmental records management program.

The choice will be dictated by the structure of the organization. But the forms unit must occupy a clearly defined place in the organization. The forms manager should report to as high a level of authority as possible—one who is not only interested in the forms program but is personally committed to its success. The program needs backing and stature in the organization to be successful.

Area coordinators (forms liaison representatives) may be appointed for each division, branch, or function at the onset of the program, or drawn gradually into the program to work with the forms manager on form-related matters. Individuals should be chosen for their overall familiarity with the functions in which they work. A forms management program is strongest when as many people as possible participate in carrying out the policy prescribed by management. However, the forms manager always retains the control of and responsibility for the program.

BACKGROUND KNOWLEDGE OF PERSONNEL

All forms personnel must have, or be able to acquire a working knowledge of the following:

1. All types of business machines, duplicating and printing equipment, their capacities and uses
2. Elements of forms specifications, construction, and design
3. Information processing systems which are dependent on specific kinds of forms (computer printers, scanners, micrographics equipment, etc.)
4. The importance of forms as information control and their relation to the costs of conducting the State's business

These basic requirements may be acquired with a short period of intensive study, attendance at a forms design seminar such as those offered by the Office of Records Management or the Business Forms Management Association. Visits to

the State Printing Plant, Reproduction Services, or to private sector printing plants that specialize in forms printing are exceedingly helpful.

Continuing education through books, periodicals, and seminars is required to keep up with changes in equipment, methods, and professional skills.

SELECTION OF PERSONNEL

Forms personnel must be able to perform the following functions:

Supervisor—overall supervision of the forms management program

Analyst—solve forms problems according to needs of the total system and costs

Designer—translate problem solutions into a layout, with instructions that can easily be followed by the printer

Composer—creates the finished, typeset master (sometimes called “original artwork”) which is suitable for photographing and reproducing. Forms can easily be designed on some desktop publishing systems as well as the more specialized commercial typesetting equipment. (In the Department of General Services, the Office of State Printing and Reproduction Services at the Office of Support Services have composing services available for State agencies.)

Clerical support—maintain form files and handle other clerical functions.

Whether these functions rest in one person or a group of specialists depends on the size of the program, the size of the organization, and the number of forms involved.

Forms coordinators must be familiar with the procedures in their agencies or functional areas. Their operational knowledge speeds up the process of analysis and helps assure acceptance of improvements. They control and review all forms in the area they represent.

In selecting the personnel for this program certain other factors should be considered, and they are probably more important than the background knowledge.

1. Enthusiasm about the type of work whether it is a one person shop with many functions or one that specializes.
2. Common sense in reasoning things out and reaching solutions.
3. Initiative in seeking out ideas and solutions to problems.
4. Ability to work under pressure, for printing is one business where everyone wants service and a finished product yesterday.
5. People skills are a must. Forms people must deal with everyone in the organization from the top executive to the newest recruit. The “Welcome” mat is never out for

someone who is trying to change an established procedure, so diplomacy and tact are essential.

6. Neatness in their work, for this will be the hallmark of the overall program.

So in the end, the choice of the person or persons for this program may well be made on the basis of the individuals rather than their backgrounds.

ANNOUNCING THE PROGRAM

To set the wheels in motion for the forms program, a general memorandum should be sent to all supervisory personnel announcing that the forms management program is being established.

State of California	State and Consumer Services Agency		
Memorandum			
Date	August 5, 19XX	File No	
To	Division Administrators Bureau Directors Section Chiefs Unit Supervisors		
From	Department of Administrative Services FORMS MANAGEMENT PROGRAM		
<p>Administrative costs in our department have been increasing at an alarming rate, indicating a need to establish more effective controls in all areas. Analysis of this has indicated that a forms management program can help us in many ways.</p> <p>An effective forms management program has proven successful in many organizations. It does this by increasing clerical efficiency through simplified procedures and better design of forms; by eliminating unnecessary forms through continual review and analysis; by controlling the distribution and storage of forms. These actions result in decreased processing and printing costs, major factors in overall administrative costs.</p> <p>Additionally, establishment of an effective forms management program will bring the department into compliance with Section 14771 of the Government Code and Section 1633 of the State Administrative Manual.</p> <p>I have appointed Jane Doe as Forms Manager for our department. She will report directly to the Business Services Officer, Kelly Monahan. Her office is in Room 123, and her telephone number is 399-4444.</p> <p>I am personally very interested in the progress and development of this program. Please give Ms. Doe your fullest cooperation.</p> <p>ALBERT CASSIDY, Director</p>			

This memorandum should explain why the program is being established. It could mention the cost of printing to the agency and how much it costs for clerical processing of forms (approximately twenty times the cost of printing). If known, the number of forms in the agency could be noted.

Goals of the program should be mentioned—decreased number of forms, decreased costs, increased efficiency through better design of forms, control over internal duplicating, more efficient stocking of forms, decreased burden on the public.

The name of the forms manager or departmental coordinator and the location of the function, both physically and functionally in the organization, should be included, perhaps with a remark as to the desire to be of service in any paper-work problems or ideas.

The memo should close with a statement declaring top management's strong support of the program.

Do not make any rash promises of great expectations. The program will have enough problems without everyone breathlessly awaiting the great things to come. It will take time to get the ball rolling—time to prove itself to all the hard-nosed Chiefs and Indians who will resent any inquiry into or interference with their functions.

The important thing is to let everyone know that management wants this program and will back it completely, continuously, and enthusiastically.

INVENTORYING THE FORMS

The forms program cannot begin until all forms in use in the organization are known. To do this, samples of all forms in use must be collected. This is best accomplished by issuing a forms collection letter, and this is where the job of the Forms Manager or Coordinator begins.

The letter should begin with reference to the memo establishing the forms program, and explain the necessity of collecting copies of all the forms currently in use, to whom and where to send them, and a definite time by which they must be sent.

State of California	State and Consumer Services Agency		
Memorandum			
Date	August 15, 19XX	File No	
To	Bureau Directors		
From	Department of Administrative Services		
Subject	COLLECTION OF FORMS		
<p>Last week, Mr. Cassidy notified you of our forms management program. In order to get this function started, a collection must be made of all the forms currently in use in the department.</p> <p>Please collect three (3) samples of ALL forms used in your Bureau and forward them to me no later than September 30, 19XX. Send them to Room 123 in the headquarters building in Sacramento.</p> <p>Refer to Section 1623 of the State Administrative Manual for the definition of a form.</p> <p>Please include the following:</p> <ol style="list-style-type: none">1. Three copies of each form used in your Bureau. (Void and account for all accountable forms.)2. On the face of the top copy of each form, indicate the quantity used annually and whether or not the form is used by the public.3. If the form does not have a title, assign a title and write it at the top of the form.4. On the package containing the forms used by your Bureau, show the name of the Bureau and the name and telephone number of a contact person. <p>This collection is essential to the beginning of the forms program and your cooperation is appreciated.</p> <p>If you have any questions regarding these instructions, please call me at 399-4444.</p> <p>JANE DOE Forms Manager</p>			

The next item in the memo should be a definition of "form". A form is any piece of printed material reproduced with spaces for the insertion of data by hand, typewriter, or other business machine. This applies to all temporary and permanent forms, numbered or unnumbered, produced by commercial suppliers, or by the Department of General Services, Office of State Printing, or Reproduction Services in the Office Services Division. It also applies to those reproduced internally on agency reproduction or duplicating equipment. The definition also includes such items as form letters, tags, labels, continuous forms, tab cards, and envelopes.

Forms generated by or stored on electronic media are not exempt from this definition.

Forms used by the organization's public **MUST BE** identified as required in Section 1600 of the State Administrative Manual.

Next, itemize exactly what you want. This would include:

1. The number of copies needed to set up your file. This will vary depending on the kind of files you plan to use. At least five copies will be required for your printing history file; and more should be requested if you plan to use the other files explained in this section. It would be well to note here that if the forms are in sets instead of single sheets, you want the equivalent number of sets.
2. The annual usage of each form should be written on the face of the top copy of the form. If the form does not have a title, the user should write one on the form.
3. If any forms are negotiable or accountable, the user must take appropriate precautions before submitting them (voiding or accounting for their disposition).
4. The user should package the samples and show the name of the using office on the package. Each office can then be checked in until all have complied.

This collection leads to considerable duplication. Every form used by more than one office or function will come in so that you may have many copies of one form. However, this is the best way of finding out what form is used where; and how many are used in a year. This usage should be posted to the historical form file. You will need a minimum of five copies of the form in this file. Eventually, you will be able to dispose of some of the extra copies you receive in this collection process.

As the forms come in, check them carefully for three things—identifying title, number, and revision date. In most cases, the purpose of forms without titles will be fairly easily determined. Assign a proposed title and write it on each copy of the form. If you can't determine the purpose, call the most knowledgeable user and ask for one.

Assign a number to forms that lack numbers and write it on all copies. Forms may be numbered any way that suits your program.

While you need to be sure that you have the form with the most recent revision date for your printing history file, it is often useful to have copies of older versions to make the history more complete.

Now that you have this mountain of paper identified with numbers, titles, and revision dates, what do you do with it?

That depends on what kind of system you decide to set up. Give it careful thought. You will have to live with it a long time.

After you establish your system, document it, specifically defining all the pieces and the purpose to be served by each so that it can be easily and properly understood and maintained by others.

CONSIDERATIONS IN SETTING UP THE FORMS FILES

The purpose of any filing system is to serve as a historical record of all transactions and to provide reference to these transactions. It is most desirable that the filing system be designed so that this reference, whether filing or finding, can be easily and rapidly made.

If you have a computer data base available, you may wish to consider using it in place of the functional file and the systems file described below.

Before the forms filing system can be devised, the use to which it is put must be carefully considered. The files must be realistically arranged to provide two primary uses:

1. When a request for a new form is received, the files must be searched to produce forms identical or similar to the proposed form quickly.
2. The forms files must be reviewed periodically; so they must assist in identifying forms which are identical or forms that are part of the same data system. This enables analysis to be made as part of a continuing program of improvement through combining or eliminating forms. Forms with similar elements that need updating (such as lists of field office addresses or Information Practice Act statements) should be identifiable without a form-by-form search.

The Forms Manager or Coordinator is often expected to find a form when only one of the following is known:

- Number
- Title
- Purpose
- User

Finding a form by number will be easy because the major (and perhaps only) file should be set up by number. If another file is used, or if the numerical file is set up so that it is numbered within certain classifications, it can be easily found by the use and with just a little effort by title. Finding a form by purpose or user requires familiarity with the organization and duties of its personnel, or an elaborate indexing system.

The primary uses of the files must be met first.

The size of the organization, the variety of its responsibilities, and the number of forms will all be factors in determining the type of filing system to be used.

The major possibilities are discussed in the following sections. Just remember—keep the filing and finding simple to help the forms analyst get the job done. And don't forget—the files must be kept current, or they are useless.

THE HISTORICAL FILE

The historical file is more commonly known as the numerical file, as opposed to the functional or subject file. The purpose of the latter is to facilitate forms analysis. The historical file serves as the working file for individual forms. If both purposes can be accomplished in one file, so much the better.

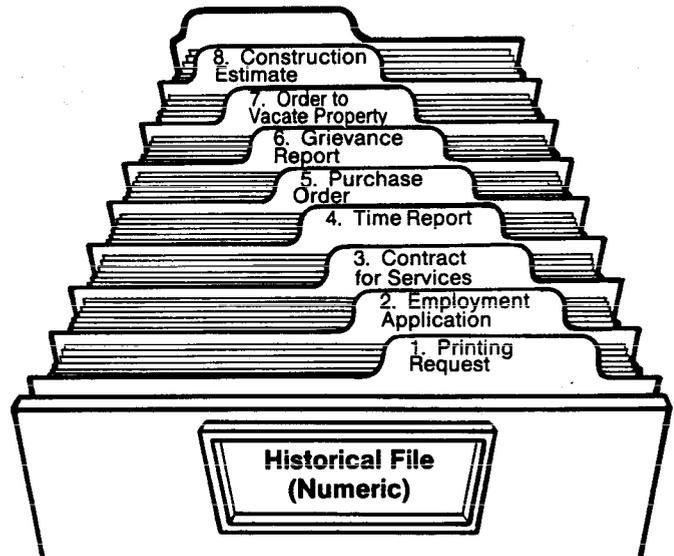
To provide the best working tool, each folder should contain the following:

- A copy of the current edition of the form and any previous editions. If you are just starting the file, the current version may be the only one you will have. You will want at least five copies of that version so that one will remain intact for historical purposes. You will need one to send to the program manager to inquire about possible changes that are pending; two or more to prepare your draft of those changes—one of these will go with the printing order as a manufacturing sample and/or new copy and one will stay with the documentation for that order.
- Rough drafts or work papers showing significant stages of development and pertinent correspondence.
- A copy of or reference to the statute, regulation, policy, or other authorization for the use or purpose of the form.
- The original request for approval of the form and any requests for revisions, indicating the names of all using units, and the manner and rate of use. There is a Standard State Form available to serve this purpose. It is the STD. 110, Form Approval Request (see page 14). In your original collection of forms, however, you will probably pick up this information from the unit submitting the form. If a form is used by more than one unit, it is important to discover which unit controls the end use of the form. For instance, the Accounting Office may be responsible for content of a form which is subject to audit.
- Documentation relating to the official final approval for the printing or reproduction and issuance of the form and a copy of the Printing Requisition, STD. 67, the Reproduction Request, STD. 51, and/or your agency's internal request form.
- Negative and/or camera-ready copy of the last revision. Oversize negatives may be kept in a separate file and cross-referenced in this file.
- Specifications or special instructions for printing of the form (if they are beyond the scope of the STD. 67 or the STD. 51) must be attached to orders. This is especially important if the Office of State Printing cannot manufacture the form and it must go to an outside vendor. The Standard Form for specifications is the STD. 110A, Form Specifications.
- Any other information which you deem pertinent according to your particular system.

Remember, this is your working file, so keep it up to date at all times.

When a new revision of a form is delivered, add the required

number of samples to the folder immediately and remove any old samples. (Previous printing orders will have copies of those old versions. This becomes part of the history of that form.) Be sure that only the most recent negative and camera-ready copy are in the file.



If you know that a form is to be revised at the next printing, make a note and put it in the file. It might be advisable to put a reminder in follow-up to allow ample time for the revision.

If a form is discontinued, remove the folder from the file, add the written authorization from the responsible program manager for its discontinuance and place the folder in a separate discontinued numeric file. Keep these folders only as long as required by the agency records retention schedule. You may want to ask for guidance from your legal office on retention periods for obsolete, but critical forms.

If one form is combined with another, put one copy in the folder for the retained form. Note the date and reference to the succeeding number on the discontinued folder, and place it in the discontinued numeric file. Include a copy of the written authorization from the responsible program manager.

COMPUTER DATA BASE

While the following three files may be kept in paper form, the information contained in them could also be coded to a computer data base that lists all your forms. Such a data base could list forms by subject, by function, and by the system in which it is involved. The responsible program manager or forms coordinator, and the using units could be identified. Public use forms might be noted, as could any form that requires an Information Practices Act statement, or those that list all your field offices. This information would make it unnecessary to do a folder by folder search to find all forms that fall into a particular category when a major procedural change is made.

A separate data base that will track printing orders could also be very useful. Possible data for this list would be form

number, date out for review and deadline for return, printing job number, whether it is new, revised or reprinted, date order was typed, date proof is wanted, requested shipping date, estimated cost of the order, etc.

THE FUNCTIONAL FILE

The primary purpose of this file is help you to identify forms that perform similar functions. It can provide the basis for a decision to combine two or more forms into one or to refuse a request for a new form when a suitable one already exists. It may be kept in paper form or on your computer data base.

The function of a form is what it does—what it is expected to accomplish. Before, we mentioned that a form does three things—initiates an action, reports an action, or records an action. Sometimes the same form accomplishes two or all three of these.

For the purposes of the functional file, initiating of an action is expanded for easier analysis. Following are the form functions identified by well-known forms analysts:

Forms functions

- 1 to acknowledge (to receipt)
- 2 to agree (to contract, settle)
- 3 to apply
- 4 to authorize (to permit, to license, commission, assign)
- 5 to cancel (to revoke)
- 6 to certify (to conform, verify, declare true)
- 7 to claim
- 8 to estimate
- 9 to follow-up
- 10 to identify
- 11 to instruct (to train)
- 12 to notify
- 13 to order (to decree, arrange)
- 14 to record
- 15 to report
- 16 to request
- 17 to route (to transmit)
- 18 to schedule (to program, catalog)

You should be able to fit all forms into these 18 basic functions. However, if you feel they need to be expanded to be adaptable to your organization, do it carefully. In the documentation of your system, define what each function includes.

Forms functions are modified by forms subjects. The form subject defines the person or object to which the forms function relates.

Commonly used forms subjects

- | | |
|-----------------------|----------------|
| 1 accounts payable | 12 garnishment |
| 2 accounts receivable | 13 grievance |
| 3 assets | 14 income |
| 4 bid | 15 inventory |
| 5 budget | 16 meeting |
| 6 cost | 17 overhead |
| 7 customer service | 18 overtime |
| 8 depreciation | 19 payroll |
| 9 employment | 20 premises |
| 10 estimate | 21 procedure |
| 11 freight | 22 property |

- | | |
|------------------|-------------|
| 23 royalties | 27 tuition |
| 24 specification | 28 vacation |
| 25 supplier | 29 vendor |
| 26 training | 30 visitor |

Use any or all of these that are appropriate to the forms in your organization. Develop any other subjects which are needed to fit your particular needs.

Forms subjects are refined when necessary by forms operations or conditions.

Commonly used forms operations

- | | |
|----------------------|-------------------|
| 1 absence of | 12 operation of |
| 2 acceptance of | 13 payment of |
| 3 allocation of | 14 refund of |
| 4 application for | 15 rejection of |
| 5 cancellation of | 16 repair of |
| 6 collection of | 17 status of |
| 7 correction of | 18 termination of |
| 8 deduction of | 19 testing of |
| 9 delay of | 20 transfer of |
| 10 expiration of | 21 use of |
| 11 identification of | 22 withdrawal of |
| | 23 withholding of |

Here, again, the needs of your organization will determine which of these you use or additional ones to be developed.

These are the three elements in classifying forms in a functional file. Now that they are identified, the file can be set up. Start the actual file with a set of 18 folders (or more if you have added functions to the basic list). Number and title the folders for the functions. Classify all the forms and place them in the proper folders. When the contents of any functional folder exceed 150 forms, subdivide its contents and place any five or more forms dealing with the same subject in a separate folder labeled with the subject and file it after that function folder.

Classify each form and enter a 6-digit classification code in the upper right corner of the form before placing it in the folder in numerical sequence. The first two digits are the function, the next two the subject, and the last two the operation.

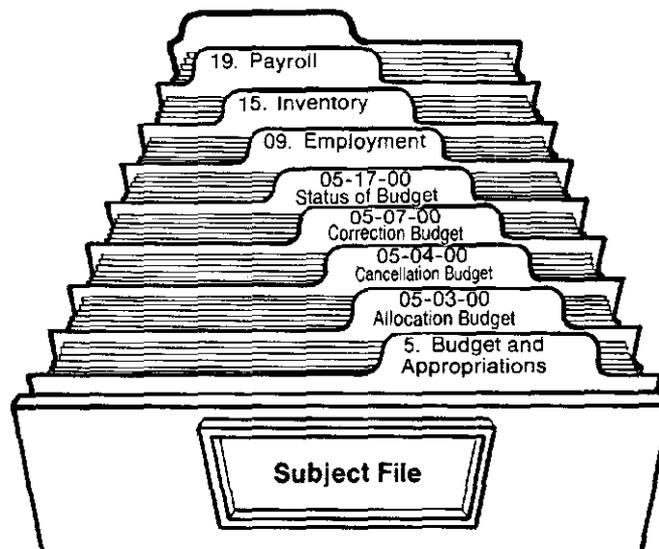
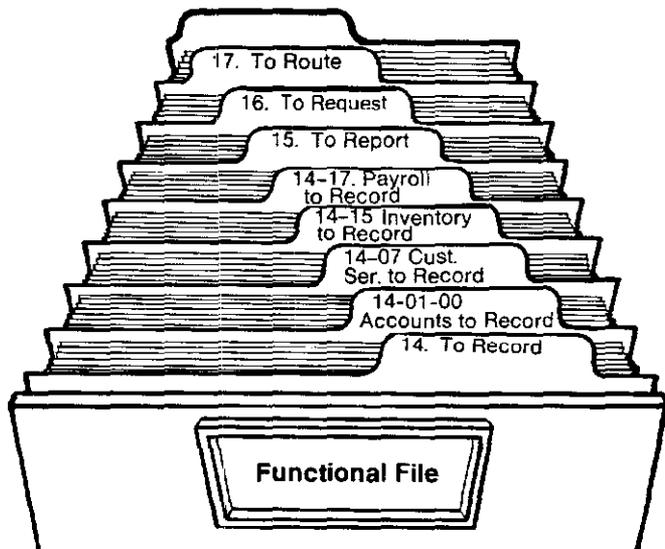
Example: Grievance Rejection Report
to report—grievance—rejection of
Code 15-13-15
(Function 15, Subject 13, Operation 15)

Employment Application
to apply—employment
Code 03-09-00
(Function 03, Subject 09, Operation 00)
Note that we do not use the Operation
Breakdown if it isn't necessary.

When a form performs more than one function, file a properly coded copy under each function.

With the contents of the folder in numerical sequence, like subjects will be together.

More than likely this breakdown of function by subject will serve most of the forms. However, if one subject has many forms in the same function, the additional operation breakdown should be used.



To assure consistency in the use of functions, subjects and operations, maintain a list of numbers assigned and whatever explanatory notes are necessary to enable you and others to file or find material in the functional files.

In addition, make a cross-reference to the functional file code in the historical file.

THE SUBJECT FILE

The subject file uses the same breakdowns as the functional file, but places them in a different sequence. It identifies the subject first, then the operation, and the function last of all.

The definitions for all breakdowns remain the same, but the order of filing and coding changes—subject, operation, function.

Thus the examples given under the functional file would be filed differently under the subject file.

Example: Grievance Rejection Report
 grievance—rejection—to report
 Code 13-15-15
 (Subject 13, Operation 15, Function 15)

Employment Application
 employment—application for
 (Subject 09, Operation 04, Function 00)
 Note that we don't use the Function Breakdown if it isn't necessary.

Otherwise the steps in setting up this file and the use of it would remain the same as the functional file.

THE SYSTEMS FILE

The major purpose of this file is to assist you in locating all forms which might need revision if there is a major policy change and system overhaul.

The systems file is based on a breakdown by the functions or operations of the organization, as opposed to the functional file which is based on a breakdown by the function or operation which the form performs. So while the functional file brings together all forms which do the same thing, the systems file brings together all forms which are part of an operation.

A system would be defined as a natural information processing function without regard to organizational structure, people, responsibilities or geographical boundaries. The system breakdown would include all forms that are a part of the major function.

An agency might divide its major functions into Accounting, Personnel, Licensing, and Office Services. In a smaller agency, with few forms, this simple breakdown would be sufficient to file the forms for efficient search and analysis. A larger agency with many forms and many subsystems would want to break this down further to facilitate analysis of the forms.

For example, Accounting would be one function common to all agencies. This major system could be divided into several subsystems or procedures—Accounts Payable, Accounts Receivable, Billing, Budgeting, Capital Assets, Cost Accounting, Cost Analysis, General Accounting, Payroll. These titles represent procedures and have nothing to do with organizational units. Even these can be broken down further, depending on the needs of the individual agency. If Payroll is part of your personnel system rather than Accounting, put it under Personnel.

No matter what changes, additions, or deletions are made, the final group of systems families must be the natural division of major information processing operations which will be homogeneous to systems studies. If there is doubt as to which family the form belongs, choose what seems to be the most important and put cross-references in the other system location. If a multiple-part form serves many systems, choose the main function and cross-reference the other systems.

It is possible that your agency organizational structure will identify the major systems families. However, not all forms in that unit will necessarily be a part of the major system, so be sure and put them with their proper function or system.

The filing sequence of the systems file is determined by the systems designation and the numerical sequence of the forms in that system. One way is to arrange systems families alphabetically. Assign a two-digit number from 1 through 99 so that it spreads the families evenly through the series. Thus when a system is added, the alphabetic and numeric sequence will be retained. Reserve a three-digit number for

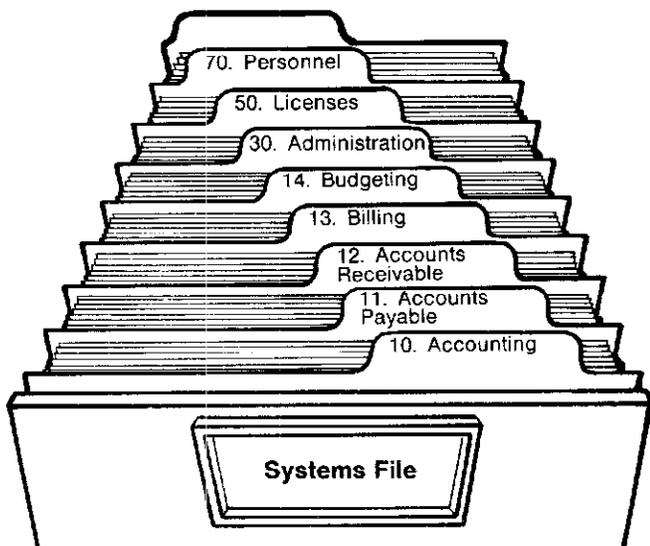
form sequence, and number each form in each systems family from 001 up, as 11-001. Then file all folders in strict sequential order. All information pertaining to the form is then filed in the respective folder.

If, however, you wish to keep the major systems family together, assign the 10 series, for example, to Accounting. Following the previous breakdowns mentioned, the designations could then be:

- | | |
|---------------------------|----------------------------|
| 10—ACCOUNTING | 50—LICENSES, PERMITS |
| 11 Accounts Payable | 51 |
| 12 Accounts Receivable | 52 (assign number to |
| 13 Billing | 53 each subsystem) |
| 14 Budgeting | 54 |
| 15 Capital Assets | 55 |
| 16 Cost Accounting | 70—PERSONNEL |
| 17 Cost Analysis | 71 Appointments, Transfer, |
| 18 General Accounting | Promotions |
| 19 Payroll | 72 Attendance, Leave, OT |
| | 73 Benefits |
| 30—ADMINISTRATIVE | 74 Classification |
| | 75 Evaluation |
| 31 Communications | 76 Safety, Health |
| 32 Files | 77 Termination |
| 33 Inventory Control | 78 Training |
| 34 Maintenance and Repair | |
| 35 Purchasing | |
| 36 Stores | |
| 37 Transportation | |

The number of systems will vary, depending on the services which the agency performs. Except for unusual circumstances, there should be no more than 50 breakdowns. They should be carefully defined so there will be no confusion in assigning, filing, or finding.

The major advantage of the systems file is that it serves both historical and analysis functions, with all forms well-grouped for systems and forms analysis. Also, it is not difficult to learn since there are fewer breakdowns to remember.



NUMBERING THE FORMS

All forms must have an identifying number. The numbering system used depends on the type of filing system you select. Keep the system as simple as possible. Long numbers are difficult to remember and increase possibilities for error in identification.

If you select a filing system of two files—*historical and subject or functional*, assign the form numbers in numerical sequence beginning with 1. (If you will be using a computer data base to list your forms, you may wish to include leading zeros, i.e., 0001. These leading zeros do not need to be printed on the form.) The subject or functional file will have another set of numbers which must be cross-referenced. These numbers are explained under the section pertaining to these files.

If you select a systems file, this will be both historical and analytical, and the forms would be numbered as explained under the section on the systems file.

Do not number the forms on the basis of the organization chart. The organization is subject to change, and you want the form numbers to remain constant.

If your forms are presently numbered and you wish to go to a new numbering system, you may wish to print the old number in addition to the new form number in the first printing following the change. In this case you would identify it as:

AC 123 (REV. 9-88)
(Formerly ST-2)

In any event, whether you set up a filing system or not, assign a number to each form and print the number on the form as required in SAM 1600. A number printed on the form is a quick identification, saves time and money when used in place of titles in written procedures or correspondence, remains constant even if the title changes, and helps set up logical control systems for inventory, stocking, and other references.

DATING THE FORMS

SAM 1600 also requires that creation or revision dates are printed on forms. When a new form is created, assign the form number and add the creation date i.e., (NEW 9-87). When the form is revised, show the revision date, i.e., (REV. 9-88). This helps the users identify which form they should be using. It avoids the possibility of out-of-date forms getting into the system when old versions may not be used because of procedural or other changes. If the original stock is to be used first, the date will indicate which stock is being used.

Do not change the date with each printing—only when the form is revised.

The best place to add the revision date is immediately following the form number. The state standard is to use the month and year the revision was made as follows—

AC 123 (REV. 9-88)

TITLING THE FORMS

The title of a form tells *what the form is or what it does*. The title should be short and specific. All forms must have titles. The title tells the use of the form, and the number identifies it for reference purposes.

For example—perhaps the form is used as an order to purchase supplies and/or equipment. Why not simply title it *“Purchase Order”*. Any further identification is not necessary unless there is more than one purchase order form, and each is used for specific or limited kinds of purchases.

Try to limit titles to four words. There will be times you can't do this; but it's amazing how often a short title is sufficient. And a short title sometimes makes the design of the identification zone on the form simpler.

Always use simple language and terms that will be understood by all. Don't use abbreviations, slang, or trade terms. The listing of functions, subjects, and operations will give you standard simple terms that cannot be misunderstood.

Don't use these words as part of a title: *card, sheet, slip, form*. They are totally superfluous and add nothing meaningful. If a form is titled, “Daily Time Sheet,” give it a new title. It has to be either a record or a report, so call it that—Daily Time Record, or Daily Time Report. Of course, this particular form could be both. If the individual fills it out and turns it in as a report of daily work, it is primarily a report, even if it is later filed and becomes a record.

Look back at the *Grievance Rejection Report* cited under functional files. Isn't that better than *Report of the Rejection of a Grievance*?

WHERE DO WE GO FROM HERE?

All the forms have been collected, numbered, titled, and filed in that wonderful new filing system. Hopefully you have also been collecting all the forms printed since your first collection began. An arrangement with your Business Service Office, Accounting Office, or individual units in the organization would take care of this. If you haven't done this, your

file is out of date already. If your agency is a large one, it has taken you months to accomplish this initial sorting and filing task. Don't lose heart if this is the case because you probably never will have them all—there are always “bootleggers” in the forms business. With all the duplicating machines around, it is difficult not to have “bootlegged” (unauthorized) forms.

But you have a start.

While you are sorting and filing, you should take some time out to relieve the monotony. Learn about forms design, analysis, and management. Read some of the material listed at the back of this manual and take the basic class available through the Office of Records Management.

Plagiarism is a way of life to the forms analyst. Talk to other analysts, departmental forms coordinators, and business form vendor representatives. Collect samples of good forms design—especially forms that fulfill multiple purposes or are unique. Visit the Office of State Printing and Reproduction Services in the Department of General Services.

Talk your problems over with someone else in the business, whether your problem concerns design, procedure, how to set up your shop, etc. Look at what other state offices are doing. This exchange can cause momentary confusion, but it will help solidify your solution. You may find that what you had decided is definitely wrong—then again, you may find that your solution is far superior. The latter makes for a really good day!

During this time period you'll be getting acquainted with others in the organization—if you aren't already. Ask for their opinions, too, if the opportunity arises; but don't make any rash promises of things to come. Even when you know where you're going and how, keep quiet about your expectations. You'll have to prove yourself and your program to all, so don't make it more difficult for yourself.

What's next? Implementing the program!



Chapter IV

IMPLEMENTING THE FORMS PROGRAM

In succeeding chapters we will discuss forms analysis, forms design, and the other physical aspects of forms. They are very important to your program; but in the end the success or failure of the program will depend on how it is managed.

What are the policies?

What standards are set up?

Are they realistic?

Are your own procedures simple and practical?

*Are you really providing a service to the organization
—or only lip service or a rubber stamp?*

The real purpose of the forms management program is to make processing of paper easier and more economical—you might call it a paper austerity program. In order to properly manage the program, you have to set up controls—not just in files but in ordering, designing, stocking, and distributing.

Your program was announced some time ago. In the meantime, you have been busy sorting out the forms. Now you must get the program rolling.

PROCEDURES FOR ORDERING FORMS

Standard procedures must be implemented for handling requests for new forms, revisions to existing forms, reordering of forms stocked in a central location, reordering of forms stocked by the user, and reproducing forms on office duplicators.

These procedures will vary somewhat from agency to agency; but the principles of control must still be there. Your problem will be to work out procedures which will retain control and still be acceptable to all involved units. Primarily those units will be Accounting, Business Services and Supply. Users, of course, are always involved; but since there are so many users, think of yourself as a user. Keep the paperwork down and keep it simple.

When you decide on your procedures, write them down and circulate them. You must let the organization know what the procedures are and why they are necessary. But more about that later.

COOPERATION BETWEEN FORMS MANAGEMENT AND OTHER RESPONSIBLE UNITS

One thing all state offices have in common is the use of the Printing Requisition/Invoice, STD. 67, and Reproduction Order, STD. 50. These are used for all printing done outside your agency, except for that which must go out to bid through the Office of Procurement. Find out how your

printing requisitions must be handled. If you can get permission to prepare the printing orders in your office, so much the better. This can reduce errors and duplication of work. They can then be sent forward for whatever funding/spending approvals are necessary.

There must be an agreement that all requisitions for forms (including any printed in your own agency) must be reviewed and approved by forms management before they are authorized. Be sure there is an agreement on the definition of a form. Establish a standard procedure—then follow it. See page 15 for sample procedures.

It might also be wise to have ALL printing requisitions of whatever kind (stationery, business cards, books, posters, pamphlets, etc.) reviewed by forms management. The biggest advantage of this arrangement is that everyone knows where to inquire about any kind of printing. It also centralizes the contact person for printing problems for the Office of State Printing and Reproduction Services.

Many items are printed in some agencies with no control over them other than assurance that there are funds available to pay for them. However, that is outside the realm of this handbook and is a matter of policy in each individual agency.

No matter how your system is established, all requisitions for printing forms must be reviewed by forms management. How else can you

- *keep track of forms usage?*
- *keep your files up to date?*
- *know what is going on in the area you are supposed to be managing?*
- *be sure the form design and specifications are correct?*

NEW FORMS AND REVISIONS TO EXISTING FORMS

All new forms and revisions to existing forms must be carefully reviewed. The best way to handle this in a standard procedure is to require a form be used to request a new or revised form. The Form Approval Request, STD. 110, is available for this purpose. (See page 14.)

The STD. 110 gives you a vehicle for documenting

- *Why is it needed?*
- *Who will use it?*
- *How many are needed in what period of time?*
- *Does it tie into a system of other forms?*
- *Has everyone concerned been contacted?*

STATE OF CALIFORNIA FORM APPROVAL REQUEST STD. 110 (REV. 12-87)		Complete this form in duplicate. Complete all applicable items.		FORM NUMBER
TO Department Forms Coordinator				
FROM			DATE	
PERSON TO CONTACT			PHONE	
FORM TITLE (IF NEW, GIVE PROPOSED TITLE)				
PURPOSE AND BENEFIT (LEGAL REQUIREMENT, IF ANY - GIVE CODE SECTION NUMBER(S))				
USERS				
<input type="checkbox"/> PUBLIC	<input type="checkbox"/> DISTRICTS/ FIELD OFFICES	<input type="checkbox"/> OTHER STATE AGENCIES (SPECIFY) _____		
<input type="checkbox"/> INTERNAL (SPECIFY) _____	<input type="checkbox"/> OTHER (SPECIFY) _____			
DATA TO BE ENTERED FROM (GIVE FORM NUMBERS OR DOCUMENTS)				
DATA TO BE CARRIED TO (GIVE FORM NUMBERS OR DOCUMENTS)				
FORM STATUS				
<input type="checkbox"/> NEW (ATTACH DRAFT IN DUPLICATE)	<input type="checkbox"/> REVISED (ATTACH PRESENT FORM AND DRAFT OF REVISION, IN DUPLICATE)	<input type="checkbox"/> TEMPORARY (FOR HOW LONG?) _____	<input type="checkbox"/> REPRINT OF EXISTING FORM	
REPLACES WHAT OTHER FORMS (GIVE NUMBERS)				
DISPOSITION OF OBSOLETE STOCK				QUANTITY ON HAND
<input type="checkbox"/> DESTROY	<input type="checkbox"/> USE BEFORE PUTTING NEW FORM INTO USE			
TO BE FILLED IN BY		OTHER MACHINE (SPECIFY)		NUMBER OF COPIES PREPARED (NUMBER OF COPIES MADE AT ONE WRITING)
<input type="checkbox"/> PENCIL	<input type="checkbox"/> ELITE TYPEWRITER			
<input type="checkbox"/> PEN	<input type="checkbox"/> PICA TYPEWRITER			
FORM CONSTRUCTION		OTHER (SPECIFY)		
<input type="checkbox"/> SINGLE SHEETS (SHEETS PER SET)	<input type="checkbox"/> PADS (PAGES/SETS PER BOOK)	<input type="checkbox"/> CONTINUOUS		
<input type="checkbox"/> SETS	<input type="checkbox"/> BOOKS	<input type="checkbox"/> INTERLEAVED CARBON		
FORM SIZE (SPECIFY WIDTH FIRST)	PRINT	IF TWO SIDES		COLOR OF PAPER
	<input type="checkbox"/> ONE SIDE <input type="checkbox"/> TWO SIDES	<input type="checkbox"/> HEAD-TO-HEAD <input type="checkbox"/> HEAD-TO-FOOT (TUMBLE)		COLOR OF INK
ANNUAL USAGE	PEAK USAGE - MONTHS AND QUANTITIES	QUANTITY REQUESTED	DATE NEEDED	
ENVELOPE(S) REQUIRED				
<input type="checkbox"/> MAILER # _____	<input type="checkbox"/> RETURN # _____	<input type="checkbox"/> SPECIAL # _____		
DISTRIBUTE COPIES TO				
SPECIAL INFORMATION (USE OTHER SIDE IF NECESSARY)				
SIGNATURE OF REQUESTER		SIGNATURE OF SUPERVISOR		DATE
FOR DEPARTMENT FORMS COORDINATOR USE				
<input type="checkbox"/> APPROVED	<input type="checkbox"/> DISAPPROVED	SIGNATURE		DATE
COMMENTS				

Presentation of the request to the forms analyst should allow sufficient time for the analyst to review the form for design criteria and the procedure involved. This will be difficult to accomplish in many cases. Also, it will take time to indoctrinate users to make these allowances. Hopefully, however, as your program develops and gains acceptance, adequate time allowances will become a part of normal operating procedures.

As a rough rule of thumb, you will need to allow

- One month for printing that will be done at Reproduction Services
- Two months at Office of State Printing
- Four months for a form that must go out to bid through the Office of Procurement

Additional time must be allowed if all analysis has not been done before you are notified or if a proof is required before printing can be done.

Part of your job will be to educate your agency to these time frames. Nevertheless, there will be emergencies. Once you have “learned the ropes” at the Printing Plant and Reproduction Services, you will be able to solve most of these expeditiously and satisfactorily.

FORMS PROCEDURES

ORDERING NEW OR REVISED FORM

Originator	1. Prepare rough draft of form and a Form Approval Request, STD. 110. 2. Submit to Forms Unit.
Forms Coordinator	3. Question form as to need and design. 4. Check file for similar forms (if a new form) or notes (if revised form). 5. Confer with Area Coordinator and Originator as to pertinent factors of analysis, design, and printing specifications. 6. If approved, sign the Form Approval Request, assign form number (if new form) and enter in Forms Register. 7. Make up file and any forms pertinent to the procedure. Redraft the form, if necessary. 8. Prepare Printing Requisition and submit to Business Services. 9. When proof is received, review carefully. Clear with Originator and Area Coordinator.
Stocker of Form	10. When supply is received from the printer, verify quantity received. 11. Note shipment received on inventory record. If a new form, establish reorder point. 12. Send samples to Forms Unit.
Forms Unit	13. Verify form quality; file samples. 14. Send sample to Area Coordinator.
Area Coordinator	15. Verify quality with Originator. If quality is not acceptable, notify Forms Unit to follow up through Business Services.

REORDERING FORM

Stocker of Form	1. When reorder level is reached, send a request for reorder to the Forms Unit.
Forms Unit	2. Check with Originator for possible revisions and order quantity. 3. Check file for any notes since last printing. If any questions, check with originator and Area Coordinator. 4. Prepare revision, if required. 5. Prepare Printing Requisition, attach new copy, negative, or camera ready copy, as required, and submit to Business Services.
Stocker of Form	6. When printed forms are delivered, verify quantity received. 7. Note shipment on inventory record. 8. Send samples to the Forms Unit.
Forms Unit	9. Verify quality of form; file samples. 10. Send samples to Area Coordinator.

REORDERING OF CURRENT FORMS

Factors pertaining to stocking of forms are discussed in the following section. These factors will help determine procedures for reordering existing forms. Whoever stocks the forms should have the responsibility for triggering a replenishment of the supply when it has reached a certain level.

The appropriate reorder level must take many factors into consideration

- Is the form used steadily throughout the year or does usage peak at some particular time (annually, quarterly)?
- Where is it printed?
- Will reevaluation of the form be required?

For example, a reorder level of 1,000 might be established in the case of a form on which the usage is 250 to 300 per month (4,000 annually). 1,000 would be a three months supply. This would allow sufficient time for review and printing. BUT! If revisions are necessary, more time would be required unless your agency can prepare camera-ready copy for the printer. It is wise to allow enough time for revision and proofs because many forms are revised at each printing.

Reaching this reorder level then triggers the reordering of the form. This procedure should be made as simple as possible to be consistent with the policies of simplified paperwork promoted by forms management. At the minimum, the reorder notice should contain the form number, the supply on hand, and how long that supply should last. If for some reason stock is already depleted and there are back-orders, this should also be noted.

When the forms unit receives the reorder notice, the file for that particular form should be checked for any notes about a proposed revision. Whether or not there are such notes in the file, an inquiry should then be directed to the person responsible for the content of the form. Be sure to attach a copy of the latest revision of the form to the inquiry. A sample of the inquiry used in the Standard State Forms Program will be found on page 16.

INVENTORY CONTROL, STORAGE AND DISTRIBUTION OF FORMS

Usually, the forms unit has no actual responsibility in this area other than establishing realistic reorder levels. The forms unit must, however, be aware of the problems of peak usage, inventory control, storage, and distribution of forms. It is important to establish a working relationship with the people who are responsible so that information can be exchanged and problems worked out.

Running out of forms can provoke a major crisis, causing considerable confusion over the lack of forms and considerable expense in time and money to arrange a rush order. Rush orders are always more expensive than those accomplished through the regular course of business.

For that reason, forms management must oversee the procedures which facilitate ordering forms and keeping a supply on the shelves.

Before establishing procedures, a decision must be made as to centralized or decentralized stocking of forms. The more centralized this operation can be, the more economical it is and the less chance there is of running out of forms. There are, however, certain logical factors which must be considered.

If, for instance, the supply of a form is very small and used only by one person or one office, it might be better to stock it there. In such cases the users would be made aware that the responsibility for notifying forms management is theirs. The same procedures used by the stockroom would have to be followed.

Agencies that have no stockroom operation may wish to consider using the Office of Procurement Material Services Warehouse as a supply depot. Contact Material Services for information.

Also, in the case of continuous forms for computer operations where usage is high, the convenience of having the forms near the machines on which they are used must be taken into consideration; it could be more logical to stock them close at hand. An additional factor here is the effect of atmospheric conditions on paper. To perform satisfactorily, the paper must be stored under certain conditions. Again, the users must be made aware that stock levels are their responsibility. The same procedures set up for the stockroom would be required.

If storage of forms is decentralized, it is probably most desirable for the stockroom to store a backup amount equivalent to the reorder quantity as a measure of control. Then one standard procedure for reordering can be established, and one person or unit has the responsibility. This is the best insurance for a continuing supply of forms.

Some supply operations keep a perpetual inventory of forms, noting every order and withdrawal and keeping a running balance. There are frequently discrepancies between the quantities shown on the inventory and the actual amount on the shelves. Omissions can be made in postings. Forms can be pilfered. So really, the amount actually on the shelves is the major criterion. These stocks should be checked periodically, however, to ensure that forms are not obsolete, or at a critically low level, or not being used at all.

The Forms Reorder Notice could be a sticker attached at the reorder level; or a stock ticket might be implemented and set up as a tickler at the reorder level; or just a bright colored tag placed at the reorder level might suffice. Warning: if users are allowed to fill their own orders, reorder levels may not be called to the attention of the responsible person.

Forms crises will probably never be eliminated no matter how efficient the control system might be. However, an efficient stockroom supervisor will keep these crises at a minimum, thus saving the agency much time and money.

The size and complexity of the organization will, of course, dictate the type of controls desirable and necessary. The simpler they are, the better, no matter what the size of the agency.

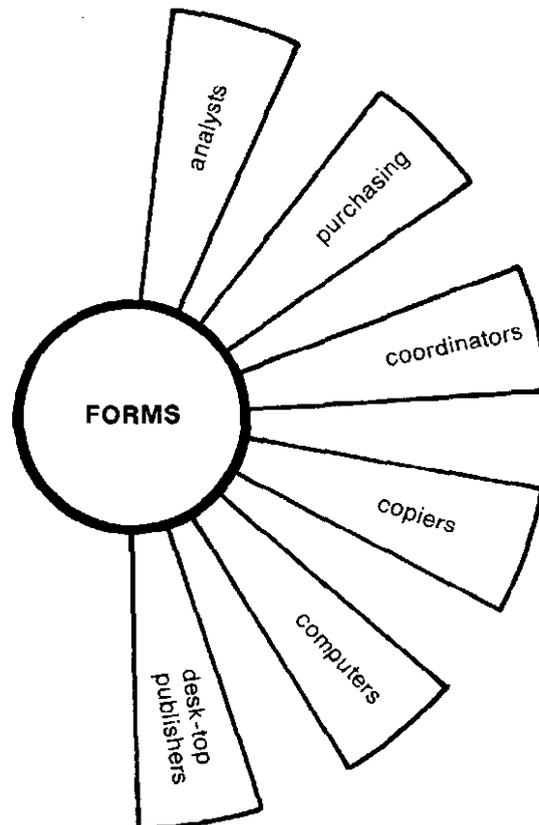
OFFICE DUPLICATING MACHINES AND "BOOTLEG" FORMS

The biggest stumbling block in any forms management program is the copy machine found in any office. The ease and speed with which copies may be produced encourages the reproduction of forms which have not officially been made a part of the system. If efficiency and economy in processing operations are to be maintained, this problem has to be faced. More forms mean more processing costs, and copy machines are an expensive way of printing forms.

Forms which are not officially authorized are commonly known as "bootleg" forms. They are not all necessarily reproduced on copy machines; but here is where the largest number are done. All bootleg forms are not bad forms—some definitely belong in the system. The important thing is to know why they are being used.

- Perhaps the system is defective, and the bootleg form is an attempt to remedy this defect.
- Perhaps the system is changing, and the bootleg form is an attempt to meet a need.
- Perhaps forms management has not been receptive or takes an unreasonable amount of time to respond, so it's easier to go it alone.
- Perhaps the originator is building a paper empire.

Whatever the reason, methods of searching out the bootlegs should be developed.



Systems analysts should be encouraged to pass on to the forms unit copies of all bootleg forms found while working on assigned projects, along with any information they may have about the forms.

If you consolidate two forms into one, you can report the difference in printing costs. (Original cost of printing two forms was \$1030. Present cost of printing one form is \$490. Savings are \$540.)

COST FORMULAS	
Average employee, including benefits	\$ _____ per hour = \$ _____ per minute
Dictated letter	\$ _____ each
Guide letter	\$ _____ each
Form letter	\$ _____ each
Address envelope	\$ _____ each
Use of window envelope	\$ _____ each
Addressing envelopes--	
longhand	110/hour
typewriter	140/hour
addressing machine	1,000/hour
Typing speed--	
average for straight copy	42 words/minute
forms and letters	20 words/minute
Punching--	
manual	1,000 sheets/hour
machine	35,000 sheets/hour
Assemble and collate--	
manual	2,500 sheets/hour
machine	9,000 sheets/hour
Folding paper--	
manual	12 min/100 pieces
machine	1 min/100 pieces
Tab cards--	
keypunch	800 cards/day/person
verify	1,000 cards/day/person
Office space	\$ _____/sq. ft./year
Space for one person (typing and clerical)	_____ sq. ft.
Space for one letter size file cabinet, including working space and aisles	6 sq. ft.
Own and operate one 5-drawer file cabinet	\$ _____/year
Shelf filing equivalent capacity	\$ _____/year
Storage at State Records Center	\$ _____/cu.ft.
Filing loose (fastened = 25 - 50% less)	60 pieces/hour
Posting entries	30 items/hour
Verify accuracy of fill-ins	15 items/hour

Forms for which the purchase cost has been lowered because of any factors:

- Less expensive paper stock (grade, color, weight)
- More economical size (standard or smaller)
- Increasing quantity ordered (usually a larger quantity will result in a lower unit price. Beware of overstocking as this will result in a loss even if you don't have to report it.)
- Eliminating extras (numbering, multicolored ink, special punching or collating, number of copies, special carbons, etc.)

Another savings it would be possible to report would be postage. If you eliminated a form that was regularly mailed, or revised a form so that resulting postage costs were less, the savings could be included.

Perhaps the easiest way to keep track of these savings is to make a note of them as they occur and drop them in a folder until time for your progress report. Summarize them briefly at that time and staple the summary to your regular report.

The fact that you cannot include operating program savings in your report doesn't mean you don't want to make a note of them. This can be a big selling point of your program. You may want to institute a change in another area, and these notes of actual instances to back you up may sell the change for you.

Suggested forms for daily logs and periodic reports are shown on page 20.

You may also want to keep track of battles lost. You can't win them all—indeed, sometimes you will think you can't win any. Jot down a little note and drop it in a file. Periodically look these over and try to discover where you failed. Be honest!

- Was the idea any good in the first place?
- Are many of these rejections in one area, indicating that your program is failing there?
- If so, is it your fault? the area forms coordinator? particular individuals?

Since the basis for your forms log will be printing requisitions, you may want to institute a project report of some kind to keep track of forms currently being worked on but not at the ordering stage. This will give you some idea of work in progress but not yet completed, the range of work of analysts on the projects, a follow-up to check work, and a record of accomplishment. This would be of particular importance in designing or revising a system where several forms are involved. It will give you an idea of how much time was required, how successful you are, the effectiveness of the analysts, and the projects that go into limbo as compared to those completed.

ORIENTATION OF AGENCY PERSONNEL

As you work with various personnel throughout the agency, they will be getting on-the-job training in forms design and analysis from you. In addition, you should conduct training programs on the basic elements of good forms design, including, of course, the state-wide standards and the minimum standards which will be maintained in your agency. These workshops can be invaluable aids in the success of your program. If they are well-planned and properly presented, those in attendance will understand why the program is important and what benefits they can receive. Then they will be more willing to cooperate in the venture.

If the agency has a newsletter, you can brag about the forms program there. Let people know about significant form improvements. Incidentally, it doesn't hurt to let the using area

take the credit for these changes. That is always an incentive to carry on the good work. It also spurs on the other areas. Reading about specific applications may lead them to ask you for improvements in their areas.

Publicize the latest developments in the forms field, new equipment or supplies, any ideas that can be tied to forms work. Encourage everyone to offer suggestions for improvements in their programs or in other activities.

If the agency has district offices, be sure and bring them in on all training sessions and publicity. Make them a part of the program, too.

And don't forget to have your procedures circulated throughout the agency so everyone will know that it is a formal program, sponsored by the high command—that it has well-defined activities and is a working part of the organization.

ASSESSING THE FORMS PROGRAM

The program has been in effect for a while now. Sit back and look at it objectively. This is indeed a moment of truth.

- Are you meeting your goals?
- Are you just spinning your wheels?
- Are you accomplishing what you think you should? If not why?
- Is there a better method?

If your program has been accepted not only by management, but by the rank and file right on down the line, you have earned acceptance of your program. If not, take another look.

Even if your program is apparently successful, there are always improvements to be made. Good or bad, let's take a look at problem areas.

Is top management giving the program real support? Lack of support is the principal reason for failure of forms programs. Even a very inefficiently run forms program can show proven results if given proper authority and stature.

Is the program bogged down with just handling printing requisitions as they come in? Analyzing one form at a time instead of all forms in a system?

Are there adequate controls established with purchasing? stores? area coordinators?

Are controls adequate within the forms unit itself? Are its records and files complete? up to date? the right kind? can you find the information you need when you need it?

Is the program positive? is there sufficient training? adequate publicity of the right kind?

Is the program keeping up with technological advances?

These are some of the considerations in evaluating the forms program. If you take an honest look at them, you will know where to go in the future. Changes can always be made, but you have to know where the problems are before you can make improvements.

FUTURE OF THE FORMS PROGRAM

Assessment of the forms program has given direction to the steps to be taken to overcome problem areas. Over and above these problem areas must be considered the changes that may take place in the forms area itself.

As electronic data processing affected forms in the past, the future will bring more changes with the increased use of optically based systems, such as OCR (optical character recognition), visual display, COM (computer output microfilm), optical disk storage, data transmission, and as yet unknown developments. (Did you know that the increased use of microfilm for storage of long-term paper documents led to the standardization of black carbon for all carbonized forms at the Office of State Printing? Blue pencil carbon does not photograph!)

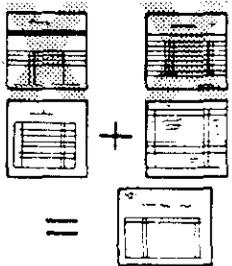
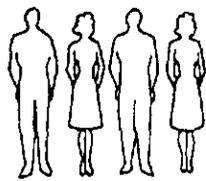
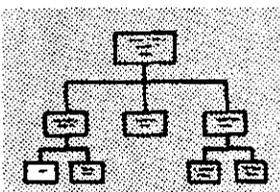
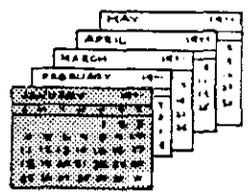
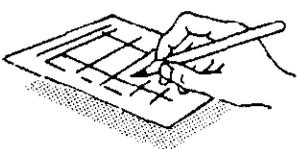
Quality control will become increasingly important because of computer printer and OCR tolerances of paper and ink. As forms managers, we will have to modify many techniques and achieve proficiency in new areas. We will have to continually upgrade our skills if we are to provide the proper technical assistance so valuable to the efficient and economical functioning of the agency. We must obtain working knowledge of the operating characteristics of new technologies, their requirements and limitations. Checklists may become extremely valuable in forms design to ensure that all requirements are met.

Everyone in the organization cannot possibly learn all these systems and still perform their own basic functions, so agency personnel will have to rely on the technical assistance of the forms manager.

Forms managers will have to be increasingly alert to the new systems and their interrelation to operating procedures.

As this handbook is being revised, the newest concern is the ability to design forms directly on computer screens, and then store and manage them from computer data bases. Will this technology, in the long run be to our advantage or disadvantage? Will it obviate the need for warehouses to store supplies of blank forms, thereby making them available at the touch of the keyboard? Or will it mean the end of centralized forms programs, with total loss of control and appropriate review? Hopefully, the answer will fall somewhere in the middle and unauthorized computer generation of forms will be no more troublesome than unauthorized typewriter and copy machine generation of forms.

GUIDE FOR BASIC ANALYSIS

Ask—To get the facts	Ask—Why?	Ask—To make the improvements
<p style="text-align: center;">NEED</p> <p>What do the forms in the procedure accomplish which justify their existence?</p> <p>What other forms are related, or duplicate in whole or in part the information requested?</p> <p>What inadequacies are there in the forms in the procedure?</p>	 <p>WHY this need?</p>	<p style="text-align: center;">NEED</p> <p>Is the information needed?</p> <p>Does the cost exceed the worth?</p> <p>Is there a better source or a better way?</p> <p>Can the forms or items on the forms be—</p> <ul style="list-style-type: none"> Combined? Eliminated? Simplified or resequenced? Added?
<p style="text-align: center;">PEOPLE</p> <p>Who requires the data?</p> <p>Who enters the information?</p> <p>Who extracts the information?</p>	 <p>WHY by these people?</p>	<p style="text-align: center;">PEOPLE</p> <p>Can the work be assigned to other units or clerks to simplify the work or combine its handling?</p> <p>Can the forms in the procedure be resequenced to simplify the entering or extracting of the information?</p>
<p style="text-align: center;">PLACE</p> <p>Where are the forms in the procedure written and processed?</p> <p>Where are the forms sent?</p> <p>Where are the forms filed?</p>	 <p>WHY here?</p>	<p style="text-align: center;">PLACE</p> <p>Can the writing of the forms and their processing be combined with similar work done in another unit?</p> <p>Can the forms be completed in the field without the need of feeder forms, or having to copy the information on another form in the office?</p> <p>Does the design of the forms aid in their filing, finding, storage and disposition?</p>
<p style="text-align: center;">TIME</p> <p>When are the forms in the procedure written?</p> <p>When are these forms processed?</p> <p>When are the forms filed?</p>	 <p>WHY at this time?</p>	<p style="text-align: center;">TIME</p> <p>Are the various processing steps taken in their proper order?</p> <p>Can the peakloads be leveled off by better scheduling of the forms flow?</p> <p>Can information be requested so it can be processed during a slack period?</p>
<p style="text-align: center;">METHOD</p> <p>How are the forms in the procedure written?</p> <p>How is the information on these forms processed?</p> <p>How are these forms transmitted?</p> <p>How are forms filed?</p>	 <p>WHY this method?</p>	<p style="text-align: center;">METHOD</p> <p>Can the writing method be changed for the better?</p> <p>Can the routing or mailing method be changed?</p> <p>Have the forms been geared to the most efficient office equipment?</p>

CHAPTER V

FORMS ANALYSIS

WHAT IS FORMS ANALYSIS?

A form has been defined as "a procedure in motion." Forms analysis then is in-depth study of procedures, resulting in forms to be used in these procedures. It ensures that the most efficient and economical methods will be used to obtain the desired results.

Forms analysis is the means of determining what should go on a form, how the information should be placed on the form, and what kind of form should be used.

To arrive at this, analysis must be applied in the following areas:

- Necessity of the information—is it the right kind? should there be more? or less?
- Preparing the information—the best way of getting the information needed? the easiest way of entering information on the form?
- Handling the information—what equipment and methods will do the work best? can the information be retrieved quickly and economically?
- Designing the form—what sequencing and grouping of items will be most efficient? what specific aids can be used to improve efficiency?
- Selecting the proper form construction—what specific type of form will be most satisfactory in this procedure? what are the printing specifications?

In the ensuing portions of this chapter, we will try to point out factors for consideration in forms analysis. These factors are greatly intertwined with forms design, and thus difficult to separate in some areas. For the purposes of this handbook, the discussion is limited to a few of the forms design techniques that will assist you in your forms analysis. Detailed instruction in the basic arts of forms design are presented in the Forms Design Handbook.

WHY ANALYZE FORMS?

There are two basic reasons for analyzing forms—

1. To increase efficiency
2. To decrease costs

Forms analysis increases efficiency by providing better tools to the users of the forms. It stands to reason that all processes will be done faster and more accurately if the

- form is businesslike and pleasing to look at
- data to be filled in is easily understood
- data to be analyzed is easily extracted.

This results in a smoother, more efficient and more economical operation.

Forms analysis decreases costs by applying the basic principles of good forms design to the results of the analysis, resulting in the most efficient and economical form construction.

Odd-sized forms increase costs because of paper wasted. Certain standard sizes are stocked by printers. For economy, form sizes should be standard to make the best use of paper, as well as to simplify processing and storing of forms.

Decreasing paper weight can decrease the cost of a printed form. Using 16 or 18 lb. paper instead of 20 lb. paper can decrease the cost of a form. But if usage indicates that a 24 lb. paper is necessary because of rough handling or machine requirements, then 24 lb. paper stock should be specified. However, if it is not really necessary, money is wasted.

Individual creators of forms are only concerned with the forms they originate. The forms analyst is concerned that all forms are as efficient as possible at the least possible cost.

This does not include clerical and machine costs or costs in burden on the public—these would have to be figured on each individual case. But the savings potential is even greater here.

Estimates a few years ago were that for every \$1.00 spent for printing forms, \$20 was spent for processing them. Applying that rule of thumb, if even \$5,000 in printing costs could be saved annually, the potential for total savings is \$100,000. That could be cut considerably and still be very worthwhile.

GETTING STARTED ON FORMS ANALYSIS

Many of the suggestions in this Handbook are necessarily in terms of analyzing each form individually, at the time of origin, revision or reprinting. This is the way much forms analysis gets done. It is one way to make paperwork improvements and often points out a system in need of improvement.

A form is only a part of the picture, however, and it would be well to put it into perspective—

METHOD—PROCEDURE—SYSTEM

method—a set of steps used to get a task done.

procedure—a group of methods consisting of all the steps taken to accomplish a specific purpose.

system—a group of procedures to serve a series of closely related purposes.

For example, a system is required to collect income taxes; a procedure is necessary to make refunds; a method is used to check the arithmetic of each tax return.

Using these definitions, checking all the forms in a system would be an involved and very lengthy assignment. A better place to start would be the forms in a procedure. Because they have a common purpose, all the forms in a procedure tend to dovetail and interlock.

Forms analysis at the procedural level is an ideal way to look at forms in order to get the larger picture and make the analysis more complete. As each procedure is analyzed, its relation to the system is understood, and the whole system is unveiled in an organized manner.

On the other hand, if you were establishing a whole new system of forms, you would want to know the over-all system, develop the procedures to serve specific purposes, and then the method of individual tasks. The forms for the system could then be properly developed to accomplish their purpose, with no overlapping of function.

Most forms originate at the direction of a program manager. If a form is to be revised, that program manager is the one who must decide which change is best and approve the final revision.

The forms analyst, through self-initiative or at the request of someone else, works with the operating people in developing or revising forms and related procedures. The earlier the forms analyst participates in the development or revision of a form or procedure, the more helpful recommendations will be.

It is the joint cooperative efforts of program managers and forms analysts which pay the greatest dividends, not only in a specific area, but in the entire forms program.

One way of initiating forms analysis is to set up special task forces to work with the forms unit in studying specific segments of an agency's forms. Here the area coordinator would be a logical chairperson for the task force to review all the forms used in a given procedure. This method assures that a whole group of related forms will be considered at one time, rather than piecemeal, one form at a time. Care must be taken in the selection of the task force so constructive work will be done. They must be willing to (and authorized to) give the time from their own work and be enthusiastic about the potential benefits of efficient procedures.

The forms files will indicate many areas where obvious duplication exists suggesting that two or more forms could be combined into one, and identify forms which apparently have been replaced but are still in use.

Contact with operating personnel will frequently point out problem areas such as backlogs, bottlenecks, excessive volume, repetition, numerous errors, or just plain poor procedures.

Management may also suggest areas for study where potential savings and improvement are indicated.

High volume and expensive forms should be the highest priority since great savings may be possible in this area.

It is important to pay particular attention to anything going out to the public. Forms used by the State's public must be clear, businesslike, concise, and in good taste. Carefully analyzed, well designed forms reduce complaints from operating personnel about errors made by the public in returning information. They can also reduce follow-up requests for better information and cut down on telephone inquiries. In the long run, good forms make our jobs easier.

GATHER THE FACTS

The first phase of forms analysis is gathering information about the form or procedure.

WHO is responsible for it?
does the work?
uses it?
gets it?

WHAT is the objective?

WHY is it used? Is there a statutory requirement?

WHERE is it used?

WHEN is it used?

HOW is it used?
many copies per set?
many copies per year?
does it tie in with other forms/procedures?

You should find many of these answers in your forms files if you have done all the preliminary work properly. The rest you will have to dig out, which can be very time-consuming. But the analyst must know all these things before the analysis of the form itself can proceed.

The place to start, of course, is with the person responsible for the form and the people who process it.

A flow chart that traces the form from the beginning of its processing life through the end of its retention period will help a great deal. As the system changes, the flow chart should change. This will ensure that you don't overlook the key data entry supervisor, the new, state-of-the-art mail inserting equipment, or any other pitfalls that may be lurking for the unwary.

CHALLENGE THE FORM

The facts have been gathered, whether by a quick survey or a lengthy study. You have verified the facts with the responsible supervisors or program managers. Now you must challenge the form itself.

IS THE FORM REALLY NECESSARY?

- What would the consequences be if there was no form for this purpose?
- Does it really serve the stated purpose?
- Is there already a departmental form or a Standard State Form that will accomplish the purpose?
- Could some other form be changed to serve the purpose of this one?
- If this is a new form, will the cost of printing it, plus the processing costs, justify the new form?
- Have changing conditions eliminated the need for this form?
- Is there a better way?

The answers to these questions may indicate the form can be eliminated. Frequently this is the case.

- The system may have changed, but no one thought to obsolete this particular form
- The study may have brought out the duplication of information available elsewhere

- The cost of processing the information may have been found to be way out of proportion to the benefits gained. If this is the case, great. If not, you must go on.

CHALLENGING THE NEED

1. Is the form needed enough to justify the work generated by its preparation and use?
2. Is each proposed item necessary?
3. Is each copy needed?
4. Can the form be combined with others?
5. Will the addition of another form, item, or copy simplify the work?
6. Do the related procedures need revision?



CHALLENGE EACH ITEM

The basic element of any form is data—information used in the system. Each item on the form is a part of the system—a vital part of the system or it doesn't belong there.

IS EACH ITEM NECESSARY?

- Does each item serve a definite purpose?
- What would be the consequences if some of the items were omitted?
- Does the cost of processing each item justify its existence?
- Has the data merely been added to fill up space or because it is "nice" to have it?
- Is the information available elsewhere?
- Is there a better way of getting the data?
- Is additional data needed?

Challenging each item is an important part of forms improvement. Seldom does anyone but the forms analyst question each item on a form. Seldom is a form subjected to complete study without finding some items that can be eliminated, simplified or clarified.

The work necessary to enter one item on one form may not be too time consuming. But when the form is completed hundreds or thousands of times, the work required for one item may represent many hours of processing time. If it is further processed for entry into the computer, those hours may be doubled or tripled, to say nothing of expensive machine time.

In addition, in reducing the number of items you may be able to reduce the size of the form or eliminate printing on the reverse, thereby reducing printing costs.

CHALLENGE EACH COPY

One of the biggest wastes in many organizations is the preparation, handling and filing of unnecessary copies of forms.

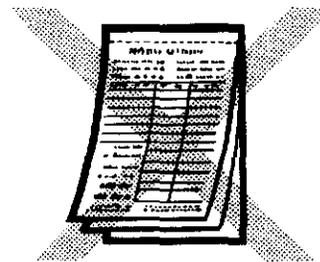
So we challenge each copy in the same way—

IS EACH COPY REALLY NECESSARY?

- Does each copy serve a definite purpose?
- What would the consequences be if one or more copies other than the original did not exist?
- Does the recipient of a copy take any action based on data appearing on that copy? If not, why is that copy necessary?
- Does the cost of printing, preparing, handling, reading, and filing justify its existence?
- If it is just an information copy, would it be cheaper to route another copy to that recipient? Or should reference be made to a central file location?

OR

Are there too few copies, resulting in costly photocopies and wasted personnel time?



STANDARDIZATION OF FORMS

Similar forms are often used for essentially the same purpose in different parts of an organization. By getting the people responsible for these forms to agree, the development of one form may eliminate many forms.

A useful tool in standardizing forms is the Data Analysis Chart shown on page 27. Items in related forms can be listed. If the same item occurs on more than one form, a check is made instead of adding the item to the list. In this way the analyst can see all the items in common to the group of forms even though the sequence and arrangement of items, methods used to obtain the information, and construction of the forms is different. Frequently these can all be combined in one form to serve all uses.

One example of this would be the Message where two forms were combined into one—Message and Route Slip shown on page 26.

Standardization reduces printing and stocking costs, selects the best procedure for processing the form, simplifies instructions, and more important, reduces training time of employees transferring between offices, branches, or agencies

CONSOLIDATION OF FORMS

Frequently it is possible to combine forms used in successive work steps. This eliminates transcribing of information from one form to another by getting all the information common to several forms into one writing operation.

Another type of consolidation would be a multiple part form such as a Purchase Order, Receiving Report, and Damaged Goods Report. Here the information pertaining to the vendor, merchandise, shipping, costs, etc., which all the forms have in common, is entered at one writing. The form is then separated, and each part performs its specific function. Much transcription is eliminated, reducing errors and saving considerable time.

Here again, the advantages are increased clerical production and decreased printing and stocking costs.

FILLING GAPS

While it seems that forms analysts are always trying to eliminate forms, this is not always the case. In the course of analysis frequently a need for additions turns up. This may be addition of an item or items to a form, the addition of another copy, or perhaps even another form.

Some forms try to do too much—others too little. A form should be designed to do a special job. Look at completed copies of the form in the files to find out if it is doing it. If there are repeated notations on the forms, something is wrong.

BEFORE ANALYSIS

FORM 7 (REV. 3-69) MESSAGE

To _____
Date _____ Time _____ A.M. / P.M.

WHILE YOU WERE OUT

Miss _____
Mrs. _____
Mr. _____

Of _____
Phone _____

Phoned Was in
Please call Will call again
Will phone again Would like to see you
Returned your call No message

Message _____
DATE _____
ROOM _____
PHONE _____

STATE OF CALIFORNIA ROUTE SLIP STD. 119 (REV. 7-72)

TO: _____
FROM: _____

REPLY—MY SIGNATURE	SIGNATURE	NOTE AND FORWARD
REPLY—COPY TO ME	APPROVAL	NOTE AND FILE
PLEASE SUMMARIZE	ACTION	NOTE AND RETURN
PLEASE INVESTIGATE	COMMENTS	PLEASE PHONE ME
FORWARDED PER REQUEST	INFORMATION	PLEASE SEE ME
REMARKS:		

AFTER ANALYSIS

STD 7 (REV. 1-68) MESSAGE

TO _____ ROOM/STA. NO. _____

FROM _____ ROOM/STA. NO. _____

REPRESENTING _____

DATE	TIME	PHONE
		ATSS <input type="checkbox"/>

Telephoned Please Call Was in
 Returned Call Will Call Again Wants To See You

Information None and Reply
 Comment Re-route My Signature
 Investigate Return Copy Me
 Contact Me File Forwarded Per Request

MESSAGE/REMARKS _____

BY _____

STD 7 (REV. 1-68) 88 47266 STATE OF CALIFORNIA

STATE OF CALIFORNIA
RECURRING DATA ANALYSIS CHART
 STD. 114 (NEW 8/76)

SUBJECT OF ANALYSIS OR ACTIVITY

TITLE, DESCRIPTION, OR SOURCE

ANALYZED BY

mlm

DATE

11-9-XX

Message
Route Slip
Message (Rev.)

ITEM	TITLE, DESCRIPTION, OR SOURCE														TOTAL		
	NO.	NO.	NO.	NO.	NO.	NO.	NO.	NO.	NO.	NO.	NO.	NO.	NO.	NO.			
1.	7	118			7												
2.	<i>To</i>	<i>1</i>	<i>1</i>		<i>1</i>												
3.	<i>Date</i>	<i>1</i>	<i>1</i>		<i>1</i>												
4.	<i>Time</i>	<i>1</i>			<i>1</i>												
5.	<i>A.M./P.M.</i>	<i>1</i>															
6.	<i>Miss/Mrs./Mr. (from)</i>	<i>1</i>	<i>1</i>		<i>1</i>												
7.	<i>Of/Representing</i>	<i>1</i>			<i>1</i>												
8.	<i>Phone</i>	<i>1</i>	<i>1</i>		<i>1</i>												
9.	<i>Phoned</i>	<i>1</i>															
10.	<i>Action required</i> <input type="checkbox"/> <i>Checked</i>	<i>1</i>	<i>1</i>		<i>1</i>												
11.	<i>Message/Remarks</i>	<i>1</i>	<i>1</i>		<i>1</i>												
12.	<i>Received by</i>	<i>1</i>			<i>1</i>												
13.	<i>Merit Award slogan</i>	<i>1</i>															
14.	<i>Room/sta. No.</i>		<i>1</i>		<i>2</i>												
15.																	
16.																	
17.																	
18.																	
19.																	
20.																	
21.																	
22.																	
23.																	
24.																	
25.																	
26.																	
27.																	
28.																	
TOTAL	<i>12</i>	<i>7</i>			<i>11</i>												

KEYWORDS IN TITLING FORMS

KEYWORD	PURPOSE OF FORM	KEYWORD	PURPOSE OF FORM
Abstract	to make a summary of	Notification	a written or printed document by which information is sent
Account	to record debit and credit	Order	to command
Acknowledgment	to document the receipt of	Pass	to permit to go and come
Affidavit	to attest the truth of	Payroll	to list persons receiving pay, as for wages
Agreement	to offer and accept in writing	Permit	to authorize a specific act
Allotment	to distribute in portions	Petition	to request formally
Appeal	to request the review of a decision	Questionnaire	to ask questions to obtain data
Application	to request something	Receipt	to acknowledge delivery or payment
Appointment	to constitute	Recommendation	to advise on course of action
Assignment	to specify	Record	to retain an account of facts or events
Authorization	to permit an action	Register	to list events or actions in some sequence
Award	to bestow	Release	to set free
Bid	to offer for a price	Report	to make an account of action or status
Bill	to itemize	Request	to ask for
Bond	to issue interest-bearing certificate	Requisition	to apply for formally
Cancellation	to revoke	Return	to report on income and outgo of funds
Certificate	to verify the truth of	Roll	to register events
Claim	to ask as due	Roster	to list names
Commission	to grant powers	Routing	to direct documents from one office or individual to another
Communication	to interchange information	Schedule	to catalog recurring events; to publish a plan of future action; to append
Complaint	to formally allege	Specification	to state requirements; to particularize in detail
Contract	to agree to provide for a price	Statement	to communicate a declaration or report
Deed	to convey real estate	Summary	to contain the substance of a fuller account; to brief
Diary	to record daily	Survey	to inspect; to examine and report on condition and value
Digest	to classify and condense	Tabulation	to arrange in a systematic outline, usually in columns
Document	to furnish information	Telegram	to convey a written message by telegraph
Endorsement	to write; to assign	Ticket	to attach to goods, giving information on nomenclature, size or price; to entitle the holder to specified privileges
Estimate	to calculate approximately	Transmittal	to send out an attachment
Follow-up	to seek completion of an action	Transcript	to provide a written copy
Guide	to direct the course	Voucher	to bear witness; to receipt for payment
Identification	to name	Warrant	to guarantee anything; to answer for the genuineness of
Index	to list		
Inquiry	to seek to know		
Instruction	furnish with direction		
Inventory	to itemize		
Invoice	to bill or charge for		
Itinerary	to record a trip		
Journal	to record daily transactions and status		
Lease	to rent		
Ledger	to record fiscal accounts		
List	to catalog, enroll, or register		
Log	to record daily progress		
Manifest	to list cargo		
Memorandum	to record informally		
Memorial	to keep in mind		
Message	to communicate		
Note	to assist the memory; to acknowledge a debt		
Notice	to announce information or directions		

CHAPTER VI

ANALYSIS FACTORS PERTAINING TO FORM CONSTRUCTION AND DESIGN

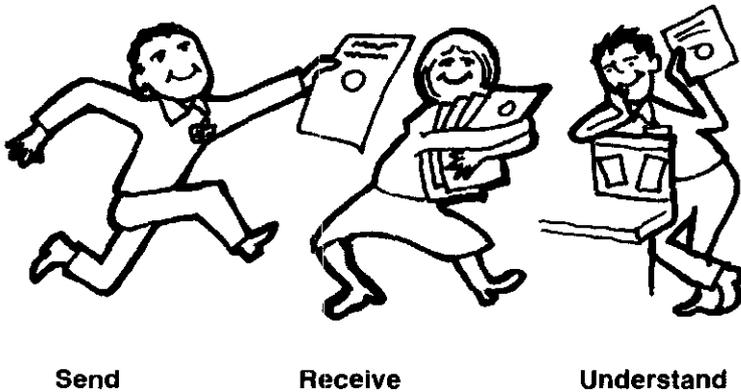
The originator of a form usually sees only that a particular form will solve an immediate operational problem. To solve this problem many elements of design and construction must be considered if it is to perform efficiently.

To do the job in the best possible way, the form must communicate. Now, communication is a two-way street involving a sender and a receiver. If the receiver doesn't get the message, the sender might just as well forget it.

Let's take a look at some of the things a forms analyst can do to help get the message across and help the form do its job as efficiently and easily as possible.

If there is a space for "Address," do you want "Home Address" or "Business Address"? Specify Street and Number, City, State, and don't forget ZIP Code. Since there are frequently space limitations, the latter could be shortened to ZIP now that it is such a familiar term. (Even forms only filled out by State employees need a space for State—they don't all live and work in California.)

Wording of questions must be concise and clear, covering only one point so there can be no misunderstanding of meaning. Make the answer as simple as possible for the person filling in the form. The resulting data will be much more accurate.



WORDS

Communication is through language, so all the words and phrases used should be familiar.

Keep the words simple.

Remember that the State's clientele groups are many and diverse—some with little or no English, some with impaired vision, or elderly. Many are stunned by tragedy or simply intimidated by the specter of the omnipotent bureaucracy on which they depend. We need to be sure they can understand us with as little assistance as possible.

Forms can have too many words or too few words. If they have too many, they frequently aren't read—if too few, they are not understood.

A form sent to specialists familiar with a given subject can be technical; but the average person likes familiar words. In any case, the person who is filling in the form must know exactly what is wanted.

So, don't use the word "date," for example, when you mean "birthdate," "due date," "report date", etc. If you want that date in specific format for key data entry, add the sequence—month-day-year.

READING THE FORM

1. Who will the reader be?
2. Does the title most aptly indicate the purpose?
3. Is the wording of the captions concise and clear?
4. Is there any particular part which needs emphasizing?
5. Are there any instructions to the user of the form outside the organization?
6. Inside the organization?

TITLES

Every form should have a short title which tells the exact purpose of the form. The title not only identifies the form, but tells the user at a glance just what it is for. It should be action oriented!

Do not use the words "card," "form," "sheet," "slip," etc., in the title.

Wrong

Daily Time Slip

Authorization to Make Payroll Deduction

Right

Daily Time Report

Payroll Deduction Authorization

Keep it brief—keep it simple—use familiar words!

INSTRUCTIONS

Most forms need instructions on how to fill in certain items, the number of copies required, when and where it is to be sent, etc. The same use of words applies here—brief, simple, familiar!

General instructions should generally precede the fill-in data right on the form. This would be such information as—

- How many copies to prepare
- Where to send them
- To whom the check should be made out
- Where to send the check or report
- The deadline for payment or report

Frequently further instructions are not necessary if the items are properly worded so that the person filling in the form knows what you really want. If an explanation is necessary, it should be placed near the item referred to, if possible.

If detailed instructions are necessary, they may be printed on the back of the form. In that case, make a reference on the front at the top such as, "See Instructions on Reverse." Sometimes there is not sufficient space on the back of the form, in which case a separate set of instructions will have to be added. If the instructions are available in a manual or other reference, that notation should be made at the top, such as, "See SAM 1623."

Be cautious about lengthy instructions. If there is too much material to be read, it will be ignored.

STATEMENT OF COMPLIANCE

_____ (hereinafter referred to as
(Company Name)
"prospective contractor") hereby certifies, unless specifically
exempted, compliance with Government Code Section 12990 and
California Administrative Code, Title II, Division 4, Chapter 5
in matters relating to the development, implementation and main-
tenance of a nondiscrimination program. Prospective contractor
agrees not to unlawfully discriminate against any employee or
applicant for employment because of race, religion, color,
national origin, ancestry, physical handicap, medical condition,
marital status, sex or age (over forty).

I _____ hereby swear that I am
(Name of Official)
duly authorized to legally bind the prospective contractor to
the above described certification. I am fully aware that this
certification executed on _____ in the county
(Date)
of _____ is made under the penalty of perjury
(County)
under the laws of the State of California.

Signature

Title

STD. 19 (REV. 8-83)

GROUPING ITEMS

Many forms take more time than necessary for completion and use because fill-in items are scattered over the working area of the form. This is particularly true of forms and form letters printed in narrative, with spaces left at numerous spots in the text for data. It is much better to place the fill-in items in one group on the form and revise the text. This reduces time completing the form and finding the items and insures that all items will be filled in.

Frequently a form travels from one person or work station to another, with some items filled in at each stop. In such a case the items should be grouped in sections for each person or office completing the form.

SEQUENCE OF ITEMS

The sequence of the items on the form is also important to the speed and accuracy of entering or extracting the data. Consider such things as:

- Order of items on the form should correspond to order of items on the document from which the information is taken
- Order of items on the form should correspond to the order of the items on the document to which the information is posted
- People are used to reading from left to right and from top to bottom
- Some sequences are familiar, such as number, street, city, state, ZIP
- Sequence of items should follow the flow of the work

STATE OF CALIFORNIA
STATEMENT OF COMPLIANCE
STD. 19 (REV. 8-83)

Company Name

The company named above (hereinafter referred to as "prospective contractor") hereby certifies, unless specifically exempted, compliance with Government Code Section 12990 and California Administrative Code, Title II, Division 4, Chapter 5 in matters relating to the development, implementation and maintenance of a nondiscrimination program. Prospective contractor agrees not to unlawfully discriminate against any employee or applicant for employment because of race, religion, color, national origin, ancestry, physical handicap, medical condition (cancer related), marital status, sex or age (over forty).

I, the official named below, hereby swear that I am duly authorized to legally bind the prospective contractor to the above described certification. I am fully aware that this certification, executed on the date and in the county below, is made under penalty of perjury under the laws of the State of California.

CERTIFICATION

NAME OF OFFICIAL _____
DATE EXECUTED _____
PROSPECTIVE CONTRACTOR SIGNATURE _____
PROSPECTIVE CONTRACTOR TITLE _____
PROSPECTIVE CONTRACTOR FEDERAL EMPLOYER ID NUMBER _____
EXECUTED IN THE COUNTY OF _____

If possible, items in all related documents should be arranged in the same order. If this cannot be done, determine whether the order of entry or the order of extraction of information is more important in terms of efficiency and economy.

When forms are used as source documents for key data entry or optical character recognition equipment, items should always be arranged on the form to correspond to the sequence in which they must be data entered, typed, or scanned.

PREPRINTING FILL-IN DATA

You may not have thought of it in this way, but everything that is printed on a form is constant data. The word "Name" in a box caption not only tells the person completing the form where to put a name but really says "This information concerns the person named," thus saving the time of writing those words. The caption "Estimated Completion Date" does the same sort of thing.

The person filling in the form is entering variable data when a name is entered in that portion indicated on the form. Variable data is that part of the form that adds to the expense of processing. The more variable data that can be made constant, the cheaper it is to process.

Take a receipt, for example. All receipts for payment of cash must have a number to keep track of them. If only a few receipts are needed, preprinting numbers on them may not be necessary. BUT, if many receipts are used, preprinting sequential numbers on them will not only save the time of writing the numbers, but of keeping track of them. Duplications and skipped numbers will be avoided. In addition to that, if the receipts are part of a machine application where the numbers should be machine-readable to expedite the procedure, they can be preprinted in numbers that are acceptable to that particular machine.

When study of a particular form reveals that some of the items are written consistently, those items should be preprinted. This is one of the best ways of saving money by reducing processing costs. When data must be repeatedly typed or otherwise entered on a form, it takes the time of an employee. When it is being repeated hundreds and thousands of times during the course of a year, it stands to reason that preprinting the constant information will save hundreds or thousands of seconds or minutes a year of that employee's time.

Your forms analysis has indicated all the items that are essential to the form. Now check the items thoroughly to see how much of that information you can preprint to effect those big \$\$\$\$ savings.

The more variable data you can convert to constant data, the cheaper all those needed items will be.

A familiar and effective way of doing this is through—

BALLOT BOXES

Ballot boxes obviously reduce the amount of writing needed to fill in a form. They also

- Save writing space
- Provide uniform answers

- Save time in extracting data
 - Reduce the tendency to error
- This type of entry should be used

- When a selection can be made from definite optional answers
- When a question may be answered yes or no
- When certain answers happen frequently

USERS	
<input type="checkbox"/> PUBLIC	<input type="checkbox"/> DISTRICTS/ FIELD OFFICES
<input type="checkbox"/> INTERNAL (SPECIFY)	
DATA TO BE ENTERED FROM (GIVE FORM NUMBERS OR DOCUMENTS)	
DATA TO BE CARRIED TO (GIVE FORM NUMBERS OR DOCUMENTS)	
FORM STATUS	
<input type="checkbox"/> NEW (ATTACH DRAFT IN DUPLICATE)	<input type="checkbox"/> REVISED (ATTACH PRESENT FORM AND DRAFT OF REVISION, IN DUPLICATE)
REPLACES WHAT OTHER FORMS (GIVE NUMBERS)	
DISPOSITION OF OBSOLETE STOCK	
<input type="checkbox"/> DESTROY	<input type="checkbox"/> USE BEFORE PUTTING NEW FORM

Not only is it easier to fill in the data in this manner, but when it comes to interpreting the answers or compiling statistical information, it is much easier and faster to work with the data.

Ballot boxes can also be used to combine forms. This can be done when forms have many similar items but are used for different purposes. Boxes can be placed at the top of the form to permit the user to designate the purpose for which the form is used.

Boxes are useful in "check lists." Sometimes there are so many steps to an audit procedure, for example, that it is helpful to have a form on which the items can be checked off as they are completed.

Even in forms design and analysis, check lists have been developed to make sure that important points have not been overlooked. One example appears on page 49.

TRANSMITTING THE FORM

Once a form has been filled out, it usually gets sent somewhere. Whether it is sent somewhere else within the organization or out to the public, the process should be made as simple and fast as possible.

Routing information often can be part of the form itself, eliminating the attaching of route slips, letters of transmittal, etc., and thus expediting distribution because of standard routing placement and fewer pieces of paper to handle.

When preprinting routing information, always use position titles or work areas—never (well, almost never) use names. Names located at particular work functions change too rapidly.

Even when two or more offices receive the same form, the routing can be preprinted. Be sure the sequence preprinted on the form is the same as the actual flow of the paper. Sometimes it is wise here to also include a box for initialing or checking after handling so everyone will know the sequence has been followed.

Generally, the use of all white paper for forms whenever possible is encouraged because of the State's recycling program. But, using different colored paper for copies of the form can aid in distribution of the form, especially if a large number of forms are written, sorted and routed at one spot.

Color or preprinted copy identification can also be used in records retention—for example, the white copy may be designated as the one to be retained five years, the canary for one year, and the pink for disposal upon action.

When routing or copy identification is preprinted on a multiply form, full routing instructions for all copies should be printed on each ply. If separate routing instructions must be printed on each ply, the cost of the form increases.

The mailing plan must also take into account such things as addressing, collating, folding, and inserting into envelopes by machine. If collating and folding can be done at the time of printing, that is the time to do it. The Office of State Printing can "tie in sticks for machine inserting," and make your Mailroom's job easier. If your agency has no mailroom, Office of Support Services can do your mailing for you.

SELF-MAILERS

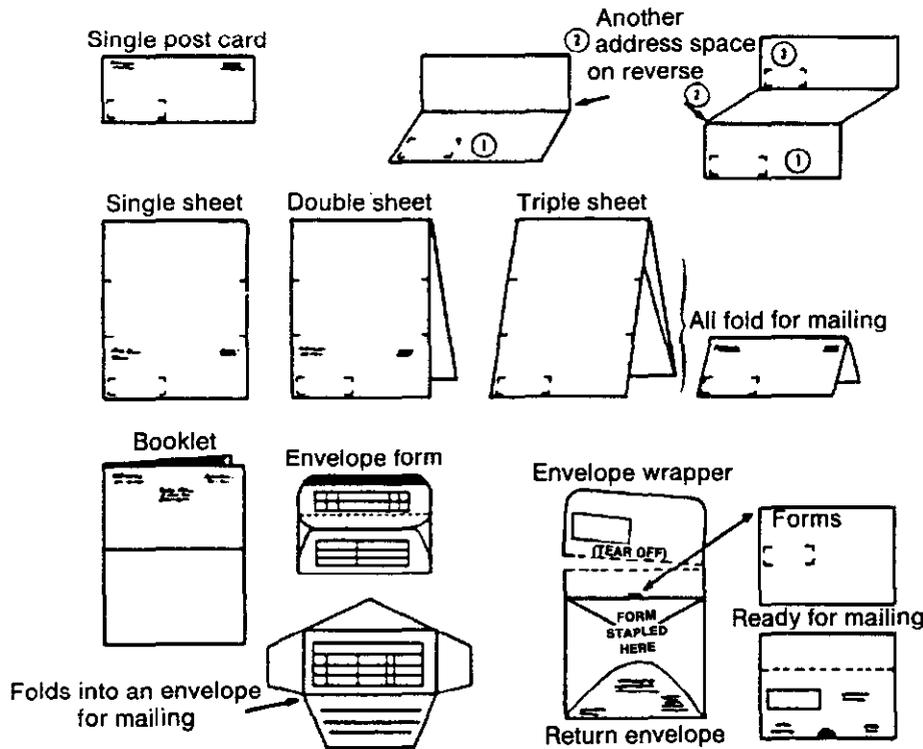
A "self-mailer" is a mail piece that has no outer cover, wrapping, or envelope for the material being mailed.

If the form can be designed as a self-mailer, not only is the cost of the envelope saved, but also the cost of inserting and sealing.

The self-mailer can be a postcard, a single sheet, or a number of sheets. The number of sheets could be a continuous form, a unit set, or a booklet. The State income tax forms would be a good example of a booklet. To facilitate handling, a self-mailer should be no larger than letter size.

SOME TYPES OF SELF-MAILERS

- Save typing time
- Save reviewing time
- save envelopes
- Save inserting time



WINDOW ENVELOPES

The use of window envelopes has definite advantages—

- Eliminates the need for retyping name and address
- Prevents transcribing errors since typing on the envelope is not necessary
- Eliminates possibility of putting the letter or form in the wrong envelope

Every effort should be made to use window envelopes.

Several years ago the Federal Government figured out the savings by using window envelopes as follows—

Window Envelope Benefits	Cents
Typing time saved (20 seconds or three envelopes per minute)	2¢
Inserting envelope in typewriter, typing, and removing from typewriter.	
Envelopes saved:	
Reduction of envelope requirements by eliminating 10 percent waste because of errors...	1¢
Reviewing time saved—5 seconds	1/2¢
Verifying envelope address against letter address.	
Total.....	3 1/2¢

Your study should apply today's costs to these items. When you think of the thousands of letters mailed daily from all State offices, the savings can be startling.

There are established standards for window sizes and placement on the envelope. The Post Office can supply them to you. Use them whenever possible.

The window area on a form must register with the addressing equipment, as well as with the window envelope in which it is to be mailed. This concerns not only placement but size of the window.

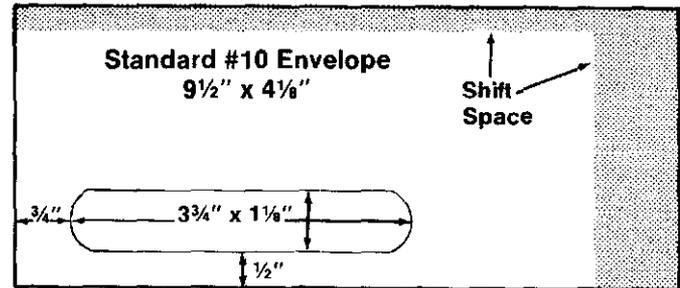
POSTAL REGULATIONS

Along with all other businesses, the United States Postal Service has turned to mechanization to help solve the growing volumes of mail. The Post Office has guidelines you need if your agency has any volume of mail at all. Check with your Post Office occasionally so you will be aware of any changes in regulations.

Address Location Marks

The open space above the address will usually be the most practical location for any address location marks or captions. A "window dot" may be used, below which must appear the first letter of the address. If desired, a second dot may be used to mark the right hand limit of the address.

NOTE: Privacy considerations require that nothing other than the address may appear in the window even if the contents shift inside the envelope.



Shaded area shows clearance space for Postal Guidelines

Some may prefer a horizontal line above the address in lieu of the dot, or to use "TO" or other captions. Whatever your selection of guide marks or captions, it is important that typists understand their meanings. The typist must position the sheet in the typewriter so that the dot appears above the alignment bar on the machine, then space down one line. The first character is then written one line directly below the dot.

RIGHT

• Mr. James Reed
1000 Main Street
Hometown CA 98217

Mr. John Smith
600 Vale St., Apt. 103
Hometown CA 98217

WRONG

• Mr. James Reed
1000 Main Street
Hometown CA 98217

Mr. John Smith
600 Vale St.,
Apt. 103
Hometown CA 98217

Fold Indicator Marks

Since rather precise tolerances are needed, fold indicator marks are desirable so that the last line of the address will be 3/4" above the fold (1/2" to window + 1/4" margin). This mark should be printed 1/3" from the edge of the sheet.

Paper Colors

Paper colors for forms used as window envelope inserts are restricted to white and some light colors. Check the Postal Service regulations.

FILING THE FORM

The ability to file and find a form quickly is another responsibility of forms analysts. The most logical placement of filing data in relation to the method of filing and the type of equipment housing the form must be considered, as well as the kind and size of paper to be used.

The equipment available to hold the form should be considered in determining the size of the form. Be wary of non-standard sizes, even legal-sized forms. Legal-size filing cabinets cost about ten percent more than letter-size cabinets

and occupy twenty percent more space. There are no known legal requirements that certain forms or types of forms must be on legal size (8-1/2" x 13" or 14") paper. If there is doubt, ask your Legal Office to check the Rules of Court.

On the other hand, smaller size forms filed in with letter-size forms can be buried and difficult to find. If the file is referred to frequently, any printing savings from a smaller form can be more than offset by the cost of additional clerical time required in filing.

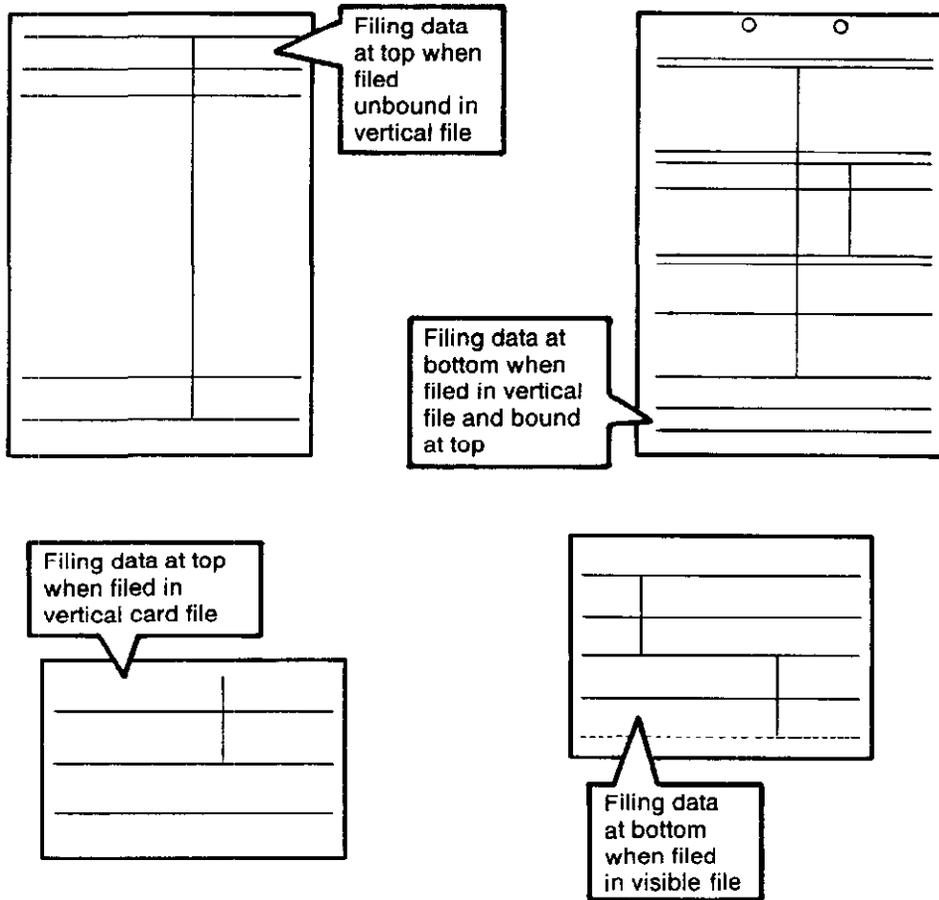
The answers to these questions will guide the analyst in fulfilling filing requirements:

- Will the form be filed in standard file cabinets, on shelves, in visible files, or in folders?
- Will the form be filed in folders or in trays without folders?

- Will data be posted to the form after initial filing?
- How frequently is the form referred to after it is filed and how quickly is it needed?
- Will the form be used with a signal device?
- Will the form or copies of it be filed in a pending or follow-up file?

The grade of paper selected should be appropriate to the amount of handling for processing, and the filing and refiling expected for the form. The greater the wear, the heavier or tougher the stock should be.

Forms should be filed loosely in folders instead of being fastened unless the folder travels a great deal. If the forms are to be fastened, they should be ordered with the holes pre-punched.



- Will the form be filed loose, or, if fastened, at what edge of the form and by what manner of fastening?
- Will all copies of the form be filed in the same manner?
- Will other papers be filed with the form?
- How long will the form be kept as a record?
- How much handling will the form receive in filing and re-filing?

FORM CONSTRUCTION

Form construction is the actual physical form itself. There are four broad categories of form construction—

- Single Sheet
 - Set
 - Continuous
 - Book
- } Specialty Forms

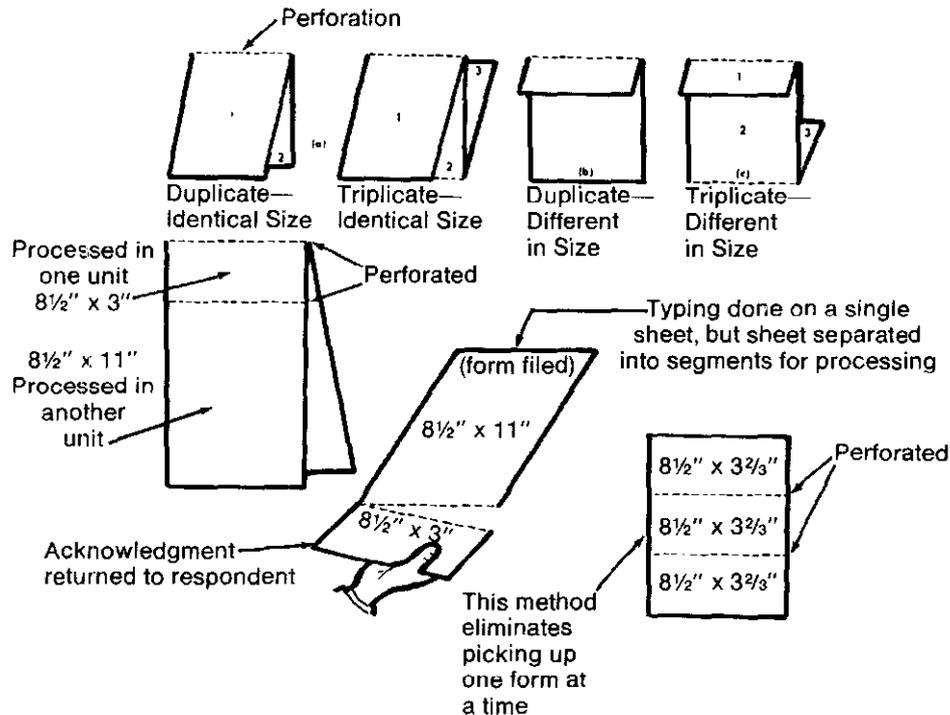
Single Sheet

The single sheet is the most widely used form. It can be filled in by hand or by machine. It can be printed on any size and weight of paper and in any color of ink. It is the most economical form and the fastest to print. It can also be versatile, adapting to various uses by folding or perforating.

Usually a single sheet form is thought of as a printed sheet of paper. In fact, it includes index cards, tabulating cards, tags, labels, and envelopes.

- Many forms must be prepared by one person in a short period of time, even if the total usage is not too great
- Several copies of the same form must be prepared simultaneously, but certain information is to appear only on selected copies
- Office machines are required and maximum utilization is desired

If 50,000 sets are written annually and 1,000 sets are written at each of fifty different points, this is a potential "unit set"



Specialty Forms

The other types—Set, Continuous, Book—usually fall into one broad area called **SPECIALTY FORMS**. The cost of specialty forms is higher than single sheet forms. However, when they are properly used, outstanding processing cost reductions are possible in processing the forms, and this is our prime concern.

Use of specialty forms eliminates such unproductive processing operations as

- Inserting carbons
- Jogging forms into alignment
- Removing carbons
- Rewriting identical information

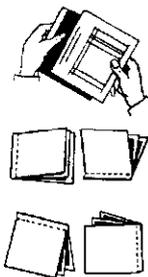
Consider using a specialty form when:

- A large quantity of the same form must be written in multiple copies at one place

application. **BUT** if 50,000 sets are written annually at one point, and if one or more people are spending a great deal of time in writing the form, this is a potential "continuous" form application for the computer.

Location of snapout stubs on unit sets should be given careful consideration. Forms measuring 8-1/2" x 5-1/2" or less are more economical if the stub is placed at the side, usually on the left. However, a form that has to be inserted in a typewriter may not feed in properly unless the stub is in the top position.

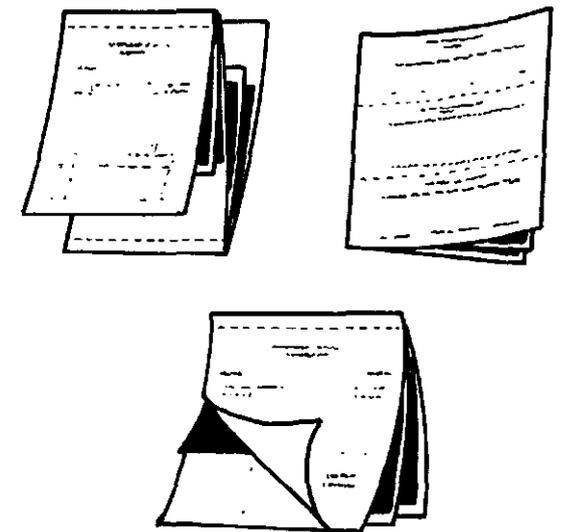
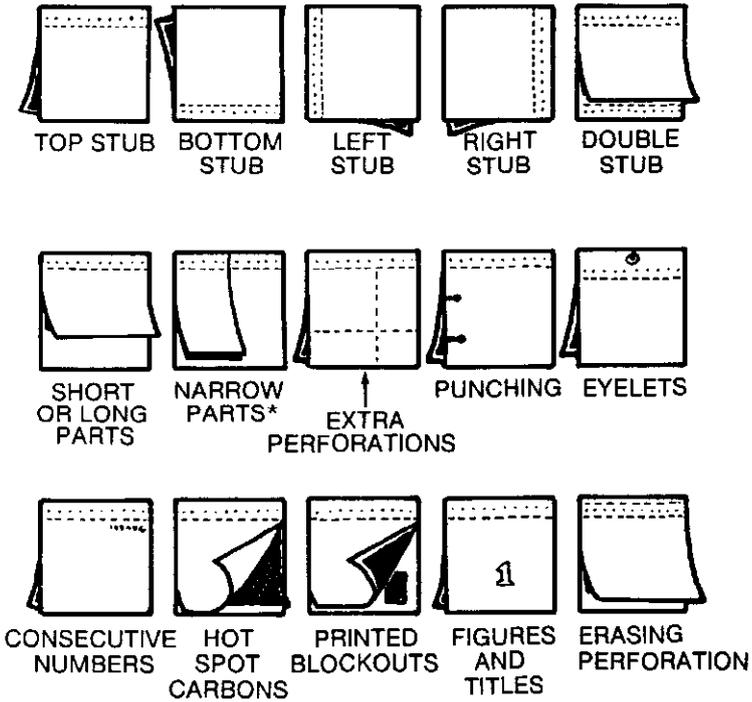
There are many kinds of specialty forms and there are nearly unlimited options for constructing forms to fit varying needs. Some of them are shown on the following pages. The types of form construction you decide to use are limited only by your ingenuity. Many things are possible—this is why forms people are such plagiarists and are constantly borrowing from other peoples' experience and ideas.

 <p>Form can be written with—</p> <p>Pencil Ballpoint pen Typewriters Baling machines Addressing machines Accounting machines Rulers Printing scales Timeclocks</p>	<p>Consider it—</p> <ul style="list-style-type: none"> Form is hand or machine written Eliminates inserting and jogging of carbons. Keeps forms in alignment. Different copies of form are routed to different places. Facilitates identification by permitting the assembling of various colors of paper into one unit. Two or more forms have common data which can be written in one writing Combines forms of varying widths and lengths. Combines forms of varying paper weights. Later entries are made. Keeps set or part of a set as a unit for later entries and handling. Selective information is needed on some parts and not on others Permits the deleting of information on subsequent parts by spot or strip carbon, varying widths and lengths of carbon, or preprinted blockouts. <p>Remember—</p> <ul style="list-style-type: none"> Not economical for low usage forms. For example—if the annual quantity is 50,000 sets and 1,000 sets are written annually at each of 50 points, this is a potential unit set application. However, if the annual quantity is 50,000 sets, written at one point, consider a continuous form.
<p>Padded One-Part Unit Set</p>  <p>Form can be written the same way as unit sets.</p>	<p>Consider it—</p> <ul style="list-style-type: none"> Form is written in a number of copies— (1) beyond the unit set (2) which vary from time to time. Permits flexibility in the number of copies written. <p>Remember—</p> <ul style="list-style-type: none"> Does not permit combining different forms for one writing. All copies must be the same paper weight as each sheet might serve as the original.

 <p>Form can be written with—</p> <p>Pencil Ballpoint pen</p>	<p>Consider it—</p> <ul style="list-style-type: none"> Form is handwritten Simplifies inserting carbons. Keeps forms in alignment. Eliminates inserting and jogging carbons. Form is carried from place to place Prevents the loss and wrinkling of forms. Form will receive rough handling. Keeps top form clean. Prevents dog-eared sheets. Later entries are made Keeps set as a unit for later entries and handling. Portion of form is retained Keeps receipt stubs or file copies in book until all sets are written. <p>Remember—</p> <ul style="list-style-type: none"> Book cover must be inserted to prevent the writing from coming through on more copies than intended, or Last copy of each set must be on sufficient heavy stock to prevent writing from coming through on more copies than intended.
---	---

Figure V I-18 Salesbook Considerations

 <p>Form can be written with—</p> <p>Pencil Ballpoint pen</p>	<p>Consider it—</p> <ul style="list-style-type: none"> Form is handwritten. Fastest method of handwriting forms. Keeps papers and carbons ready for writing. Prenumbered forms are needed for control purposes Assures positive control of audit or other internal copies. Retains control copy in filing compartment in register. <p>Remember—</p> <ul style="list-style-type: none"> The volume used at one point should be sufficient to justify the use of the machine.
---	--



* Office of State Printing cannot manufacture a unit set with narrow parts. It must go out to bid.

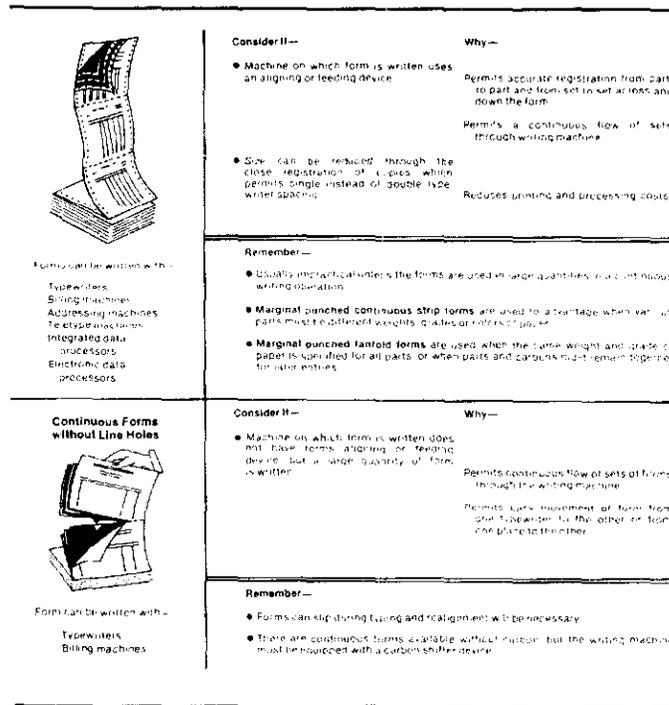


Figure V 1-14 Continuous Forms Considerations

Standard Sizes for Forms

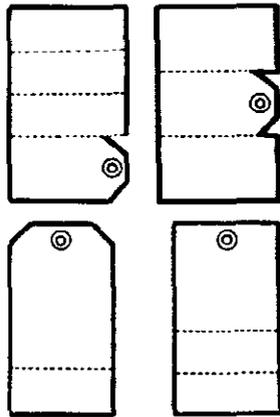
Paper	Paper Size	Form Sizes
Book	35 x 45	8½ x 11, 8½ x 5½, 4¼ x 5½
	38 x 50	9 x 12, 9 x 6, 4 x 6
Cover	20 x 26	5 x 6, 6 x 10, 8 x 10, 10 x 12
	23 x 35	8½ x 11, 8½ x 7½, 8½ x 5½, 4¼ x 11, 4¼ x 5½
Bonds and Ledgers	22 x 34	22 x 17, 11 x 17, 8½ x 11, 8½ x 5½, 8½ x 3¾, 4¼ x 11, 4¼ x 5½, 2½ x 3¾, 2½ x 2¾
	28 x 34	28 x 17, 14 x 17, 8½ x 14, 8½ x 7, 8½ x 3½, 4½ x 7, 4½ x 3½, 2¼ x 3½
Index	25½ x 30½	8 x 10, 8 x 5, 4 x 6, 2 x 3, 3 x 5, 3 x 2½, 1½ x 2½
Continuous	Width 8½	Depth—11, 7, 3¾, 3½
	9½ or 9¾	14, 11, 7, 3¾, 3½
	10 ⅝	11, 8½
	11¾	8½
	14 ⅞	14, 11, 8½
	17 ²⁵ / ₃₂	11, 8½

ENVELOPES, TAGS, LABELS

As mentioned previously, envelopes, tags and labels are frequently single sheet forms. They may also be continuous forms or unit set forms.

They all come in various kinds, shapes and sizes to serve a multitude of needs. Some of them are shown on this page.

Money can be saved on tag forms by reducing the size to the minimum standard and by using a cheaper tag stock. For indoor use an inexpensive tag stock is adequate. Wire and string ties cost extra and should be specified only when necessary.

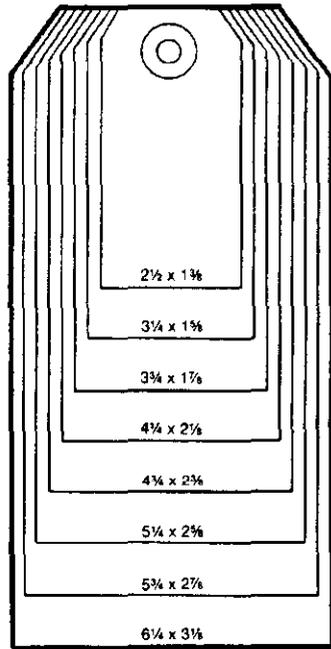


TAGS WITH STUBS



PIECE PART WORK TAG

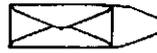
STANDARD TAG SIZES



EXECUTIVE STYLE WHITE WOVE

The extraordinary envelope for ordinary use.

6 1/4	3 1/2 x 6
6 1/2	3 3/4 x 6 1/4
Data Card	3 1/2 x 7 1/4
Monarch	3 3/4 x 7 1/2
9	3 3/4 x 8 1/4
10	4 1/4 x 9 1/4



EXECUTIVE STYLE WHITE WOVE SPOT-OF-GUM POSTAGE SAVER

10	4 1/4 x 9 1/4
----	---------------



EXECUTIVE STYLE WHITE WOVE GLASSINE OUTLOOKS WINDOW

6 1/4*	3 1/2 x 6 1/4
9	3 3/4 x 8 1/4
10*	4 1/4 x 9 1/4

* Also available with Krystal Clear® Outlook Window



COMMERCIAL and OFFICIAL

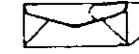
6 1/4	3 1/2 x 6
6 1/2†	3 3/4 x 6 1/4
7	3 3/4 x 6 3/4
7 1/4	3 3/4 x 7 1/4
Monarch*	3 3/4 x 7 1/2
8 1/4	3 3/4 x 8 1/4
9†	3 3/4 x 8 3/4
10†	4 1/4 x 9 1/4
11	4 1/4 x 10
12	4 1/4 x 11
14	5 x 11 1/2

* Pointed Flap
† Also tinted inside



AIR MAIL

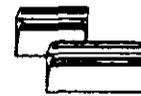
6 1/4	3 1/2 x 6 1/4
10	4 1/4 x 9 1/4



POSTAGE SAVER

Spot of Gum

6 1/4	3 1/2 x 6 1/4
7	3 3/4 x 6 3/4
7 1/4	3 3/4 x 7 1/4
9	3 3/4 x 8 1/4
10	4 1/4 x 9 1/4



SELF-SEALS

(Seal Without Moisture) Commercial and Official Sizes

6 1/4†	3 1/2 x 6 1/4
7 1/4	3 3/4 x 7 1/4
10†	4 1/4 x 9 1/4

† Also available with Outlook Window.



MONO OUTLOOK®

Tinted inside

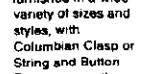
6 1/4	3 1/2 x 6 1/4
7	3 3/4 x 6 3/4
7 1/4	3 3/4 x 7 1/4
Check	3 3/4 x 8 1/4
8 1/4	3 3/4 x 8 3/4
9	3 3/4 x 8 1/2
10	4 1/4 x 9 1/4



COLUMBIAN® SNAP INTER-OFFICE MAIL ENVELOPE

10 x 13

Inter-office mail envelopes can be furnished in a wide variety of sizes and styles, with Columbian Clasp or String and Button Fastener or with ungummed flap.

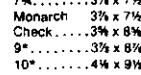


OUTLOOK®

Glassine or Krystal Clear Window

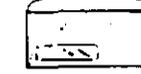
6 1/4	3 1/2 x 6
6 1/2*	3 3/4 x 6 1/4
7	3 3/4 x 6 3/4
7 1/4	3 3/4 x 7 1/4
Monarch	3 3/4 x 7 1/2
Check	3 3/4 x 8 1/4
9*	3 3/4 x 8 3/4
10*	4 1/4 x 9 1/4
11	4 1/4 x 10
12†	4 1/4 x 11

* Also Tinted inside.
† Glassine window only.



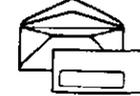
COLUMBIAN® FLAT MAILER

6 1/2 x 9 1/2	6 1/2 x 9 1/2
7 1/2 x 10 1/2	7 1/2 x 10 1/2
9 x 12	9 x 12
9 1/2 x 12 1/2	9 1/2 x 12 1/2
10 x 13	10 x 13
10 x 15	10 x 15



OUTLOOK® POSTAGE SAVER SPOT OF GUM

6 1/4	3 1/2 x 6 1/4
7	3 3/4 x 6 3/4
7 1/4	3 3/4 x 7 1/4
9	3 3/4 x 8 1/4
10	4 1/4 x 9 1/4



BANKERS FLAP

Regular and Outlook®

7 1/4	3 3/4 x 7 1/4
9	3 3/4 x 8 1/4
10	4 1/4 x 9 1/4
10 1/2	4 1/4 x 9 1/2
11	4 1/4 x 10 1/4
12	4 1/4 x 11
14	5 x 11 1/2
16*	6 x 12

* Not in Outlook Style



SQUARE FLAP

Regular and Outlook®

7 1/4	3 3/4 x 7 1/4
9	3 3/4 x 8 1/4
10	4 1/4 x 9 1/4
10 1/2	4 1/4 x 9 1/2
11	4 1/4 x 10 1/4
12	4 1/4 x 11
14	5 x 11 1/2



SAFETY FOLD

5 x 11	5 x 11
5 x 11 1/2	5 x 11 1/2
5 1/2 x 11 1/2	5 1/2 x 11 1/2
6 x 12	6 x 12



COLUMBIAN® FLAT MAILER

6 1/2 x 9 1/2	6 1/2 x 9 1/2
7 1/2 x 10 1/2	7 1/2 x 10 1/2
9 x 12	9 x 12
9 1/2 x 12 1/2	9 1/2 x 12 1/2
10 x 13	10 x 13
10 x 15	10 x 15



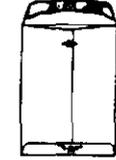
COLUMBIAN® AIR MAILER

Red and Blue Border
9 1/2 x 12 1/2



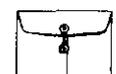
COLUMBIAN® FIRST CLASS MAILER

Green "Diamond" Border
9 x 12
9 1/2 x 12 1/2
10 x 13



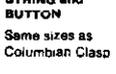
COLUMBIAN® CLASP

0	2 1/2 x 4 1/4
5	3 1/4 x 5 1/2
10	3 3/4 x 6
15	4 x 6 1/4
11	4 1/4 x 10 1/4
25	4 1/4 x 6 1/4
35	5 x 7 1/2
14	5 x 11 1/2
50	5 1/2 x 8 1/4
55	6 x 9
63	6 1/2 x 9 1/2
68	7 x 10 1/2
75	7 1/2 x 10 1/2
80	8 x 11
83	8 1/4 x 11 1/4
87	8 1/4 x 11 1/4
90	9 x 12
93	9 1/4 x 12 1/4
94	9 1/4 x 14 1/4
95	10 x 12
97	10 x 13
98	10 x 15
105	11 1/2 x 14 1/2
110	12 x 15 1/2



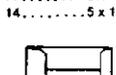
COLUMBIAN® STRING and BUTTON

Same sizes as Columbian Clasp



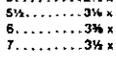
POLICY

10	4 1/4 x 9 1/2
11	4 1/2 x 10 1/4
14	5 x 11 1/2



COIN

00	1 1/4 x 2 1/4
1	2 1/4 x 3 1/4
3	2 1/2 x 4 1/4
4	3 x 4 1/4
4 1/2	3 x 4 1/2
5	2 1/2 x 5 1/4
5 1/2	3 1/4 x 5 1/4
6	3 1/4 x 6
7	3 1/4 x 6 1/4



COLUMBIAN® SNAP ENVELOPES

Flap secured with snap fastener. Can be opened and closed many times. Can be manufactured to order in a wide variety of sizes, open end or open side, center seam or side seam.

PAPER SELECTION

For the most part, the Office of State Printing can be depended upon to pick the paper most appropriate to a particular form. If a form requires any unusual paper characteristics, just let the Printing Planner know.

Paper selected for any given form depends on factors uncovered in analysis of the use of the form.

Many books have been written about paper—how it is made, what it consists of, the various kinds, etc. We will not attempt to cover this. For the purpose of forms management, we offer some simple guidelines.

From a practical standpoint, most papers will take pen, pencil or machine writing. Lower grades of paper make erasing difficult. The best grade of paper is 100 percent rag content, and the lowest grade is newsprint.

Standards for paper are based on a relationship between size and weight. Really, certain papers become standards because of popularity. Most forms needs can be met satisfactorily with the standard papers available from the Office of State Printing. From time to time standard papers may be added or deleted, according to their individual requirements, usage, and popularity. Paper selection is more limited at Reproduction Services than at the Office of State Printing. Special paper can be ordered but will delay the job.

DECIDING WHAT KIND OF PAPER TO USE

Suitability of surface for:

- Writing method used in making entries
- Printing or duplicating process involved
- Erasures which may be necessary
- Safety (protection against alterations in entries made on certain forms)
- Visual efficiency (appropriate opaqueness for two-sided printing)

Suitability of weight, thickness, and durability for:

- Number of carbon copies required
- Handling required in use
- Office machines in which used
- Filing method
- Retention period

Cost in relation to other factors

Paper sizes are discussed in a later section in relation to form sizes.

Be prepared to justify any nonstandard paper use, either in size, type, or color.

Bear in mind that nonstandard papers will cost more and may require additional time for delivery.

Sulphite bond paper is satisfactory for most forms needs.

If the form is to be subjected to extreme weather conditions or excessive handling, or if it is to be stored over 50 years, rag bond should be used.

Weight of paper becomes important to the forms analyst when the form is to be mailed. Postage is an expensive item.

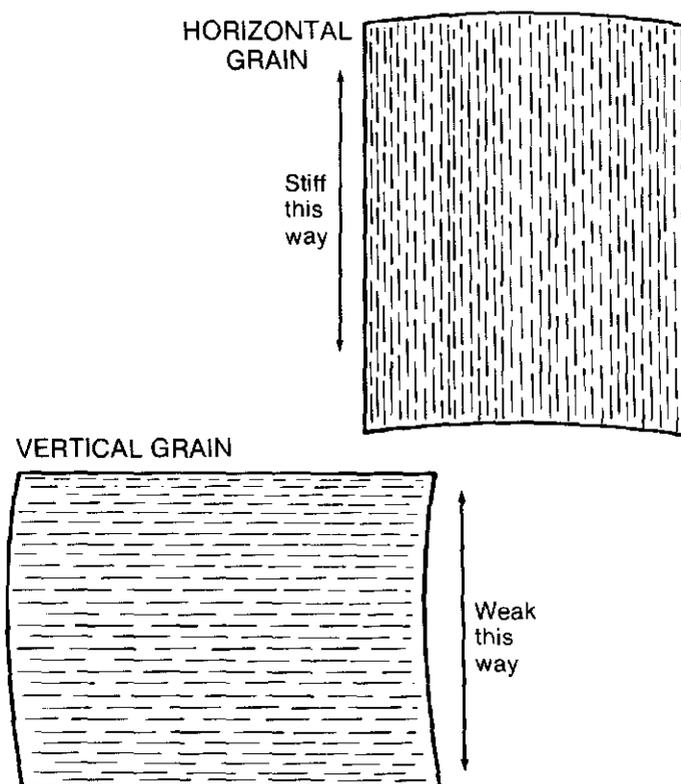
It can be generally assumed that with an increase in weight there is a proportionate increase in thickness and opacity when considering the same standard size.

Thickness becomes important when it is necessary to stand the form on edge, such as card file forms or ledger sheets.

Opacity determines whether we can post or write or print on both sides without data showing through—or whether an optical scanner can read data.

White paper is the cheapest; colored papers are a little more costly. Frequently systems advantages can be gained by using colored papers which more than justify the cost—

- Speeds handling by quick recognition
- Calls attention
- Identifies specific forms or copies of forms



Consider paper weight when you design a form

Grain direction of the paper is unimportant to the forms analyst for the usual run-of-the-mill forms. However, it does become important in some cases—

- If a form must stand vertically in a file, grain direction top to bottom provides extra rigidity and strength.
- Paper folds or tears, bends or separates more easily if the score or perforation parallels the grain direction.

PAPER SELECTION GUIDE FOR FORMS

- Acceptable in appearance
- All erase well
- Long-lasting qualities

- Good for pencil, pen, or machine writing
- Suitable for offset or letterpress printing

	Kinds of paper	Grades of paper	Substance (Weight) (May vary with Printer)	Opacity (For front and back printing)		
			500 sheets Commercial	One side only	Prefer one side	One or two sides
GENERAL USE FORMS	Bond: Smooth, flat surface. Good folding qualities; durable.	Sulphite	13	X		
			15/16		X	
			18/20			X
			24			X
	Bond: Dense, hard formation; smooth surface, great strength, exceptionally good folding and erasing qualities, and ex- ceptional resistance to discoloration from age and exposure to light.	25 percent rag (watermark)	16	X		
			20			X
24					X	
Manifold: Lightweight; slight bulk; smooth sur- face.	Sulphite	9	X			
	25 percent rag	9	X			
GENERAL USE AND BOOKKEEPING FORMS	Ledger: Semistiffness, strength, flexibility, durability; smooth surface. Good folding qualities.	Sulphite	24			X
			28			X
			32			X
			36			X
		25 percent rag (watermark)	24			X
			28			X
			32			X
CARD FORMS	Index: Semistiffness, strength, flexibility, durability, smooth surface. Good folding qualities.	Sulphite	90			X
			110			X
	Postcard:	Sulphite	93			X
			94			X

- On forms held in binders, grain direction should parallel the binding edge. If it opens like a book, grain direction should be top to bottom. If it opens up and over like a tablet, grain direction should be left to right.
- If forms are fed through a machine, grain direction should be the same as direction of travel through the machine.

Much more could be said about paper, but in forms management we are really only concerned with papers that do the job they were created for. This may mean they must hold up better through heavy handling, or they must give an impression of prestige, or they must withstand usage in all types of weather conditions.

Paper Selection Guide for Forms, page 40, will help you in making your decision as to what paper to use. It is not infallible, but hopefully will guide you in the selection of the most efficient paper to use under given circumstances.

In preparing this guide the following criteria were considered:

- Acceptable appearance
- Erasing quality
- Storage ability
- Writing quality—pencil, pen, or machine
- Suitability for printing

LEGIBLE COPIES IN MULTIPLE PART FORMS

To obtain legible copies when using multiple part forms, certain principles must be followed:

- If sheets of paper in a set are of different weights, the heaviest weights should be used only as the first or the last sheet or both.
- There are limits to the total weight of paper that may be used in a set.

Limits to the total weight of paper used in a set will be determined by whether the form is to be filled in by typewriter or by hand. If the set is to be filled in by hand, naturally the pressures are not going to be as constant nor as heavy as if filled in by typewriter. For that reason, the set cannot be as heavy for hand-written forms.

If the form is machine written, sample sets should be tried in the machine in which it is to be used.

If the form is handwritten, sample sets should be tested by a number of the people doing the work.

And don't forget—to increase the legibility, the heaviest weight paper should be first or last or both.

Selecting the right carbon for these sets is affected by the same variables—

- Number of copies
- Varying weights and thicknesses of the copies
- Whether written by hand or by machine
- Conditions under which it is used.

Special carbons can be obtained to cover all kinds of forms applications.

There are standard weights for carbon just as there are standard weights for paper. These weights of carbon will fill most requirements—

- 8 lb. — Billing Machine forms
- 7 lb. — 2 to 5 part forms
- 5 lb. — 6 to 9 part forms
- 4 lb. — 10 parts or more

The State no longer uses blue "one-time" carbon for handwritten, multi-ply forms. This assures that if microfilm images need to be made from carbon copies, the copy will photograph properly.

The Office of State Printing can be depended upon to choose the correct carbon paper for your multi-ply forms.

CARBON OR CARBONLESS

Carbonless paper, usually called "NCR" (No Carbon Required) has been on the market for some time now. It has been used successfully in many cases and unsuccessfully in others. Some people are wildly enthusiastic about it—others won't have it around.

Carbon paper, on the other hand, has been around forever, it seems, and has performed successfully and proven itself.

Here are a few things about carbonless paper you should know.

The cost factor is important. Carbonless sets have been as much as 35 percent higher than carbon sets. But carbon does not need to be pulled out and destroyed.

Duplicating or microfilming copies of carbonless sets may be a problem. For this reason, the State standard is black imaging NCR paper instead of blue imaging NCR paper.

One factor that is still an unknown is the number of years a carbonless image will last. Under ideal conditions of storage, the results are probably satisfactory for seven to ten years. However, carbonless paper will not tolerate excessive exposure to light and heat. The image will fade away to illegibility in ten to twelve months when constantly exposed to the light in an office environment. This is critically important for documents that have long-term audit requirements.

Definite plus factors for carbonless papers are

- Elimination of the need for carbon removal and disposal
- No need to reinsert carbon to add further items
- Cleanliness of handling
- In general, erasures cannot be made successfully on carbonless forms without destroying the surface required for subsequent writing.

- All standard fastening techniques—gluing, crimping, and stapling—are possible with any carbonless forms. They are used for computer printout forms as well as for general office forms.
- It is possible to have “spot carbons” on carbonless forms. This is accomplished by desensitizing the area on which the image is to be eliminated.

Carbonless sets can be ordered as unit sets, padded sets, or continuous sets. When ordering in sets, the construction is—

Ply 1—CB (coated back)

Ply 2—CFB (coated front and back) (this is true for all copies between first and last)

Ply 3—CF (coated front)

- This coating makes the duplication of the image from copy to copy possible.
- It is possible to order carbonless forms so that all copies are CFB (coated front and back) and padded. This allows making up sets of any number of copies. Care must be taken, however, to remove the sets from the pad to make entries, or to insert a hard-surface card after the last copy of the set to prevent the image from going through to other copies.
- The whole field of carbonless papers is changing rapidly and probably will continue to do so. This is another area where the forms analyst must keep up with current developments to know what is going on.

INK

Most forms are printed on white paper with black ink. This is the most economical and fastest method. Once again, if any other color other than black is desired, the forms analyst must relate needs to the added costs and added production time.

This is not to say that color should not be used. There are occasions when color becomes almost a must.

One specific example of this is machine or hand-written forms with many fill-ins, where black ribbon or pencil or ink entries make the form difficult to work with and to read. Entries stand out clearly if the form is printed in a color other than black, preferably medium to dark green or light brown.

Color can perform a public relations or attention-getting function.

If forms are to be photographed and certain areas are not to be reproduced, nonread or reflective inks must be used.

Optical scanner forms require nonread inks for the format, and read or nonreflective inks for the field separators and any printed information to be read by the scanner.

Printing in two colors of ink should be avoided. If two colors are used, they must be well justified. There are very few occasions when two colors (or more) are justified in forms work.

There are ways of obtaining the effect of two-color printing without actually having it.

Colored ink may be used on white paper or on colored paper—or black ink may be used on colored paper. When colored inks are used on colored papers, the best results will be obtained with a shade of the same color or a shade of a complementary color. Green paper, for example, might be printed in a shade of green or a shade of red.

Shading or screening is another way to get extra color. In one pass through the press, red can appear as a full, deep hue or as the lightest pink, with all the variations in between.

Imagination can pay off here, accomplishing desired results but keeping costs within reasonable limits.

If you do print in colored ink, don't insist on trying to match a certain color. There are many standard colors available. You will save time and money by sticking with the standards.

FORM SIZE

The size of the form will be determined by many factors previously discussed, such as machine to be used, filing, requirements and the amount of data, including instructions. Over and above these, standard sizes of paper must be taken into consideration. Use of nonstandard sizes results in waste of paper, extra production processes, and higher costs.

The forms analyst should always design forms so that there is no paper waste. Since continuous forms are printed from continuous rolls, paper sizes are in width only. Other papers are defined in width and depth dimensions. Choosing the right size form to fit the standard size sheet can effect considerable savings, particularly in large quantity orders.

For the most part, you will probably find that if you stay within an area of 8-1/2" x 11" or 8-1/2" x 14", or something divisible equally therein, 90 percent of your flat forms will be in that group. (See page 37.)

CONTINUOUS FORMS

Continuous forms are printed on rotary presses having cylinders of 17", 21", or 22" in diameter. So the depth of any continuous form must be based on these sizes and evenly divisible. A form 11" long would be run on a 22" press; 8-1/2" long on a 17" press; 4-1/4" long on a 17" press; 3-2/3" long on a 22", etc. The standard must be adhered to as it is physically impossible at the present time to deviate from it.

With continuous forms, of course, you have a rather wide range of sizes; but the sizes listed on page 37 are standard at the Office of State Printing. If the size you specify is not standard, you will pay for the next largest size that is, and it will be cut to the size specified. Here again, you will save money and time by using the standard sizes.

Don't forget, the number of lines per inch to be printed relates to the depth of the form. This is expanded in the following section.

If you are designing a continuous form for a machine application, the limitations or specifications for all machines involved in the processing must be taken into consideration. Consult your EDP section or programmer analyst for requirements for printing and decollating continuous forms. Printing requirements include spacing both horizontally and vertically. Decollating includes stripping off the margins, separating the forms at the perforations, and removing the carbon.

OPTICAL CHARACTER RECOGNITION (OCR) FORMS

Information on OCR forms is "read" (scanned) by the computer and automatically converted to machine language for processing. Test answer sheets and bar-coded grocery items are familiar examples; but hand-printed or typewritten text, photographs, and graphics can also be read into a computer with a scanning device. Paper, ink, and printing specifications are critical and depend on the particular scanning device and computer being used.

MAGNETIC INK CHARACTER RECOGNITION (MICR ENCODED) FORMS

MICR encoding is used by financial institutions to input numeric information directly to computers. Checks and deposit slips are the most familiar examples. The ink, printing specifications, and paper must meet criteria established by the American Association of Bankers and published by the American National Standards Institute.

TWO-SIDED PRINTING

Frequently it is advantageous to print a form on both sides of a sheet of paper

- Reduce a form to standard size
- Eliminate additional sheets.

When a form is to be printed on both sides, the printer must know how the reverse side is to be printed in relation to the front. This will depend on how the form is used or filed or bound.

The printing methods illustrated below are:

- Head to head—top of form in same position front and back
- Head to foot—top of form on opposite positions front and back
- Head to side—top of form at right angles front and back.

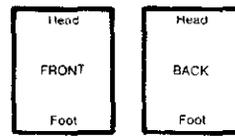
Consider printing head to head if the form is bound in a three-ring binder. If the form is bound at the top when filed, or if it is a card filed in a tray, print head to foot.

When printing a form on two sides, a heavier paper must be used so the printing and/or writing will not show through. Use a minimum weight of 18 lbs.

Two-sided printing

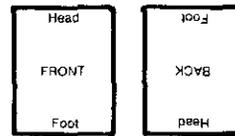
HEAD TO HEAD

- Head (top) of front to head (top) of back



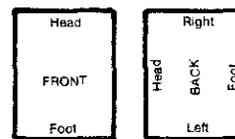
HEAD TO FOOT

- Head (top) of front to foot (bottom) of back

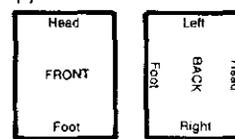


HEAD TO SIDE

- Head (top) of front to right of back



- Head (top) of front to left of back



Printing on both sides can produce worthwhile savings. Not only is paper cost reduced by 50 percent, but printing, collating, and binding time is greatly reduced. Carrying this still further, additional savings may be made in postage, filing time, and space.

PRENUMBERING

Forms should be preprinted with serial numbers only when a high degree of control must be maintained (bonds, checks, receipts, etc.).

Number machine heads on printing presses vary in the capacity and size of digits. Sufficient space must be allowed on a form to accommodate the size of the numbering machine head, not just the number itself which takes less space. The space for the number is plotted first and the remainder of the form designed around it. Generally speaking, this space would be approximately 1-3/4" x 1". It must be placed along an edge of the form since the number head is an attachment to the press.

If a form is made up in a multiple-part set, each part or ply of the set has the same number. Printing specifications must include the numbers to be used (beginning and ending numbers) and how the forms are to be numbered. Specify which plies are to be numbered and whether each ply is to be num-

bered separately or the set crash imprinted. Crash imprinting eliminates the possibility of a mixup of numbers within a set. Alphabetic or numeric suffixes or prefixes may also be specified.

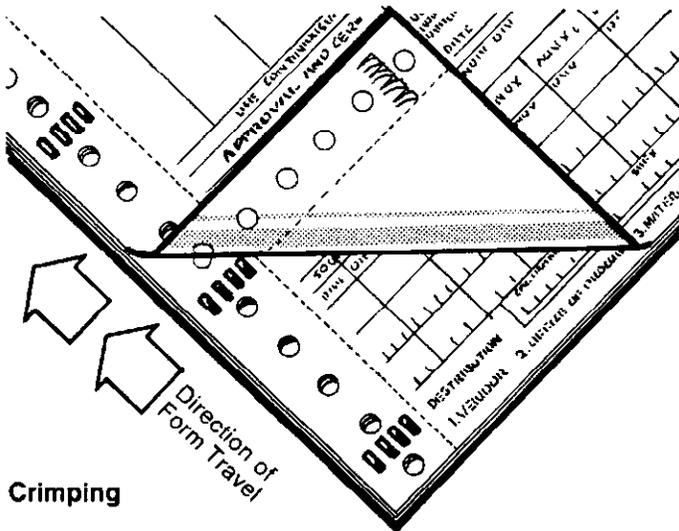
Since printers can lose numbers during printing for many reasons, the printer should be allowed to furnish a list of "skipped" numbers of any forms spoiled. This is much more economical than insisting on a set of "perfect" numbers.

FASTENING

Forms sets must be held together. Unit sets, stub sets, and fanfold construction hold sets together until decollated. Sometimes problems are encountered with continuous forms going through high-speed printers. Sometimes different parts of a set have to be fastened differently because of processing variations.

The most commonly used and most satisfactory fastening for continuous forms are

- Crimp
- Glue

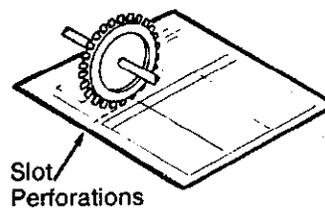


Continuous forms can use any combination of crimping and gluing. Talk to your EDP Section or programmer analyst about the kind of fastening preferred.

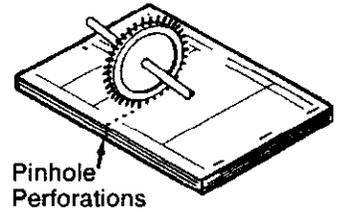
PERFORATIONS

Perforations are slots or holes pierced in paper to weaken it for easy separation. The length, size, and frequency of the perforations can be varied, depending on whether separation is to be easy or difficult.

The slot perforation is most commonly used. It is the most economical because it is done at the same time as the press operation. An easy, medium, or hard tear perforation may be specified.



Slot Perforations



Pinhole Perforations

SCORING

To score is to crease paper to permit folding without breaking fibers of the paper.

Scoring may be done at the time of printing. This leaves an inked scoring impression which is not objectionable. When scoring is done as a separate operation, increased costs result.

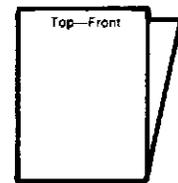
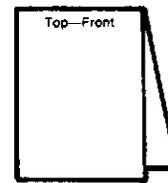
FOLDING

Ways to fold a form are shown below.

When possible, forms should be folded as part of the printing job. The number, direction, and location of the folds must be included in the specifications. It is always a good idea to include a sample showing the folds desired.

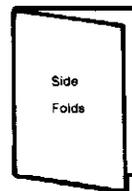
WAYS TO FOLD A FORM

TOP AND BOTTOM

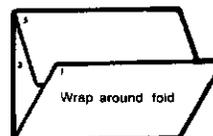


- Facilitates typing
- Generally printed head to foot
- May be folded allowing for binding
- May be used for duplicate forms by identical printing on pages one and three. Perforation on fold for separation

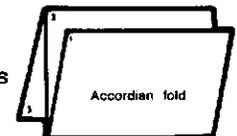
OTHER FOLDS



- Not recommended for typing since it is bulky
- Hard to insert carbons
- Used for handwritten forms, when only an original is needed
- Printed head to head



- Used for six page forms
- Facilitates typing
- Printed head to foot



PUNCHING

Forms should be punched at the time of printing if they are filed in binders or filed in folders with fasteners.

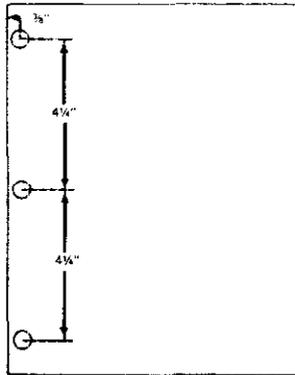
Closed holes range in diameter from 5/32" to 1/2". The 1/4" round hole is the one most commonly used for such things as 2- or 3-ring binders, and prong fasteners.

PLACEMENT OF HOLES FOR PUNCHING

THREE RING BINDER

SPECIFICATION

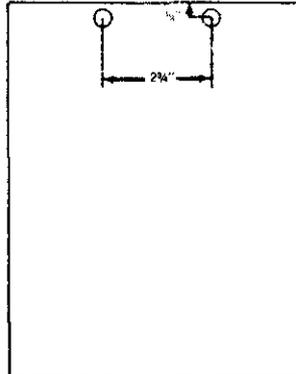
Number of holes 3
 Diameter 1/4"
 Kind Round
 Position 10 1/2"
 Inches center to center 4 1/4"
 Inches from center of
 hole to edge of sheet 3/8"



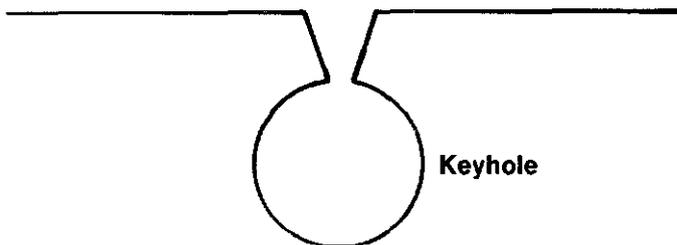
TWO HOLE PRONG FASTENERS

SPECIFICATION

Number of holes 2
 Diameter 1/4"
 Kind Round
 Position (depending on Top or
 filing method) bottom
 Inches center to center 2 3/4"
 Inches from center 2 3/4"
 Inches from center of
 hole to edge of sheet 3/8"



Open holes, either V-slots or keyholes, have an opening cut from the hole to the edge of the paper. They are used for forms filed in post binders. The opening permits inserting the forms without opening the posts. The size of the open holes must be big enough to permit free movement of the pages. To ensure correct punching, it is wise to include a sample of the exact punching desired with the order as well as writing exact specifications.



CORNERING

When the corner of a form is cut off, it is "cornered". Corner cuts are either round or diagonal.

When forms such as visible cards are constantly handled, round corners on the handling edge prevent them from becoming dog-eared and tearing. All four corners are rounded on some forms, only the two corners most exposed to wear on others.

Diagonal corner cuts are used primarily as a filing aid. When all cards in a file have the same corner cut, any card turned around or upside down is immediately noticeable. This becomes very important in sorting tabulating cards for processing.

Specifications for cornering must include the number of corners, their exact locations, and the radius or angle of cut. Show these exactly on the form design layout and include an actual sample or mock-up.

COLLATING

Collating is the process of assembling forms into sets. Although collating is an extra bindery operation, it is usually justified, not only in processing time saved in manual collating, but in reduced errors.

When preparing specifications for collating, show the sequence of each page of a set so that assembly will result in finished sets in the proper order.

PADDING

Making up forms into pads involves gumming one edge and fastening to a chipboard backing. Most forms are padded at the top, 100 sheets per pad. If the form has wide distribution and limited usage, however, it may be more economical to pad fewer sheets per pad. And check with your printing planner or reproduction service representative. It may be more economical to pad single sheets on one of the edges instead of the top. Sets of forms may also be padded at the edge opposite the stub.

Padding of forms results in savings in procurement, storage, and distribution, to say nothing of facilitating storage and use of the forms at various work stations.

PACKAGING

Most printers have standard procedures for packaging and labeling. Any unusual specifications for this will add to costs. Unless there is an unusual problem, or previous problems in packaging have been encountered, leave it up to the printer. Each package should be marked with

- form number
- form title
- quantity
- prenumbering if any

Reproduction Services is limited in their ability to label; but they attach a copy of the Reproduction Order to the shipment.

The Office of State Printing can plastic wrap your forms. This is similar to the way meat is packaged in the grocery store. Call for information about this service.

ORDER QUANTITIES

The usual quantity of forms to order is a one-year supply. This may vary from time to time. If the form is new and a limited number is wanted on a trial basis, the quantity would be smaller. If there is a great price differential and it is known that there can be no change to the form, a two-year supply might be ordered. When this is possible, the space for storage may be an important consideration. Usually, it is wise to stay with the one-year supply.

If the form is a single sheet form or a continuous one-part form, specify the quantity by the number of single copies. If the form is in sets, whether unit or continuous, specify the quantity by the number of sets.

It is standard practice in the forms industry for an overrun or underrun up to ten percent of the quantity ordered to be acceptable fulfillment of the order. These allowances are reasonable because of the difficulty of producing exactly the right quantity without waste or damage in printing.

Therefore, you should avoid specifying an exact quantity since there can be an additional charge for this requirement. If you need an exact quantity, it is less costly to overorder by ten percent. If an exact quantity is a critical requirement, however, you must specify that you will not accept an overrun or underrun.

ARRIVING AT A DECISION

All the various elements must be considered individually, but they must also be considered as a group in arriving at the best way. Frequently compromises must be made to accommodate all parties involved. Keep in mind that the end result is to produce the best form to do the required job the most efficient and economical way possible.

- Make only one writing whenever possible. Can the source document move through the system alone? Don't rewrite a source document on a typewriter or copy it on an office copier. If there must be several copies, let one writing provide the necessary number of copies.
- Convert forms into machine language as near to the source as possible. Don't write, type, code, key data enter, or re-type if it can be avoided. The fewer the transcriptions, the more accurate the data.
- If a forms reference must be kept only until another copy has reached another step in the processing system, save cost of storing another copy by just keeping the carbon for that brief period. (Gas stations keep a carbon from a stub set until they are sure their sales are recorded at the central office.)

After thinking everything through, the time has come to set it all down on paper. You are ready to design the form.

FORMS DESIGN STANDARDS FOR STATE AGENCIES

The FORMS DESIGN HANDBOOK contains detailed information on the State's forms design standards. This Handbook is available from the Office of Records Management.

One of the primary goals of the forms management program is to establish and maintain good standards of forms design. When a new form is created, someone has to process it. If a form is poorly designed, processing costs rise sharply. If good design standards are followed, the form will contribute to the efficiency of the procedure and production costs will be kept at a minimum. Use the following standards to provide the utmost in utility appearance, and economy.

1. Form Size

General: Any size that can be cut from 22" x 34" or 28" x 34" paper without waste. The most used sizes are 8-1/2" x 11", 8-1/2" x 5-1/2", 8-1/2" x 3-2/3", 8-1/2" x 14", 8-1/2" x 7", 8-1/2" x 3-1/2" and 8-1/2" x 13".

File card: 3" x 5", 4" x 6", 5" x 8".

Post card: 3-1/4" x 5-1/2"

Determine the size of the form after consideration of relevant factors:

- a) Amount of data to be included
- b) How and where it is to be filed and used
- c) Use of machine for fill-ins. Machine limitations may restrict not only the outside limits of the paper but also the printed data to be entered
- d) Size of other forms to be used in the same procedure
- e) Size of the envelope to be used for mailing.

2. Paper Weight and Grade

General: 1-side printing 16 lb. Sulphite Bond
2-side printing 18 or 20 lb. Sulphite Bond

File Card: 90 or 100 lb. Sulphite Bond

Selection of paper is based on:

- a) Method of entry (hand, typewriter, machine)
- b) Number of copies at one writing.
- c) How and where it is to be filed.
- d) Length of time the form will be retained.

3. Paper Color

General: White

Specify colored paper only when needed for emphasis, more efficient filing, routing, identification, or sorting. Avoid dark colors.

4. Ink Color

General: Black

Specify colored ink only when fully justified by volume and increased efficiency in use of the form and when the more economical possibilities of colored paper are inadequate.

Use of two colors of ink must have proper justification. Use design, screening, or color of paper or shade of ink to accomplish the same effect.

5. Identification

All forms must be identified with a title, form number, creation or revision date, agency name, and State of California.

- a) Title—brief description of content showing subject and function of the form, generally located in upper left corner in bold face capital letters, the size of type depending on the available space and the size of the form.

Exceptions: Form Letters—Title may be placed in the lower left.

File and Tab Cards—Title may be placed at the lower left or at either side when variable data should be located at the top.

- b) Form Number. Place in small, unobtrusive type directly beneath the title. Do not use the word "Form" with the number. Use a simple numbering system. The creation or revision date should be in parentheses immediately following the number.

Exception: Form Letters—Place number in lower left corner.

- c) State of California and Agency Name: Place the State of California at the top, flush left and the name of the originating agency, department, board, bureau or commission at the top, flush right.

Exception: Form Letters—The agency letterhead properly identifies the originator of the form.

6. Instructions

Well-designed forms require few instructions other than captions and item headings. When instructions are necessary, list them as numbered items. Use simple words and be brief.

If instructions apply to a specific item, place them as near the item as possible.

If detailed instructions are necessary, place them on the back of the form or attach a separate sheet. Tell the user where to find them at the top of the form.

Place brief general instructions at the top of the form where the user can see them before starting to use the form. General instructions would include such things as:

- a) How to fill it out—the number of copies, print, type, etc.
b) How, when or where it is to be submitted. If a check is to accompany it, to whom the check is payable.
c) Distributing or routing instructions may be in the identification area at the top or below the bottom border.

7. Name and Address

If name and address are inserted on the form by the agency prior to mailing, position of name and address should be suitable for window envelope use. These forms must conform to postal regulations, which in general provide that nothing other than name and address shall appear in the window and the paper must be white or very light color. The form must fit the envelope to avoid shifting of the address. Only standard size envelopes should be used.

8. Form Arrangement

A properly designed form creates a favorable impression and increases efficiency. Keep it simple and uncluttered. Avoid heavy print and crowded entry spaces. Use fine rules except for emphasis. Have plenty of white space. Encourage the users, don't antagonize them. General guidelines are:

- a) Align beginning of each writing space vertically for a minimum number of typewriter tab stops.
b) Allow sufficient horizontal space for each entry. (1" = 10 characters in pica type, 12 characters in elite type, or 6–8 characters handwritten.)
c) Standard vertical spacing of three double typewriting lines per inch accommodates either typed or handwritten entries. If space does not permit and if all entries are always handwritten, allow 1/4" spacing (1/5" is permissible on some ledger cards). Spacing for forms used in other machines will be determined by machine specifications.
d) Group related items. Whenever possible keep items in the same sequence as related documents.
e) Place essential information where it will not be obscured by stamps, staples, or punches.
f) Use rules to guide the eye and to separate items or groups of items. Use hairline rules throughout except for emphasis. Use bold rules to set off groups of data.
g) Use box design whenever possible with simple, specific upper left captions. Be sure each entry is understandable to the user.
h) Use ballot boxes for answers whenever possible. Placing boxes to the left of the items is preferable.

9. Signatures and Approvals

Avoid notarized signatures unless they are legally required. Usually a simple statement "I certify that . . ." is just as binding and it requires only a signature. The personal name or signature of an official may be preprinted only on special justification or by legal requirement.

Standard position for a signature is in the lower left portion of the form with the date to the right on the same writing line.

10. Margins

A border of white space is desirable around the form to improve its appearance. Beyond that, there are certain requirements to be considered:

- a) **Printing**—A border of at least 1/4" must be allowed on all four sides of a form for gripping and cutting requirements. No printing can be in that space. Printed borders should not be used since they may increase production problems and costs. NOTE: Agencies may need to allow extra gripper space either at the top or the bottom of forms printed in internal print shops. Check with the reproduction supervisor.

b) Binding.

Allow a minimum of 5/8" for forms placed in binders or fastened in a file. The location depends on where it is fastened. (See the FORMS DESIGN HANDBOOK.)

c) Fill-in. Top typewriting line at least 1" from top of paper. Bottom typewriting line 3/4" from bottom. Hand fill-ins are not limited.

11. Prenumbering

Use prenumbered forms only if control is essential to the system. Allow a space of 1-3/4" x 1" to accommodate the numbering head on the press. Recommended position is upper right or lower left corner depending on form usage.

12. Punching

If forms must be punched for insertion on rings, posts or fasteners, they should be ordered punched by the printer. Unless the form is a standard 3-ring punch, specifications must be exact as to type of hole, its diameter, center-to-center distance, and which edge of the sheet is to be punched.

13. Padding

Padding of forms facilitates storage, distribution and use. Standard quantity per pad is:

- 100 single sheets
- 50 sets of 2 each
- 50 sets of 3 each
- 25 sets of 4 each
- 20 sets of 5 each

Use of the form determines deviations from this standard. If the form is used infrequently, or if many people use only a few forms, this number should be cut at least in half or perhaps not padded at all. Always specify which edge of the form is to be padded. Sometimes there are printing economies in padding at the left edge instead of the top.

14. Two-sided Forms

Consider redesign to enable a form to be printed one side only; however, two sides are better than two sheets in most cases. When printing is 2-sided, specify

- a) Head to head—if punched in left margin for binder use
- b) Head to foot—if punched at top or bottom for binder use
- c) Head to side—if one side is printed the long way of the paper and the other side the short way of the paper.

15. Multi-part Forms

If sets are economically justified, consider

- a) Interleaved carbons—to allow for removal of all carbons in one snapout motion.

- b) Carbonless paper—carbon does not have to be removed
- c) Carbon cut-outs or spot carbon—to permit information to appear on some copies and not on others
- d) Printed blockouts—to hide carbon entries on some copies

16. Copy preparation.

Prepare form layout carefully to insure desired results

- a) Indicate exact vertical spacing and text
- b) Specify horizontal spacing as 6 lines per inch, 3 lines per inch, etc.
- c) Specify type face and size (consult standard type styles used by the Office of State Printing).

17. Lead Time

Consult the Planning Section at the Office of State Printing or Customer Service at Reproduction Services. Plan ahead to allow ample time for delivery of forms.

18. Proofing Copy

Read printer's proof carefully. Mark errors clearly in color so there will be no misunderstanding. At least two people should proofread copy since it is easy to overlook errors. Return proof to the printer without delay. Any delay can result in a delay of the printing.

19. Wrapping and Labeling

Consider the use and storage of the form. Specify how they should be wrapped—1,000 per package, 10 pads per package, 500 cards per box, etc. Specify labeling— at least form number and quantity per package.

20. Form Retention

Establish record retention period at the time a new form is created.

21. Order Quantity

Standard quantity to order is one year's supply.

- Exceptions
- a) Small quantity order for trial basis
 - b) Maximum 2-year quantity if form cannot change and if quantity savings justify additional storage costs
 - c) Cost of forms ties up too much money in inventory

22. Reorder Quantity

Establish minimum quantity level at which point form must be reordered. Allow ample time, considering the type of form, revisions to be made, printing schedules, and unavoidable delays.

FORM CHECK LIST

(Points to be reviewed at the time of form order and reorder by both the requesting department and the forms unit)

I. NECESSITY	O.K.	?
1. Is this form absolutely necessary in this system?		
2. Are all copies of this form or report necessary?		
3. Can the number of copies be reduced by routing?		
4. Can this form be consolidated with another form?		
5. Has everyone responsible for the success of the system been interviewed?		
6. Can the form be used less frequently than it is at present?		
7. Have the actual users of this form been consulted for suggested improvements, additional requirements and possible elimination?		
8. Have all statutory requirements been met?		

II. DESIGN, SIZE AND ARRANGEMENT

9. Are proper spaces for "to" and "from" provided—as well as necessary signature boxes—if the form requires approvals or is sent from one person to another?		
10. Does the order of items correspond to that on the records from which the information is to be taken or to which it is to be transferred?		
11. Does the order of items correspond with the clerical routine?		
12. If this form is to be mailed, should it be designed for a window envelope?		
13. Should this form be consecutively numbered, or have a place for inserting a number?		
14. Will routing or handling instructions printed on each copy be helpful?		
15. Is the size right for filing?		
16. Is the form a standard size? (usual standard form sizes are 8½ × 11, 8½ × 14, 8½ × 5½, 8½ × 7, 4¼ × 5½ and 4¼ × 7)		
17. Is all recurring information being printed, so that only variable items need be filled in?		
18. If the form consists of more than one page, could one or more pages be eliminated by using the reverse side of the form or condensing some of the data?		
19. Is the vertical and horizontal spacing correct for handwriting, typewriting, or special office machines?		
20. Are vertical rules aligned to reduce tabular stops to a minimum?		
21. Are instructions and other important items, which should be seen first, prominently placed near the top of the form or next to the applicable section?		
22. If lengthy instructions appear on the reverse of the form, on a separate sheet, or in a booklet, is reference made to them in the brief general instructions?		
23. Does the form use ballot boxes wherever possible?		
24. Should boxes, sections and other parts of the form be identified by numbers?		
25. Are lines, pointers or other visual guides used where emphasis is desired, but not overused so as to clutter up the form? Are copies in a set identified to make them self routing?		
26. Have the users of the form approved any rearrangement of data?		

III. WORDING AND IDENTIFICATION

27. Is brevity used in captions by eliminating every unnecessary word?		
28. Does the form, by title and arrangement, clearly indicate its purpose?		
29. Is the form properly identified with title, number, agency and State of California?		
30. If this is a revised form, can it be clearly distinguished from the previous form?		
31. Will all included items be perfectly clear to those who receive the form?		

IV. PAPER, PRINTING, AND OTHER SPECIFICATIONS

32. If colored paper is wanted, is it necessary to help speed up writing, distribution, sorting and filing; to designate departments or branch offices, to indicate days, months or years; to distinguish manifold copies, or to identify orders which are for rush or special handling?		
33. Is the specified paper thoroughly satisfactory for its use?		
34. Is the proper weight of paper used for the original and each carbon copy?		
35. Has the direction of the paper grain been specified?		
36. Have detailed specifications for each copy been completed, such as ink, rules, punches, perforations, scoring, folds, padding, carbon type, etc.?		
37. Have minimum allowable margins been provided for printing and filing requirements (usually ¼ inch for grippers on printing equipment, ⅜ inch for ring binders, and 1½" for post type)?		
38. Are the type sizes and ruled lines varied appropriately to dress up the form and zone it by logical groupings to avoid monotony, improve utility, and lessen chance for error?		
39. Have requirements been carefully estimated and is the quantity to be ordered most economical?		
40. Has every effort been made to give the form a pleasing appearance?		
41. Has the use of shading been considered? Often it costs no more.		
42. Can other forms of similar specifications be ordered now to reduce production costs?		

RECOMMENDED READING

- Duncan, Raydeen C., ed., Forms Design Specifications
Forms Design & Typesetting, Inc. *
- Jacobs, Marvin, Forms Design: The Basic Course—Plus!
Marvin Jacobs, 724 Keith Building, 1621 Euclid Avenue,
Cleveland, Ohio 44115
- Knox, Frank M., Design and Control of Business Forms,
McGraw Hill Book Company, Inc., New York, N.Y.
- Marien, Ray, Marien on Forms Control, Briar Publishers,
Inc., New York, N.Y. 10017
- Osteen, Carl E., Forms Analysis, A Management Tool for
Design and Control, Office Publications, Inc., Stanford,
Conn.
- Product Knowledge Books: Checks and Other MICR En-
coded Documents, National Business Forms Association,
Alexandria, Virginia *
- Journal of Forms Management, Business Forms Manage-
ment Association, 1818 S.E. Division, Portland, Oregon
97202 *
- Records Management Quarterly, Association of Records
Managers and Administrators, Inc., 4200 Somerset Drive,
Suite 215, Prairie Village, Kansas 66208.

CALIFORNIA DEPARTMENT OF GENERAL SERVICES

Information Guide, Office of Support Services, 3301 S Street,
Sacramento, California 95814

The following are available from the Office of Records Man-
agement, 428 J Street, Suite 390, Sacramento, CA 95814

Forms Design Handbook

Micrographics Manual

Paper Recycling Handbook

Records Retention Handbook

Vital Records Protection and Disaster Recovery

The following are available from the Office of State Printing,
344 North Seventh Street, Sacramento, California 95814

Guide Book

Style and Procedure

RECORDS MANAGEMENT HANDBOOKS NARS—GSA

Form and Guide Letters

Managing Forms, Forms Analysis and Design

Forms Management

(For up-to-date information, write to the U.S. Government
Printing Office, Washington, D.C.)

* Available from the Business Forms Management Association, 1818 S.E. Division, Portland, Oregon 97202