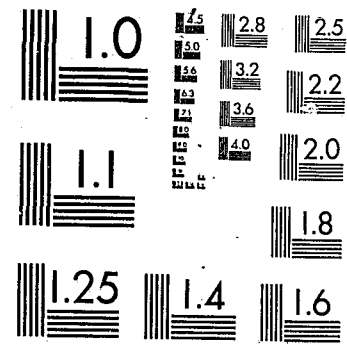


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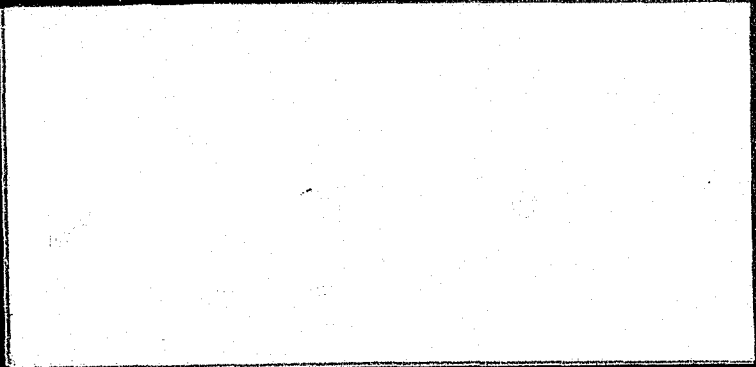
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A FORMS SERVICES PROGRAM
FOR THE
MULTNOMAH COUNTY CIRCUIT COURT,
PORTLAND, OREGON

NOVEMBER 1980

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MULTNOMAH COUNTY CIRCUIT COURT FORMS SERVICES PROGRAM

TABLE OF CONTENTS

	Page
Foreword.....	i
I. Introduction.....	1
A. Purpose of Consultancy.....	1
B. Definition of Terms.....	1
C. Philosophy of Forms Services.....	2
D. Methodology.....	3
II. Analysis of Existing Situation.....	5
A. Survey.....	5
B. Evaluation.....	6
1. Stated objectives vs. actual objectives.....	6
2. Strengths found.....	7
III. Development of the Framework for Forms Services.....	8
A. Responsibility Distribution.....	8
B. Administrative Logistics.....	8
C. Information Resources.....	10
D. Inventory Management.....	11
E. Mini-Seminars Held.....	11
IV. Recommendations.....	13
A. Logistics.....	13
1. Responsibility Analysis.....	13
2. Authority Analysis.....	13
3. Policies.....	13
4. Procedures and Job Outlines.....	13
B. Resources.....	13
C. Inventory Management.....	14
1. Urgent.....	14
2. First Week of November, 1980.....	15
3. First Week of February, 1981.....	15
4. Ongoing Maintenance.....	15
5. As Soon as Practical.....	15
D. Forms Analysis and Design.....	15
E. Specifying and Purchasing Forms.....	16
F. Camera-ready Composition.....	17
G. Charge-backs.....	18
H. Information Flow Analysis (Manual Systems Analysis).....	19
I. Staffing the Forms Services Function.....	20
J. Training.....	20
V. Summary.....	21
A. Benefits Realized.....	21
B. Future Benefits.....	21
C. Future Objectives for Consideration.....	21
	22

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Foreword

At the commencement of this technical assistance assignment, the Fourth Judicial District Circuit Court in Multnomah County, Oregon, utilized 282 forms to conduct its daily administrative operations. Most of these forms were not designed by persons with expertise in forms design principles and practices. The court determined that the growth in numbers of forms had stabilized and that it was an excellent time to review and analyze the use of forms in the court. The court felt that future administrative operations would be impaired unless a forms management program could be established that would control the creation, design, use, and inventory of court forms.

On January 15, 1980, the Oregon Law Enforcement Council endorsed the Multnomah County Circuit Court's request to the LEAA Criminal Courts Technical Assistance Project at The American University for technical assistance in developing and implementing a forms management program for the court. This request was approved by LEAA on January 24, 1980. The court specifically requested the professional consulting services of Lysinger and Raybern Associates, a Portland firm specializing in assisting organizations in cost containment through organizational research and development, increasing white collar productivity, simplifying paperwork, and expediting flow of information. Lysinger and Raybern Associates have designed and implemented organizational development programs for a number of public and private businesses and institutions in the Northwest.

On May 5, 1980, project staff member William Linden conducted a problem definition site visit for three purposes: to further explore the background of the request; to assess the scope and substance of the problem; and, to meet with the prospective consultants. Mr. Linden met with Mike Hall, Circuit Court Administrator; John Donnelly, Coordinator for Administrative Services; and consultants Constance Lysinger and Linda Raybern. As a result of that meeting, it was agreed

- VI. Appendices.....
- A. Exerpts from Forms Analysis, National Archives and Records Services, U.S. Government GSA p. 47.
 - B. Formtitle Keys
 - C. NBFA Fact Finder
 - D. Forms Services Standard, Forms Design, National Archives and Record Service, U.S. Government GSA p. 1
 - E. Specification Sheets: Commercial and Envelope, Unit Set and NCR Redigum Set, and Continuous. Dataform Inc., Portland, Oregon.
 - F. Goals of Effective Inventory Management, Forms vs. Office Supplies, Calculating Weighted Use Rates, History (Master) File, Numerical Index, Setting up a Cross Reference Index. Connie Lysinger
 - G. December 1979 Forms Index Alphabetical Listing.
 - H. December 1979 Forms Index Listing By User.
 - I. Business Forms Management Association, Inc. Phamphlet.

that Lysinger and Raybern Associates would develop and begin implementation of a forms management program with the assistance of Beatrice Hoffman, a specialist in court management analysis. The consultants worked with court staff for approximately twenty days from June through September 1980. During the early stages of the on-site assistance, court staff turnover in two key forms management positions caused a delay in the project. This delay created the need for follow-up assistance after the completion of the original scope of effort for the purpose of providing additional orientation and training for key court staff. This one day follow-up session, Phase II, is tentatively planned for December, 1980.

This report describes the development and implementation of a forms services program in the Circuit Court resulting from this technical assistance effort. It concludes with an assessment of present and future benefits to the Circuit Court from implementation of the consultants' recommendations, some of which had been implemented during the site work as initial steps in the establishment of a formal Forms Services Program.

I. INTRODUCTION

A. Purpose of Consultancy

The request for assistance submitted by the Multnomah County Circuit Court described the problems caused by the court's ineffective procedures to monitor the use of forms. After conducting an initial survey of those problems, the following project objectives were set:

1. To establish better control over forms inventory.
2. To implement an inventory record-keeping system which could be automated easily at a later date.
3. To introduce techniques for improving the functional design of forms.
4. To develop effective procedures and logistics for the Forms Services function.
5. To develop the information resources required to support the Forms Services function.
6. To design a plan for an ongoing program of Forms Services.

B. Definition of Terms

● Form:

Any object (usually paper) containing preprinted (static) information and having space for variable information to be entered by hand or by machine.

● Perpetual Inventory:

A method of inventory record-keeping which records both receipts and issues and maintains a running balance.

● Procedure:

A chronological record of the steps in a process showing division of responsibility among more than one person.

● Job Outline:

More detailed than a procedure, this is a description of the steps involved in a task performed by a single person. Not to be confused with a position description which describes all of the functions associated with the position.

C. Philosophy of Forms Services

White collar productivity has not kept pace with that of production workers. Government-related organizations spend a majority of their time processing forms and reports. It has been estimated that approximately 30% of that time is wasted due to inefficient forms and procedures. This problem has spotlighted the need to apply sound management techniques to forms and related information resources.

The goals and objectives of a Forms Services Program should include the following:

- to enhance the quality and flow of information through scientific forms analysis and design
- to effect substantial savings in clerical and executive time through systems (manual) analysis
- to avoid unnecessary costs through specialized forms inventory management and improved purchasing practices.

Although these objectives remain similar from one organization to another, the Forms Services Program must be custom-designed to fit each organization's unique division of responsibility and existing resources.

Performance of the essential services, as described in detail in this report, requires up-to-date knowledge and/or expertise in the following areas:

- Creative Problem Solving (Manual Systems Analysis)
- Procedures Writing
- Forms Analysis Techniques
- Form Design Principles
- Specifications Writing
- Printing/Reproduction Technology
- Forms Procurement Practices and Source Selection
- Inventory, Storage, and Distribution of forms vs. office supplies
- Automated Office Technology
- Office Management Principles

Forms Services does not need to be an empire. The essential functions may be divided among several departments without detriment if all participants agree to several terms:

- a formal division of authority
- a formal division of responsibility
- the goals and objectives of the service
- the performance standards required to provide acceptable service
- an organized method for communicating essential information and sharing information resources

Forms Services is much more than "management" or "control". It attempts to provide white collar workers with tools to assist them in doing their jobs in an efficient and accurate manner.

D. Methodology

Forms Services includes a variety of disciplines as described, above, in "Philosophy of Forms Services". The consultants' initial needs survey established that the staff of the Multnomah County Circuit Court did not have sufficient expertise in these areas to implement a Form Services Program merely from a written plan of recommendations. Because of this situation, it was agreed that the Criminal Courts Technical Assistance Project would authorize additional consultant time for on-site training of court staff through some of the requisite program development steps. This report describes the sequence of events or tasks in developing the Forms Services Program at the Multnomah County Circuit Court and recommends steps for further development and maintenance of the program. It should be noted that several tasks had to be postponed to a later phase of the project due to turnover in key staff positions.

1. Sequence of Events

- a. Survey
- b. Evaluation of survey; determination of objectives.

- c. Initial set of instructions for preparation given to the court staff.
- d. Master files established.
- f. Seminar held for Forms Coordinators: "Forms Services Principles" and "Evaluation of Forms".
- g. Preparation begun for forms inventory function.
- h. Seminar held for Forms Coordinators: "Basic Analysis, Design, and Production of Business Forms".

[At this point, work had to be postponed pending the hiring of a new Records Manager and Office Assistant II, the two key people in the Forms Services function. As a result of this significant organizational change, it was determined that the consultants' assistance would be required after the completion of this original scope of effort. The purpose of this assistance, hereafter referred to as Phase II, will be to clarify divisions of responsibility and to orient key administrative officials to the overall potential of the new Forms Services Program.]

- i. Clerk oriented to final inventory set up process.
- j. Procedures for the necessary activities drafted and presented for review to the new Records Manager.
- k. Interim Office Assistant II oriented to forms inventory procedures and records.
- l. Staff oriented to establishing use rates and reorder levels.
- m. Review of procedures with modifications.
- n. Seminar held for Forms Coordinators: "Introduction to the New Procedures and Responsibilities of the Forms Coordinators".
- o. Orientation of new Office Assistant II to the inventory system.
- p. Preparation of final report.

II. ANALYSIS OF EXISTING SITUATION

A. Survey

1. Sources Evaluated

The initial survey took three days. Information was gathered from several interviews with John Donnelly, Court Records Administrator at that time, and Gary Smith, Office Assistant II. The consultants also toured the forms facilities at the courthouse. Later the consultants interviewed Mike Huff, Manager of City/County Duplicating, and toured that facility briefly. Mike Hall, the Court Administrator, was not available for an interview at that time.

2. Questions Asked

The purpose of this survey was to assess the following factors:

- the degree to which the court was achieving standard forms management objectives (see I.C.)
- additional objectives/special emphases desired by the court administration (see II.B.)
- management philosophy and style of the court administration
- average estimated systems life of the court's forms
- number of active forms in use in the court
- current automation of information resources, and future automation plans
- adequacy of forms storage facilities
- review and reorder procedures
- forms design standards
- resources for information flow analysis and forms analysis
- number of staff available for ongoing Forms Services Program
- level of technical knowledge of those individuals directly involved in any aspect of Forms Services

- number and diversification of primary users of forms in the court
- requisition and distribution procedures
- forms purchasing options, constraints, and procedures
- forms production resources available to the court
- existing documentation on forms and availability of that data
- cost control improvement possibilities
- form numbering system and control of numbering
- obsolete form procedures

B. Evaluation

1. Stated objectives vs. actual objectives

a. The initial objectives of the court were stated as follows:

- 1) to achieve better control of forms being created unnecessarily
- 2) to design a plan which the court staff could follow in implementing total Form Services
- 3) to develop better control of form numbers
- 4) to establish better control of form numbers
- 5) to learn techniques for designing more effective forms including an analysis checklist
- 6) to prepare for eventual conversion to an automated inventory system

b. Additional problems were discovered through the survey and subsequent analysis. These problems include the following:

- 1) storeroom grossly overcrowded
- 2) storeroom arrangement inconvenient
- 3) no distribution records kept
- 4) irregular packaging, which causes errors in inventory counts and subsequent stock-outs
- 5) too frequent occurrence of stock-outs

- 6) inventory system inadequate for controlling stock
- 7) little management information available from inventory system
- 8) minimal knowledge of printing specifications among staff
- 9) no formal information flow analysis (manual systems analysis) being done
- 10) no procedure for automatic printing of standard forms
- 11) Office Assistant II's work load too fragmented; ordering of supplies of forms not batched
- 12) forms produced incorrectly - with absent or wrong features
- 13) no forms analysis being done on forms being created or revised
- 14) most forms suffering from design problems

c. This evaluation led us to restate the objectives and reorder some of the priorities. (see I. A. of this report)

2. Strengths found include the following

- a. Alphabetical and user indices to the forms which can be used as is until automation is available.
- b. Motivation and awareness of the importance of good forms management on the part of the Records Manager and Office Assistant.
- c. Good cooperation between the Forms Coordinators and the Forms Services staff.
- d. Good turnaround time on forms with simple construction.
- e. Exceptional perceptiveness and progressive management style on the part of the Court Administrator.

III. DEVELOPMENT OF THE FRAMEWORK FOR FORMS SERVICES

A. Responsibility Distribution

A desired breakdown of responsibility was given to the consultants by the Court Records Administrator, John Donnelly, at the beginning of the project. A summary of that breakdown is as follows:

1. Manual system analysis and paperwork flow studies were to be done by the Court Administrator, Mike Hall, because of his knowledge of industrial engineering.
2. Forms analysis was to be done by John Donnelly because of his position as Records Administrator and his having attended an introductory class in forms management.
3. Forms design was to be done by each Court Coordinator and other key staff for his or her own area.
4. Preparation of camera-ready copy was to be done by the Administrative Secretary since this was already included in her responsibilities.
5. Inventory, storage, distribution, purchasing, file maintenance and all other forms-related tasks were to be the responsibility of the Office Assistant II.

In early July, because of the staff changes mentioned earlier, it became clear that this breakdown was unworkable. At that time there was a discussion of the entire project with the Court Administrator. Based on his increased awareness of what Forms Services could offer, the Court Administrator requested a follow-up seminar, Phase II. In the interim, the Court Administrator will be able to discuss possible future goals with the new Records Manager, new Office Assistant II, and the person responsible for the court's written procedures. The follow-up seminar will hopefully produce a good division of responsibility.

B. Administrative Logistics

1. Procedures for creating a new form and redesigning an existing form were developed. All "actors" in the system were oriented to their roles.
2. Job outlines (description of tasks) were developed for the tasks shown below. The Records Manager and Office Assistant II have been briefed on their uses.

Form Number Assignment

Posting a Manual Perpetual Inventory

Calculating Weighted Use Rates

Ordering a Form from Printing

Receipt of Forms Supply

Receipt of Cost Information

Discontinuing a Form

Objective: To remove obsolete forms from the system while documenting the reason and authority for the action.

Updating Forms Files

Objective: To keep form files current, thereby enhancing their usefulness.

Annual Purging and Auditing

Objective: To make the best possible use of file space; to ensure that obsolete material is discarded; and that active files are well-organized, up-to-date, and useful.

3. A model for Forms Design Standards was developed and presented to the Records Manager.
4. Samples and/or introductory supplies of the following forms were provided to the Court by the consultants:

File divider identification labels

Form Number Reservation and Checklist

Numerical Index

Perpetual Inventory Record

Traveling Requisition

Hold Notice

Forms Analysis Checklist

Form Specification - Commercial and Envelope

Form Specification - Unit Set

Form Specification - Continuous

Revision Checklist (Records Update)

Purging Checklist

Discontinue Form Checklist

Form Status Inquiry

Form Evaluation

5. The following materials developed for the other organizations were supplied for reference:

History (Master) File

Running the Forms Store

Deciding Which Forms to Include in Central Inventory

Distribution of Forms

Forms Inventory Principles

C. Information resources required to support Form Services

1. The Forms Master File

The Forms Master file was established and is currently in use. It consists of a separate hanging folder for each form with three dividers in each to organize the records for easier retrieval of information. This file is consulted each time a form is printed. It documents the current activity and historical details on the form. Individual stacks of documents relating to forms have been interfiled, thereby eliminating the existence of several different sources of information about the forms.

2. Form Number Index and Reservation System

Cards were used for this index because it is frequently updated and the Reservation method required that the number be removed from the "available" category. This system effectively eliminates assigning a number to more than one form and provides for re-use of a number if desired. Extensive cross-referencing is included to expedite locating forms when numbers change or when one form is replaced by another. The "Reservation" is also a requisition to prepare the file folder and other records necessary at the time a new form is created.

D. Inventory Management

1. The "perpetual inventory" method was chosen because of the number of forms used in the court and the expressed desire to automate inventory record-keeping in the future. The advantages of this system to the court are as follows:

- a. it provides for better control over the balance-on-hand of the forms
- b. it provides a visible history of the usage of each form
- c. it provides for trends analysis in use rates
- d. it collects unit price information, and provides for first-in/first-out pricing and for charge-backs
- e. at any time after six months, the data collected can be converted to an automated inventory system and be immediately useful
- f. it provides much more management information than is possible with other methods

NOTE: The critical basic step in implementing the forms inventory, repackaging and reorganizing the store-room, had to be postponed from July to October due to staff turnover.

E. Mini-Seminars Held

Three seminars were held for all the staff who are responsible for authoring forms or managing them in some way. These individuals were given the informal title of "Forms Coordinators". The overall purpose of the seminars was to enhance the technical knowledge of these people and to increase their understanding of and support for the new Forms Services Program.

1. The first seminar was a three-hour introduction to "Principles of Forms Services". The objective was to acquaint the Forms Coordinators with the functions of a Forms Services Program and common symptoms of a poorly designed form. The participants shared experiences which illustrated the need for better Forms Services in the Circuit Court.

2. The second seminar, four hours in duration, included the basis of form analysis, design, and production. The objective was to introduce some techniques that the Forms Coordinators could use when authoring forms. A copy of Marvin Jacob's book, Forms Design Clear and Simple, was presented to each participant to use as a reference.

3. The final seminar was an orientation to the procedures and standards described in II. B.

IV. RECOMMENDATIONS

A. Logistics

1. Responsibility Analysis

Identify those who will be responsible for system (manual) analysis, forms analysis, forms design, specifying, purchasing, etc. These responsibilities should be assigned during the Phase II follow-up meeting.

2. Authority Analysis

Levels and assignment of authority also need to be made during the Phase II follow-up meeting.

3. Policies

The following policies (minimum) should be established:

- a. ordering supplies of forms.
- b. use of form design standards.

4. Procedures and Job Outlines

The procedures, job outlines, and job standards listed in Section III. A. should be rewritten to conform to the format of the Multnomah County Circuit Court Administrative Manual. These all should be updated at least annually to reflect current practice.

B. Resources

1. Forms Master File

The Forms Master File should be diligently maintained to achieve its full value.

2. Form Number Index

The Form Number Index and Reservation System needs to be updated to cross-reference forms which are being discontinued.

3. *Alphabetical index to forms.
4. *Specifications index to forms.
5. * "User" index to forms.
6. * "System Family" index to forms.

7. * "Function" index to forms.

* Where text/word processing equipment is available, each form should be entered on it and coded for these index functions.

C. Inventory Management

1. Urgent

- a. Every effort should be made to track down each form for which a number, a sample, or other record exists. Several questions must be answered concerning each form:

Who is using the form?

If the form is in current use, how many are used each week/month/year?, where is the supply of this form located?, are changes anticipated for this form?

If the form is no longer used, a "Forms Status Inquiry" must be completed which shows disposition and authoring signatures.

- b. Stocks of any obsolete forms should be discarded or recycled. Related records should be updated.
- c. The forms storage room ("vault") must be reorganized to be in strict numerical order with cross-references at appropriate shelves to indicate location of any forms not in their sequence regardless of any reason. A minimal amount of space should be allow for "fill-in" form numbers which are presently unassigned. This will prevent extensive and frequent physical reorganization of the storage area.
- d. Stocks of all active forms should be repackaged in the smallest logical unit of issue. These package quantities should be entered on a specification record for each form to ensure that the printer packages them appropriately in the future.
- e. The Director of City/County Duplicating should be notified in person and in writing of the following court needs:
- 1) To receive all supplies of printed forms packaged exactly as requested, and
 - 2) To provide written specifications for each ordered form attached to (but not transcribed onto) the Print Orders.
- f. A regular weekly schedule should be established for posting inventory and processing the resulting actions.
- g. "Hold Notices" should be placed on each active form which has a non-standard form number to ensure that the form will not be reprinted without change to a standard number.

- h. "Hold Notices" should be placed on each active form which may be changed at the next printing or which may be discontinued. This will ensure that the form will not be automatically reprinted as is.

2. First Week of November, 1980

- a. All reorder and notification levels should be re-evaluated on the basis of actual usage history from August 1, 1980.
- b. Actual usages for each of the three months should be recorded onto the "Traveling Requisitions".

ESTIMATED TIME TO COMPLETE: 30 hours

3. First Week of February, 1981

- a. All reorder and notification levels should be recalculated on the basis of the weighted use rate since August 1, 1980.
- b. Actual usages for each month should be recorded onto the "Travel Requisitions".

ESTIMATED TIME TO COMPLETE: 40 hours

4. Ongoing Maintenance (while on the manual inventory system). After the calculations under 3. a. are completed, recalculations of weighted use rates and levels should be made either at the time each form is ordered or quarterly, whichever comes first.

5. As soon as Practical

- a. One of the following distribution methods should be adopted to ensure accurate usage history and to reduce the need for emergency delivery of forms to using areas:

1. "Exchange Cart". A one-month supply of each form used in a given area would be placed in a portable box or mail cart, and parked in the using area. Once weekly, on a prearranged schedule, the cart would be brought to the forms storeroom and restocked up to a one month supply. The amount used would be recorded by form, date, and using area.

ADVANTAGES:

- Improved convenience to the forms users. Greatly reduced number of emergency deliveries.
- Elimination of stockpiling and resulting uneven usage history and obsolete stocks at using sites.
- Reduced distribution time for Forms Services staff.
- Reduced wastage.
- Convenient chargeback accountability if carts are located in each cost center.

DISADVANTAGES:

- Initial investment of purchasing carts.
- Initial time required to work out maximum quantities of each form for each area and to set up.
- Space required to park carts at each using site.

- 2) Written Requisitions. All deliveries required by using areas would be ordered in writing on requisition forms designed for the purpose. No deliveries would be made without a properly completed requisition.

ADVANTAGES:

- Convenient documentation for chargebacks as well as for posting inventory.
- Forms Services staff could "batch" deliveries and recording to make more efficient use of time.
- Emergency deliveries would be somewhat reduced if users were on a weekly schedule for orders and were well-oriented to the procedure.
- Use of the requisitions for data entry source documents would be possible with minimal additional entries by Forms Services.

DISADVANTAGES:

- Considerable inconvenience to the using areas in having to write out orders.
- Orientation period of several weeks required to accustom users to projecting their needs accurately and in a timely manner.
- Little control over stockpiling and resulting problems.

- b. The Inventory system should be automated to achieve greater efficiency and accuracy. Since actual automation was not an objective of this project, we recommend that criteria for hardware and software selection and output requirements be determined by a separate project or included in a follow-up to this project.

D. Forms Analysis and Design

One staff member should be assigned responsibility for forms analysis and design to achieve maximum improvements in clerical productivity and form effectiveness and to effect cost savings. This individual would need advanced training. Time would have to be set aside for this training.

If the presently appointed Forms Coordinators are expected to continue as the sole source of forms analysis and design, the potential for improved paper-work systems and productivity will not be realized. The Form Coordinators will, however, be able to effect improvements over forms created prior to this project if they individually have the time and interest to pursue the matter.

E. Specifying and Purchasing Forms

1. The court should purchase or have printed "Specification Records" for forms of three types: flat, unit sets, and continuous. The specification record for flat forms may also contain the appropriate fields for brochures and envelopes. The forms may be custom designed or modified versions of forms used elsewhere. A source of "off-the-shelf" specification records for unit set and continuous forms is the National Business Forms Association, 433 E. Monroe Avenue, Alexandria, Virginia 22301. NBFA should be contacted directly for price and ordering instructions if this source is selected.

2. At the time each form is ordered (purchased), a Specification Record should be prepared or reviewed and updated if already prepared. The Forms Services staff should bear this responsibility ultimately since advance training in Form printing and usage is necessary. Ideally, the individual doing the analysis and design should write the specifications.

3. The benefits of using written specifications are as follows:

- Forms are produced with the required features because it is much easier to think of all the variables with the Specification Record acting as a cue sheet.
- The printer cannot substitute other specifications without approval.
- In case of error, responsibility for paying for the correction is well documented.
- Forms reprinted without change can use a photocopy of the original Specification Record. This would eliminate transcription errors and omissions and reduce clerical time for processing.

4. Although cost reduction was not included by the Court as an objective of this project, certain savings will be possible as a result of the framework implemented. Other savings can be realized with minor additions to the program. In spite of the purchasing limitations placed on the Court by its affiliation with the county duplicating and purchasing functions, the following steps can be taken:

- By using the information provided by the weighted use rate resulting from the Perpetual Inventory, economic order quantities can be determined. This will be a change from the previous method of educated guessing or ordering the quantity ordered at a previous printing. The new method should provide for cost reductions, elimination of overstocking, reduction of obsolete stocks, better use of storage space, and minimal rush orders due to stock-outs. Gradual implementation of this process should be completed by February, 1981.
- When an automated Specification Index can be implemented, it will be possible to group and order forms by specifications. This process will result in large quantity discounts which would be impossible if the forms were ordered separately. This function will require the weighted use rate information which should be available by February, 1981, and adequate training in forms specifications for the individual coding the forms for the Specifications Index. This step should result in cost reductions of at least 10% over the previous year's expenditures for forms.
- For forms which are printed by "outside" suppliers, it may be possible to increase the order quantity to achieve a lower unit cost (within the constraints of use ability) by requesting that the supplier warehouse most of the supply and make monthly deliveries according to court needs. Many suppliers will provide this service at a minimal charge; however, few will do so at no charge. This arrangement might alleviate the crowded stockroom situation.
- When selecting a supplier that will assist in the development and design of forms, make sure that supplier is capable of the task. Selection can then be made on the basis of the appropriate balance of quality, price, and delivery (lead) time. In the long term, this will result in savings.

F. Camera-Ready Composition

The Court is presently doing most of its own camera-ready composition on a standard typewriter as a cost-saving measure. Although these savings are important, many potential benefits of scientific forms design are lost because of the limitations of the typewriter. We believe it is possible to compromise and enhance the cost savings and convenience by one of two methods:

1. Composition equipment could be purchased. Total outlay would range from \$3,500.00 to \$17,000.00 depending on the sophistication desired, what applications in addition to forms would be desirable, and whether the equipment is new or used. From four to eighty hours of training would be required. The length of training will depend on the sophistication of the equipment acquired. In addition to achieving better quality copy and utilizing improved forms design techniques, the cost of the equipment could be amortized fairly quickly if an even larger percentage of preparation could be done in-house.

2. Oversize mechanicals could be purchased or printed. These are forms layout grids which are drawn to scale large enough so that ordinary typewriter captions can be used, and when the form is printed, the image is reduced photographically to result in a printed form spaced according to the usage requirements.

In any case, the individual preparing the camera-ready copy should receive further training in forms design, forms composition, and forms pasteup. Possible sources for this education are:

Business Forms Management Association, Inc., a non-profit organization for forms professionals. The Portland chapter will be holding a seminar January 15 and 16. Topics covered will include forms analysis and design and establishing an internal typesetting operation.

Michael J. McCoy, of Seattle, offers a seminar on forms design and layout which would specifically address the needs of the Court. He will also be teaching one of the sessions mentioned in the BFMA Seminar. Mr. McCoy can be reached through the Forms Store in Seattle.

Marvin Jacobs, of Cleveland, Ohio, offers frequent seminars on Forms Design and Forms Paste-up. These are not usually held in the Northwest; however, the BFMA seminar mentioned above includes a presentation by Mr. Jacobs. He can be reached through Formsman in Cleveland, Ohio.

G. Chargebacks

At a future date, the Court may wish to institute a chargeback system for forms. The Inventory System implemented in this project makes that possible by collection of

the necessary data. A chargeback system would require the adding of the unit price and total fields to the document used to record issues (requisitions or other), and establishing the procedures necessary for accounting purposes.

H. Information Flow Analysis (Manual System Analysis)

This is an extremely important area in the Forms Services Program. Due to staff changes, it was not possible to initiate this function during this phase of the project. This topic should be addressed during the Phase II follow-up meeting. That meeting should include a discussion of criteria for assignment of responsibility for information flow analysis.

I. Staffing The Forms Services Function

There is more than enough work performing all the necessary activities to keep a full-time employee busy. We recommend that the court hire or promote a present employee to this role as soon as feasible. Pay range should be equivalent to a person at a similar level in a data processing function. Discussion on position description content and qualifications could be included in the Phase II follow-up meeting.

J. Training

Since total forms services includes a variety of disciplines, additional training of the staff providing the services will be necessary. This need is especially relevant in view of the turnover in key staff during this project. When the "Responsibility and Authority Analyses" are completed during the follow-up assistance, a training plan can be designed to fit staff needs.

V. SUMMARY

The Multnomah County Circuit Court identified the need to improve its forms management and requested LEAA funded technical assistance from The American University Criminal Courts Technical Assistance Project. This technical assistance provided by a team of two forms management specialists and a court management expert, produced analysis, recommendations, and actual implementation of the basic framework necessary to operate a Forms Services Program. A turnover in two key staff positions delayed the project for several weeks. This delay prompted the Court Administrator to request follow-up assistance, which will be provided during a brief second phase of assistance.

A. Benefits Realized

1. The "Perpetual Inventory" system of record-keeping has been implemented and has begun to provide some management information.
2. Forms Coordinators have been introduced to forms analysis and design techniques which should make it possible for them to effect some immediate improvements in forms created and received.
3. A comprehensive set of administrative logistics has been developed and introduced to the court.
4. The "Forms Master File" and "Numerical Index/Reservation" system have been installed and are in use. It is now possible to locate all information available on a given form by consulting the "Master File". Control of form numbering is well-established.
5. Charge-back of forms' costs to the using areas is now possible with the "Perpetual Inventory" system.

B. Future Benefits

These benefits will be realized in the future as a result of the completion of this project.

1. The "Perpetual Inventory" system should reduce the number of stock-outs by February, 1981, if recommendations are followed.

2. Conversion of the forms inventory to a computer application can be accomplished easily. The history being recorded at this time can be entered and used immediately.

3. The plan for maintenance and development of the Forms Services Program is partially contained in the recommendations section (IV.) of this report. The rest of the plan will be developed as a result of decisions made during the follow-up assistance.

C. Future Objectives for Consideration

1. The benefits of improved productivity and streamlined work flow would be made possible through appointment and training of an individual to the role of Form Specialist. See Recommendation IV. I.

2. Sizeable hard-dollar savings could be realized through improved purchasing techniques as described in Recommendation IV. E.

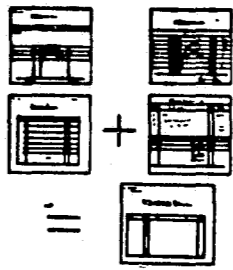
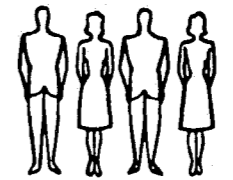
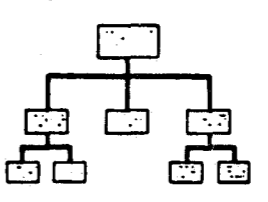
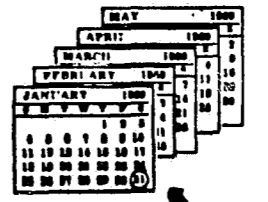
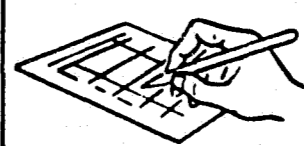
3. Automation of the forms inventory and indices would improve speed and accuracy of processing and release "people time" for other tasks.

VI. APPENDICES

- A. Exerpts from Forms Analysis, National Archives and Records Services, U.S. Government GSA p. 47.
- B. Formtitle Keys
- C. NBFA Fact Finder
- D. Forms Services Standard, Forms Design, National Archives and Record Service, U.S. Government GSA p. 1.
- E. Specification Sheets: Commercial and Envelope, Unit Set and NCR Redigum Set, and Continuous. Dataform Inc., Portland, Oregon.
- F. Goals of Effective Inventory Management, Forms vs. Office Supplies, Calculating Weighted Use Rates, History (Master) File, Numerical Index, Setting up a Cross Reference Index. Connie Lysinger
- G. December 1979 Forms Index Alphabetical Listing.
- H. December 1979 Forms Index Listing By User.
- I. Business Forms Management Association, Inc. Phamphlet.

APPENDIX A.

GUIDE FOR BASIC ANALYSIS

ASK—TO GET THE FACTS	ASK—WHY?	ASK—TO MAKE THE IMPROVEMENTS
<p>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>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>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>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>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>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>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>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>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>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>

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		

Figure 8

APPENDIX B.

B FORMTITLE KEYS

<u>Key</u>	<u>Action or Decision</u>
Acknowledgment	to document the receipt of
Affidavit	to attest to the truth of
Agreement	to offer and accept in writing
Appeal	to request a review
Application	to request something
Authorization	to permit something
Award	to bestow, to grant, to give
Bid	to offer for a price
Bill	to itemize
Cancellation	to revoke
Claim	to ask as due
Communication	to interchange information
Complaint	to allege, to report a problem
Contract	to agree to provide for a price
Deed	to convey real estate
Digest	to classify and condense
Endorsement	to assign
Estimate	to calculate approximately
Follow-up	to seek completion of an action
Guide	to direct the course
Identification	to name
Index	to list
Inquiry	to seek to know
Instruction	to furnish with direction
Invoice	to bill or charge for
Itinerary	to record a trip, usually in advance
Journal	to record daily transactions and status
Lease	to rent
Ledger	to record accounting data
List	to catalog or itemize
Log	to record individual actions
Manifest	to list cargo or shipments
Memorandum	to record informally
Message	to communicate
Note	to assist the memory, to acknowledge a debt
Notice	to announce information or directions
Notification	to formally send information
Order	to command, to requisition

Pass	to permit to go and come
Permit	to authorize a specific action
Petition	to request formally
Questionnaire	to ask questions to obtain data
Receipt	to acknowledge delivery or payment
Recommendation	to advise on course of action
Record	to retain an account of facts or events
Register	to list events or actions in sequence
Release	to set free, to allow shipment
Report	to make an account of action or status
Request	to ask for
Requisition	to ask that something be supplied
Roll	to register events or names
Roster	to list names
Routing	to direct materials from one place to another
Schedule	to list recurring events, to publish a plan of future action
Specification	to state requirements
Statement	to communicate a declaration or report
Summary	to summarize invoices
Survey	to contain the substance of fuller account
Tabulation	to inspect, to examine and report
Ticket	to arrange in a systematic outline
Transmittal	to attach to goods giving identification information, to give the holder specified privileges
Transcript	to send out an attachment
Voucher	to provide a written copy
	to bear witness, to receipt for payment

APPENDIX C.



NBFA FACT FINDER

NBFA FORM NO. 8

COMPANY _____ CONTACT (S) _____ DATE(S) INTERVIEWED _____
 ADDRESS _____ TELE NO. _____ EXT _____

CONTINUOUS UNIT SET FLAT SHEET MAN. BOOK REGISTER FORM OTHER _____

FORM NAME _____ FORM NO. _____ NO. PARTS _____ DATE LAST REVIEWED _____

FORMS ORDERED	QTY	COST / M	BOUGHT FROM	REMARKS	QTY. ON HAND	ANNUAL USAGE
MO. DAY YEAR						
MO. DAY YEAR						
MO. DAY YEAR						

INFORMATION FLOW RELATING TO THIS FORM

- HAVE YOU CONSECUTIVELY NUMBERED THE SEQUENCE THAT THE INFORMATION IS ENTERED ON THIS DOCUMENT? USE A DIFFERENT COLORED PENCIL FOR EACH WRITING.
- HAVE YOU FOUND OUT THE SOURCE OF EACH PIECE OF INFORMATION?
- DO YOU HAVE, IN THIS JACKET, A SAMPLE OF EACH OF THIS COMPANY'S FORMS THAT ARE SOURCES OF INFORMATION.

SOURCE FORM - NAME / NO.	PART THAT IS THE SOURCE OF INFO	IS SOURCE INFO SEQUENCED THE SAME AS ON SUBJECT FORM?		SHOULD SOURCE FORM BE COMBINED WITH SUBJECT FORM?	
		YES	NO	YES	NO

- ON EACH OF THESE SOURCE FORMS, HAVE YOU NOTED IN THE PROPER PLACE THE CONSECUTIVE NUMBER AS REQUESTED IN ITEM 1 ABOVE - IN THE COLOR PENCIL THAT APPLIES.
- ARE THERE ANY OTHER FORMS THAT OBTAIN INFO FROM THESE SOURCE FORMS? COULD THAT FORM AND THIS SUBJECT FORM BE COMBINED?
- IS THIS FORM A SOURCE OF INFORMATION FOR ANOTHER FORM? SHOULD THAT FORM BE COMBINED WITH THIS FORM?

SOME OF THE COSTS OF USING THIS FORM

1ST WRITE	LOCATION OF ENTRY	MACHINE USED	MODEL	SPACING	PEAK LOADS	NO OF WRITE POINTS	HOURS OF WRITING PER MO.	SALARY	QTY. FORMS USED	LABOR COST PER M FORMS	ANNUAL LABOR COST
				HORIZ. VERT.	MO. DAY HR.						
2ND WRITE											
3RD WRITE											
COPY COSTS				WHICH PARTS?	AVERAGE NO. COPIES	TOTAL ANNUAL COPIES	COST PER COPY	ANNUAL \$ FOR COPIES	LABOR TO RUN COPIER	TOTAL COPYING COST / M FORMS	TOTAL ANNUAL COPYING COSTS
KEY PUNCH COSTS	CARD LAYOUTS ATTACHED?	AVERAGE FIELD LENGTHS NOTED	PRORATED MACHINE COST FOR THIS FORM	TOTAL KEY PUNCH TIME PER M FORMS			SALARY			KEYPUNCH COST PER M FORMS	TOTAL ANNUAL KEYPUNCH COSTS
ENVELOPE	WINDOW YES NO	SIZE	STD. ?	WINDOW SIZE	STD. ?	ANNUAL USAGE	ORDER QTY.	ON HAND		ENVELOPE COST / M	ANNUAL ENVELOPE COST
		X		X							

CUSTOMER

FORM NAME

FORM NO.

DATE

INTERVIEW WITH CUSTOMER

A. PRELIMINARY		YES	NO	IF SCREENED BOX IS CHECKED, ACTION SHOULD BE TAKEN AND NOTES MADE IN SPACE PROVIDED BELOW.	
					REF. NO.
1. DOES FORM PROVIDE ALL DATA REQUIRED FOR YOUR SYSTEM?					
2. CAN ANY INFORMATION BE ELIMINATED?					
3. WOULD THE SYSTEM FUNCTION WITHOUT THIS FORM?					
4. COULD A STOCK FORM BE USED?					
5. ARE THERE OTHER FORMS WITH SUBSTANTIALLY SAME DATA?					
6. DO ALL RECIPIENTS OF THIS FORM MAKE USE OF THEIR COPIES?					
7. DOES THE FORM TITLE CLEARLY INDICATE ITS PURPOSE?					
8. DO YOU HAVE A FORMS CONTROL SYSTEM? IS THERE A FORM NO.?					
9. IF THIS IS A REVISED FORM, CAN IT BE IDENTIFIED AS SUCH?					
B. APPEARANCE (GRAPHICS)		YES	NO	IF SCREENED BOX IS CHECKED, ACTION SHOULD BE TAKEN AND NOTES MADE IN SPACE PROVIDED BELOW.	
1. DO YOU HAVE A PRINTED IMAGE OF YOUR COMPANY?					
2. DO YOU HAVE CORPORATE COLORS?					
3. DOES PAPER OF PRESENT FORM MEET APPEARANCE REQUIREMENTS?					
C. SIZE / CONSTRUCTION / OTHER		YES	NO	IF SCREENED BOX IS CHECKED, ACTION SHOULD BE TAKEN AND NOTES MADE IN SPACE PROVIDED BELOW.	
1. DOES PRESENT SIZE CREATE ANY FILING PROBLEMS?					
2. ARE ALL PARTS LEGIBLE?					
3. CAN ANY PARTS BE ELIMINATED?					
4. IS PRESENT PAPER COLOR SEQUENCE SATISFACTORY?					
5. CAN PAPER COLORS BE DUPLICATED WITHIN THE FORM?					
6. DO YOU EVER REPRODUCE A PART (COPIER)?					
7. ARE MARGINAL WORDS NECESSARY FOR COPY IDENTIFICATION?					
8. ARE FIGURES NECESSARY FOR COPY IDENTIFICATION?					
9. DO ANY COPIES GET RUBBER STAMPED/TIME STAMPED/KEY PUNCHED?					
10. DO ANY COPIES GET PUNCHED? (IS AREA FREE OF COPY?)					
11. IS CONSECUTIVE NUMBER NECESSARY? GUARANTEED?					
12. IS CONSECUTIVE NUMBER LOCATED FOR EASY RETRIEVAL?					
D. COPY		YES	NO	IF SCREENED BOX IS CHECKED, ACTION SHOULD BE TAKEN AND NOTES MADE IN SPACE PROVIDED BELOW.	
1. IS THERE INFORMATION THAT NEEDS TO BE EMPHASIZED?					
2. ARE ITEMS IN CORRECT SEQUENCE FOR TRANSCRIBING DATA?					
3. CAN BALLOT BOXES BE USED?					
4. IS INFORMATION LAYOUT PRACTICAL FOR EACH USER?					
5. SHOULD FORM BE LAID OUT TO FIT ENVELOPE?					
6. IS RULING NECESSARY?					
7. IS THERE CONFIDENTIAL DATA ON FORM?					
8. CAN ANY ITEMS BE PREPRINTED?					
9. CAN ITEMS BE CONDENSED TO FIT SMALLER SPACE?					
10. SHOULD INSTRUCTIONS BE PRINTED ON FORM? IN STUB?					
11. SHOULD COPY IDENTIFICATION BE PRINTED ON FORM?					
12. ARE COLUMN HEADINGS ADEQUATE (DESCRIPTIVE)?					
13. IS COPY LOCATED FOR EASY RETRIEVAL?					
14. DOES FORM REQUIRE SIGNATURE?					
15. DOES FORM REQUIRE TELEPHONE NUMBER?					
16. IS HORIZONTAL SPACING CORRECT? (CHECK MACHINE)					
17. IS VERTICAL SPACING CORRECT? (CHECK MACHINE)					
18. IS COPY PROPERLY POSITIONED FOR LEFT TO RIGHT TABBING?					
19. DOES FORM MEET WITH MACHINE REQUIREMENTS OF SYSTEM?					

SALESMAN'S ANALYSIS

E. APPEARANCE (SEE GRAPHICS CHECK LIST)		YES	NO	IF SCREENED BOX IS CHECKED, ACTION SHOULD BE TAKEN AND NOTES MADE IN SPACE PROVIDED BELOW.	
					REF. NO.
1. WOULD SPECIAL PAPER BE MORE APPEALING? (B-3)					
2. WOULD COLORED INK BE MORE APPEALING? (CORPORATE COLORS B-2)					
3. WOULD SCREENS IMPROVE APPEARANCE?					
4. IS TYPE SELECTION RIGHT FOR PROPER BALANCE?					
SIZE / CONSTRUCTION / OTHER		YES	NO	IF SCREENED BOX IS CHECKED, ACTION SHOULD BE TAKEN AND NOTES MADE IN SPACE PROVIDED BELOW.	
1. CAN THIS SIZE FORM BE PRODUCED ECONOMICALLY? (C-1)					
2. COULD REPRODUCING MASTER BE USED?					
3. WOULD CARBONLESS PAPER IMPROVE FORM? (C-2)					
4. WOULD COLORED PAPER HELP IN SORTING? (C-4&5)					
5. IS PAPER PROPER WEIGHT FOR LEGIBILITY/DURABILITY? (C-2)					
6. COULD PAPER BE REPRODUCED IF REQUIRED? (C-6)					
7. COULD INK BE REPRODUCED IF REQUIRED? (C-6)					
8. SHOULD THERE BE MICR ENCODING?					
9. IS CONSECUTIVE NUMBER IN STANDARD POSITION? (C-11&12)					
10. SHOULD THERE BE DIFFERENT LENGTHS FOR EASY SEPARATION?					
11. HOW SHOULD FORM BE FASTENED?					
A. GLUED?					
B. CRIMPED?					
C. STAPLED?					
12. SHOULD THERE BE SECTIONAL FASTENING?					
13. WHEN ENTRY IS NOT TO APPEAR ON A PART (D-7)					
A. SHOULD PATTERN CARBON BE USED?					
B. SHOULD STRIPE CARBON BE USED?					
C. SHOULD CARBON BE DIECUT?					
D. SHOULD BLOCKOUT BE PRINTED?					
E. SHOULD IT BE PERF'D & TORN?					
F. SHOULD DIFFERENT LENGTHS/WIDTHS BE USED?					
G. SHOULD COATED PAPER BE DESENSITIZED?					
14. HAVE ACTUAL USERS AND PERSONS RESPONSIBLE FOR ITS USE BEEN CONSULTED FOR SUGGESTED IMPROVEMENTS?					
F. COPY		YES	NO	IF SCREENED BOX IS CHECKED, ACTION SHOULD BE TAKEN AND NOTES MADE IN SPACE PROVIDED BELOW.	
1. CAN SCREEN BE USED FOR EMPHASIS? (D-1)					
2. DO YOU THINK FORM NEEDS RULING? (D-6)					
3. SHOULD THERE BE FOLD MARKS? (D-6)					
4. IS THERE PROVISION FOR SIGNATURE LINE? (D-14)					
5. IS THERE PROVISION FOR DATE?					
6. DOES THE TELEPHONE NUMBER PRINT? (D-15)					
7. IS THERE BACKPRINTING?					
8. DOES BACKPRINTING ALIGN WITH FACE? (HEAD TO HEAD, ETC.)					
9. IS THERE BLANK AREA FOR RUBBER STAMP? (C-8)					

CUSTOMER _____ FORM NAME _____ FORM NO. _____ DATE _____




PRESENT PROCEDURES




PROPOSED PROCEDURES


CONSTRUCTION DIAGRAM - VIEWED FROM _____ EDGE OF OLD FORM.

CONSTRUCTION DIAGRAM - VIEWED FROM _____ EDGE OF PROPOSED FORM.

CONSTRUCTION CODES

 LINE HOLES (PAPER OR CARBON)
 SOLID GLUE LINE (PAPER OR CARBON)
 PAPER

 PERF (PAPER OR CARBON)
 SPOT GLUE (PAPER OR CARBON)
 CARBON

 CRIMP
EE, E, M, H, HH PERFS

TYPEWRITING (OR KEYBOARD ENTRY MINICOMPUTER) ANALYSIS SHEET FOR EVALUATING COMPARABLE FORM DESIGNS

SEQ. NO.	ITEM WRITTEN OLD FORM DESIGN "A"		MACHINE(S) USED										HORIZONTAL TYPEWRITER SPACING /INCH		VERTICAL TYPEWRITER SPACING /INCH		SEQ. NO.	
			AVERAGE KEY STROKES		LATERAL SPACES		TAB. STOP		CARRIAGE RETURN		EACH VERT. LINE SPACING		HAND POSITIONING		SHIFT TO UPPER OR LOWER CASE			
			A	B	A	B	A	B	A	B	A	B	A	B	A	B		
1																		1
2																		2
3																		3
4																		4
5																		5
6																		6
7																		7
8																		8
9																		9
10																		10
11																		11
12																		12
13																		13
14																		14
15																		15
16																		16
17																		17
18																		18
19																		19
20																		20
21																		21
22																		22
23																		23

VALUE TO INSERT UNIT SET IN TYPEWRITER		VALUE TO TEAR OFF CONT. FORM		X	COLUMN TOTALS										TOTALS OF ALL COLUMNS		* % OF TIME SAVED WITH OUR FORM IS	
A	B	A	B	Y	MANUAL TYPEWRITER	2	2	10	12	3	19	3	A	B	* % OF INCREASE IN PRODUCTION IS			
87	87	89	89	Z = X TIMES Y	ELECTRIC TYPEWRITER	2	2	11	10	3	21	3						

* OLD TOTAL - NEW TOTAL X 100 = % OF TIME SAVED
OLD TOTAL

* OLD TOTAL - NEW TOTAL X 100 = % INCREASE IN PRODUCTION
NEW TOTAL

APPENDIX D.

D

Forms Services
Standard: Forms Design
August 1980

A standard is an attempt to define the best practice. Standards are the tools whereby the various principles can be uniformly and consistently achieved. When deviation from standards is necessary, there should be a conscious, logical justification which clearly demonstrates that more is to be gained by deviation than by compliance.

This is not to say that the efficiency of a procedure in which a form is the backbone can be guaranteed by anything so pat as a set of standards. But, since standards require careful thought and investigation, better forms are bound to result where standards are applied than where solutions are left to chance or to the intuition of the worker.*

I. DATA REQUIRED ON ALL FORMS

A. Form Number

1. Content: Initials, number of digits
Numbers are assigned by Forms Services without regard to function or form authorship. These purposes are served by the Functional Index to the forms.
 - a. SUFFIXES shall not be used - separate form numbers shall be assigned for each form. Suffixes shall not be used to indicate a revision - this is done by use of a revision date. Suffixes shall not be used to indicate forms that are in a group or series - they shall each carry a different number.
 - b. IDENTIFICATION OF BACK of forms shall be included on all forms printed on both sides for which negatives and plates are in custody of Forms Services.
 - c. More than one number shall not appear on a form, except to denote that the form (same plate) is available with different specifications, such as paper color or number of plies. This specification description shall appear to the right of the form number and date, and all numbers and descriptions shall be printed on the same plate.

2. LOCATION OF FORM NUMBER

- a. Preferred location: Bottom left of the form, no more than $\frac{1}{2}$ inch from the edge of the form and flush with the left margin of the copy.

*Forms Design, a Records Management Handbook published by the National Archives and Records Service, U.S. Government General Services Administration, page 1.

- b. Exception for forms with imprint area in lower left: the form number should appear to the right of the imprint area, no more than $\frac{1}{2}$ inch from the bottom edge of the form.
 - c. Exception: when all efforts to place the form number in the preferred location fail, the number may be placed in the upper left of the form, no more than $\frac{1}{2}$ inch from the top edge and flush with the left margin of the copy.
 - d. Esthetic considerations for form number location are invalid in themselves.
3. FORMAT OF FORM NUMBER:
- B. Form Date
1. CONTENT
 - a. A three-letter abbreviation of the month, followed by the two-digit abbreviation for the year, with no punctuation. If the month has only four letters, all four may be used.
 - b. If the form is a revision, add "REV" before the date, with no punctuation.
 - c. Dates shall be assigned by Forms Services, using the month the final draft is approved.
 - d. Dates shall appear on all forms, new and revised.
 - e. Dates shall not be changed until the form is revised.
 2. LOCATION OF FORM DATE: to the right of the form number, wherever it appears.
 3. FORMAT OF FORM DATE: same type size and style as in the form number, all upper case, no punctuation.
- C. Form Title
1. CONTENT
 - a. A general description of the form's function stated as briefly as possible.

- b. The words "form," "sheet," "card," etc. are redundant and to be avoided.
 - c. The name of the authoring department is not an adequate form title.
2. LOCATION OF FORM TITLE
- a. Preferred title location for most forms is at the top, either centered or flush with the left margin.
 - b. Forms which are to be filed in a manner which requires identification at the bottom edge will have the title near the bottom.
3. FORMAT OF THE FORM TITLE
- a. Type size: Larger than all other type on the form, if possible.
 - b. Type style: All caps.

II. CONSTRUCTION

A. Margins

A "gripper margin" of at least $\frac{1}{2}$ inch shall appear on each form, location to be determined by printing method. "Bleeding to the edge" shall be avoided unless the design and printing method do not result in higher costs. Other margin requirements shall be determined by the use of the form (binding, filing, microfilming).

B. PAPER

1. Grade
2. Weight
3. Color

- a. Single ply forms may be white, canary, light pink, goldenrod, light blue, or light green. Cherry, salmon, and other hard-to-read colors shall be avoided.

- b. Multi-ply carbon/bond sets shall follow the standards for carbonless papers, unless use of the form determines the need for another color sequence.
- c. Carbonless sets shall follow this color sequence unless printed on rotary equipment:

<u>2-ply</u>	<u>3-ply</u>	<u>4-ply</u>	<u>5-ply</u>	<u>6-ply</u>
white	white	white	white	white
canary	canary	canary	green	blue
	pink	pink	canary	green
		goldenrod	pink	canary
			goldenrod	pink
				goldenrod

C. INK

Black ink is preferred. The use of colored inks must be justified.

D. SIZE

The size of the form shall be determined by its use, within printing industry standard sizes. Written justification must be made for use of a non-standard size.

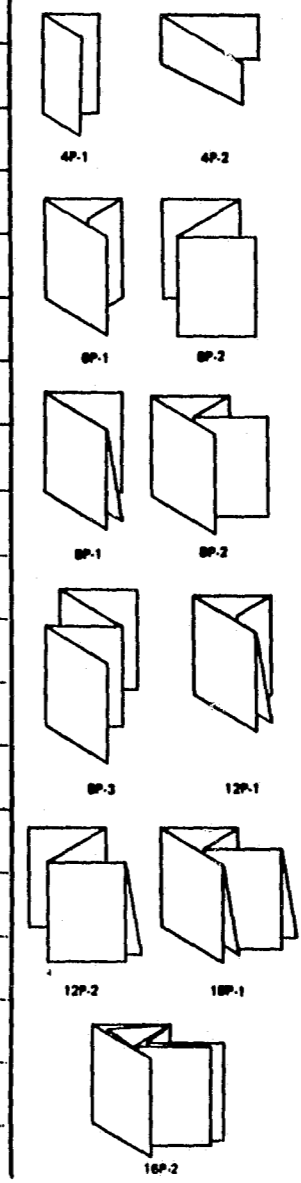
III. DESIGN STYLE

- A. Block (box, or upper left corner) design is the preferred style and should be used to the exclusion of other less efficient design styles.
- B. Ballot boxed should be employed where logical.
- C. Reverse printing and other "eye-catchers" should be used with restraint, only where really needed.

APPENDIX E.

Overall Size	Form Number	Form Name	Print for	Item No.	Old Order No.					
PAPER STOCK	Color	Weight	Grade	Face - Ink Color(s)	Backer - Ink Color(s)	Prints Head to: Head Foot Left Right				
COVER STOCK	Color	Weight	Grade	Face - Ink Color(s)	Backer - Ink Color(s)	Prints Head to: Head Foot Left Right				
ENVELOPES	Envelope Size No.	Regular	Window Sid	Special	If Special Give: Window Size	Window Position	Printed Face	Flap	Back	Inside Tint
NUMBERING	None	Supply A List of Missing No.	Guaranteed No Missing No.	Red Ink Number	Micr Encoding Static	Consec - Starting No. on Order	Special Numbering Instructions			
FILE PUNCHING	None	No. of Holes	Position	Edge of Sheet To Center	Diameter	Center to Center	Special Punching Instructions			
PERFORATE & SCORE	None	How many	Perf	Score	Parallel to: Dimension	How Many	Perf	Score	Parallel to: Dimension	Special Perforating Instructions
COLLATE	None									
FOLDING STITCHING	None	Fold See Schematic Style	Folded Size:	Slitch or Staple Saddle	Side	Corner				
PADDING BINDING	None	Pad No. Sets to Chip	Position	Bind	Special Padding/Binding Instruction					
PACKAGE	Factory Option	Special Cello	Kraft	Band	Quan per Pack	Quantity per Ctn.	Use Dataform Inc.	Special Packaging Instruction		
SPECIAL INSTRUCTIONS										

FOLDING SCHEMATIC (SEE COPY FOR OUTSIDE FACE COPY)

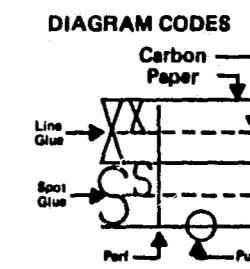


Overall Size – Stub	Length	All Parts Same Dimension	Odd Length Specify	Form Number	Form Name	Print For																																																																																																																																																																																						
<table border="1"> <thead> <tr> <th colspan="3">PAPER</th> <th colspan="4">CARBON</th> <th colspan="6">COMPOSITION</th> <th colspan="4">MARGINAL WORDS</th> </tr> <tr> <th>Color</th> <th>Weight</th> <th>Grade</th> <th>Black</th> <th>Blue</th> <th>Grade</th> <th>Carbon is to Be Short</th> <th>Special (F/Edge Pattern Strip)</th> <th>Face</th> <th>Becker</th> <th>Print Red Ink – Unless otherwise specified</th> <th>Print – Top</th> <th>Bottom</th> <th>Left</th> <th>Right</th> </tr> <tr> <td>1</td> <td></td> <td></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>6</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>7</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>8</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>9</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>10</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </thead></table>							PAPER			CARBON				COMPOSITION						MARGINAL WORDS				Color	Weight	Grade	Black	Blue	Grade	Carbon is to Be Short	Special (F/Edge Pattern Strip)	Face	Becker	Print Red Ink – Unless otherwise specified	Print – Top	Bottom	Left	Right	1			<input type="checkbox"/>	<input type="checkbox"/>							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2															3															4															5															6															7															8															9															10														
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FACE INK		First Color	On Parts	Second Color	On Parts	Third Color	On Parts	Fourth Color	On Parts	
BACKER INK		First Color	On Parts	Second Color	On Parts	Third Color	On Parts	Fourth Color	On Parts	
NUMBERING	None	Supply A List of Missing Numbers	Guaranteed No Missing Numbers	Regular Number on Parts	Crash Press Option	Fact Second Number on Parts	Crash Press Option	Fact Mic Encoding on Parts	Steric	Consec.
FILE PUNCHING	None	No. Holes	Position	Edge of Outside Sheet to Center	Punch Parts	Diameter	Center to Center	Drill Press Option	Fact Special Punching Instructions	
STUB	NCR Pad Only	First Stub Size	Position	On Parts	Second Stub Size	Position	On Parts	Carbons CBN No.s	Perfed at Stub Featheredge – Give Details of Length & Serrage	
PARALLEL PERFS	None	Paper – Extra Parallel Perfs No. of Perfs	On Parts	Position	Full	Skip	Stns. Med Tough	Carbon Perfs or Special Instructions		
CROSS WEB PERFS	None	Paper – Extra Cross Web Perfs No. of Perfs	On Parts	Position	Full Width	Part Width	Stns. Med Tough	Carbon Perfs or Special Instructions		
BINDING/COVER	Stub Size	Position	Sets per Book	Parts Stay in Book	Style of Cover	Paper Color & Sub	Blank	Printed – Color of Ink		
PACKAGING	Factory Option	Special Color	Kraft	Band	Quan. per Pack	Quantity per Carton	Carton Labels	Use Dataform Inc. Package Label	Special Instructions	

Item No.	Our Order No.
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

CONSTRUCTION DIAGRAM



Special Instructions

FORMS HANDLING

Hand-written	Typed	Type of Machine	Forms These Story
<input type="checkbox"/>	<input type="checkbox"/>		

All Size - Length All Parts Same Dimension Odd Width Specify Form Number _____ Form Name _____ Print For _____

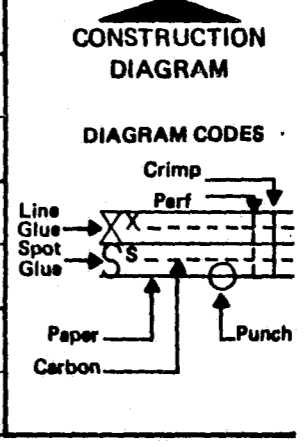
Item # _____ Our Order No. _____

PER LOR	Weight	Grade	Odd Width Dimension	CARBON			COMPOSITION										MARGINAL WORDS			
				<input type="checkbox"/> Black	<input type="checkbox"/> Blue	Special (F/Edge Pattern Strip)	Face	Becker	Print - Top	Print - Bottom	Print - Left	Print - Right								
				CBM No.	Carbon Left	Narrow Right	1	2	3	4	5	6	7	8	9	10				

1
2
3
4
5
6
7
8
9
10

CE K First Color On Parts Second Color On Parts Third Color On Parts Fourth Color On Parts
 CKER K First Color On Parts Second Color On Parts Third Color On Parts Fourth Color On Parts

IMBERING None Supply a List of Missing Numbers Guaranteed No Missing Numbers Regular Number On Parts Crash Press Option Factory Second Number On Parts Crash Press Option Micr Number On Parts Consec. Static
LEUNCHING Linehole Only No. of Holes _____ Position _____ Edge of Outside Sheet to Center _____ Punch Parts _____ Diameter _____ Center to Center _____ Special Punching Instructions _____
PARALLEL RFS None Left Margin Size _____ On Parts _____ And Carbons Right Margin Size _____ On Parts _____ And Carbons Additional Location - From Left _____ On Parts _____ Full Skip
LOSS WEB RFS Between Set Only Additional Location From _____ on Parts _____ Full Width Partial Width Special Instructions on Cross Web Parts _____
STENING LEFT Crimp Line Glue Through Parts _____ Through Carbons _____ RIGHT Crimp Line Glue Through Parts _____ Through Carbons _____



Special Instructions _____

RMS AGE Type-Written Mini Computer HS Printer Type of Machine _____ Pitch/Throw _____ Margin Removal Step # _____ Carbon Removal Step # _____ Detaching Step # _____

rms Usage Story _____

APPENDIX F.

F

I. GOALS OF EFFECTIVE INVENTORY MANAGEMENT

A. Minimize Problems of Materials Control and Flow

1. No "stock outs" on critical items.
2. Minimal stock outs on any items.

Example: One company set an objective of less than 5 per month.

3. No stock out over 48 hours.
4. Minimal rush orders.
5. Minimal substitution of items or "emergency specs."
6. Streamline orderpicking and distribution.

B. Reduce Costs and Increase Profits.

1. Provide for optimum stock turnover.
2. Control shrinkage.
3. Avoid unnecessary freight charges.
4. Avoid excess stocks which tie up working capital and space.
5. Avoid unusable stocks due to obsolescence, damage, or deterioration.
6. Minimize carrying costs.
7. Minimize man-hours required to effectively manage inventory.
8. If charge-backs are used, ensure that changes are accurate, complete, and up-to-date.

C. Provide Accurate and Timely Information

1. To the Forms Buyer:
 - a. "ABC" analysis of cost and value.
 - b. Economic Order Quantities
(calculated from Kish's formula, p. 171-3).
 - c. Groupings by specifications.
 - d. Weighted use rates.

2. To the Forms Analyst/Designer:

- a. Who all users of each form are.
- b. Usage history (actual and weighted).
- c. Documentation for cost savings.
- d. Slow-moving or inactive forms.

3. To the Accounting Department:

- a. Charge backs, if used, and audit trail.
- b. Changes in unit cost.
- c. Adjustments in charge-back prices.
- d. Dollar value of inventory by item, for net worth, tax, and insurance purposes.
- e. Budget performance and projection figures.
- f. Document costs of doing business.

II. FORMS vs. OFFICE SUPPLIES -- Why do they require different treatment?
Custom Made, Constantly changing, Subject to use rate fluctuations

	OFFICE SUPPLIES	FORMS
1. Lead time	days	weeks or months
2. Stock rotation	usually unnecessary	all old forms <u>must</u> be issued first
3. Reorder level	"min-max method O.K."	must be a "floating" time factor, continually computed from weighted use rate and lead time.
4. Review level	unnecessary	necessary <u>in addition</u> to reorder level to allow for revisions. This must also be calculated as above.
5. Unit of Issue	usually static	must be changeable from order to order, but system must convert order quantities and usage.
6. Unit of Purchase	usually static and/or same as unit of issue.	must be in "each" or "thousands," converted from unit of issue.
7. Order Quantity	usually "min-max" is O.K.	"E.O.Q." formula very important.
8. Source/Mfr.	probably doesn't vary	may vary with each order.
9. Specifications	usually don't vary, and catalog # suffices.	may vary with each order, and must be in writing.
10. Safety Stock (secret)	usually unnecessary (short lead time)	may be required for any forms critical to a function.
11. Quantity received vs. quantity ordered	these must agree	a 10% over-run or under-run is industry standard - exact quantity requirements may cost extra.
12. Storage facilities	usually shelves	storage dictated by unit of issue - some pallets, some shelves, and by paper type - some require humidity and temperature control.
13. Substitutions	usually O.K., to cover temporary stock outs.	seldom workable, except that substitute <u>specifications</u> may be implemented to print a rush order.
14. What is in central stock?	usually only items in general use.	often includes forms used by only one department.

IV DECIDING WHICH FORMS TO INCLUDE

Rule of Thumb:

If the services of the inventory will prevent or solve problems for the user or supplier, the form should be included in the centralized inventory.

Any of the following are indications that an item should be included:

1. Forms which are distributed to more than one area.
2. The use rate is over an established minimum - for example, 100 per month.
3. Lead time for reorder is more than 2 weeks.
4. Using area(s) lack storage space for an economical quantity of the form.
5. Specifications restrict the sources of supply.
6. The form is critical to a function.

Calculating Weighted Use Rates

OBJECTIVE: Trends analysis of forms usage. Aids in preventing Stock-outs and overstocking; is a better control than "straight" average method.

WHEN TO USE: Any form which shows a fairly steady pattern of usage is a good candidate for weighted use rate.

WHEN NOT TO USE:

- a. Forms which have seasonal usage patterns or extremely low and irregular use rates should use the minimum-maximum (MIN/MAX) method of determining reorder points and quantities.
- b. New forms for which usage cannot be accurately predicted should function on a MIN/MAX system for the first three to four months, then be converted to WEIGHTED USE RATE if possible.

1. Working from the Perpetual Inventory Record, add the quantities issued per month. Enter the sum in the appropriate month on the Traveling Requisition.
2. Working with the most recent six months' usage history, calculate the weighted use rate as shown below: (Month #1 is the "oldest" month).

Month Number		Actual Usage		Product
1	x	_____	=	_____
2	x	_____	=	_____
3	x	_____	=	_____
4	x	_____	=	_____
5	x	_____	=	_____
6	x	_____	=	_____
_____		_____	=	_____
_____		_____	=	_____

- a. Add the month numbers--sum will be "21" if you are using 6 months.
- b. Enter the actual usage from the Traveling Requisition for each of the six months, entering the oldest information in Month #1.
- c. Multiply the month number by the actual usage for that month--enter the product.
- d. When all months have been calculated, add the products.
- e. Divide the sum of the products by the sum of the month numbers. The result is the WEIGHTED USE RATE, which should be used to determine lead times and economic order quantities.

I. HISTORY (MASTER) FILE

A. Description

The history file consists of a file folder for each form included in the Forms Management program. These folders contain data about the past, present, and future activity of each form.

B. Principle

The history file should be a complete source of information about each form. It should be consulted before any work is done on a form. All other forms records should serve as indices to the History File, with minimal duplication of data. It must be kept current to be effective.

C. Purpose

The history file should provide answers to most questions you, your staff, and your clients might have about each form. Some of these questions might be:

1. When was this form created?
2. Who worked on the last revision?
3. What is the purpose of the form?
4. Who are the primary users?
5. What did an earlier edition of the form look like?
6. What is the past and current cost of the form?
7. Who produced the form (vendor)?
8. What is the current use rate?
9. Why was the form revised?
10. What is the procedure for use of the form?
11. What are the current printing specifications?
12. Has anyone requested future changes to the form?
13. Is there work in progress on the form at this time?
14. Who approved the final product of the current edition?

I. HISTORY (MASTER) FILE, continued

D. Content

1. Requests for future changes to the form
2. "Suspense" copies of any procedural forms in process
3. Notes about any current work being done by an analyst
4. Copies of designs and proofs in process
5. Order history (unless duplicated completely elsewhere)
6. Current printing specifications
7. Correspondence about the form
8. Authorizations for any activity to the form
9. Procedure for use of the form
10. Any flow charts which show use of the form
11. Name of originating department, person, and title
12. Names of major using departments or areas
13. Copies of previous requests for creation or revision of the form
14. Invoices (or requisitions) for printing
15. One permanent copy of each edition of the form
16. Several "working" samples of the form

E. Materials and Organization

Principle: Fasten down everything except the working samples of the form. Use devices which allow you to keep the material separated into convenient groups. Enter retention information on pertinent pieces of data. Within each group, keep the most recent information on top.

Determine your filing needs and select type of files accordingly. For instance, if only one or two people access the files, an open shelf arrangement may work best for you. If several people access the files, and they are frequently updated, you may find that hanging files are most convenient.

II. NUMERICAL INDEX

A. Description

The Numerical Index is a listing of all forms by number, including current and obsolete forms and form numbers, as well as numbers available for future forms.

B. Purpose

1. To provide a number control device, preventing duplicate numbering and other form number problems.
2. To cross reference old and new form numbers.
3. To provide a reference to forms replaced by other forms.
4. To provide a list of the alphabetical cross-references for updating purposes.
5. To provide a quick reference to current forms (especially helpful when the files are out).

C. Content

1. Form number
2. Form title, if any
3. Date number assigned (if known)
4. Listing of cross references found in the alpha index
5. References to or from other form numbers (forms made obsolete, consolidations, form number changes, etc.)

D. Materials and Organization

The numerical index must be in the format most easily maintained, and most readily available. It must be kept current at all times. For this reason, a hard copy index is preferred to an automated listing. 3" x 5" index cards are probably the most practical, allowing for frequent changes in order and providing adequate space for the items listed under "Content" above. Numbers to be used for future forms should be listed on a second color of card, to be drawn out of the card file when a number is needed. This automatically reserves the number and prevents duplication. Various hand stamps can be purchased to facilitate adding of cross references to the index.

Connie Lysinger, 1976

SETTING UP A CROSS REFERENCE INDEX

NOTES

- We often talk of how reluctant forms users are to change their ways.
- This applies to us as well, in the systems we use.
 - Let's keep an open mind for better ways to do things.

Forms functions have a lot of information about the forms used in the organization.

- References to that information can be made much easier by the use of the right reference tools.
- Value of the information is much greater if it can be referenced.

Form Number

- Basic purpose of identification best served by short, simple number.

Form Title

- Basic purpose of identification best served by short, simple title.
- Use keywords consistently to aid in identification and reference.

Construction

- Need to know the type of construction, size, and number of parts.
- Nice to know of any special papers (labels, etc.)
- For ease of reference and storage, use short coding structure.

Function

- Need to know what a form does.
- Several coding systems are possible.

User Group

- Need to know who uses a form
 - *approvals
 - *combinations
 - *duplications
- Develop coding system to fit the organization.

Usage

- Need to know how many are being used and if obsolete.
- For file management and reorder process.

Reference Tools

- Your form file is the core, the central spot of a cross reference system.
- File in form number sequence, and include:
 - *latest specification sheet
 - *previous specifications, for at least several years
 - *current order information, and order history
 - *origination and revision information
 - *samples of current form and some past versions of it
 - *any other information you have on that form

Lists

- Handwritten lists in a binder can serve well for up to about 1000 forms.

Cards

- Either edge-punch cards or tab cards will provide an adequate system for up to 4,000 forms.

Electronic Storage

- On-line storage and access for cross reference information brings the office of the future into today.
- Can use word processors, micro-computers, mini-computers, time-sharing systems, or large main-frame systems --depending on what you have available.

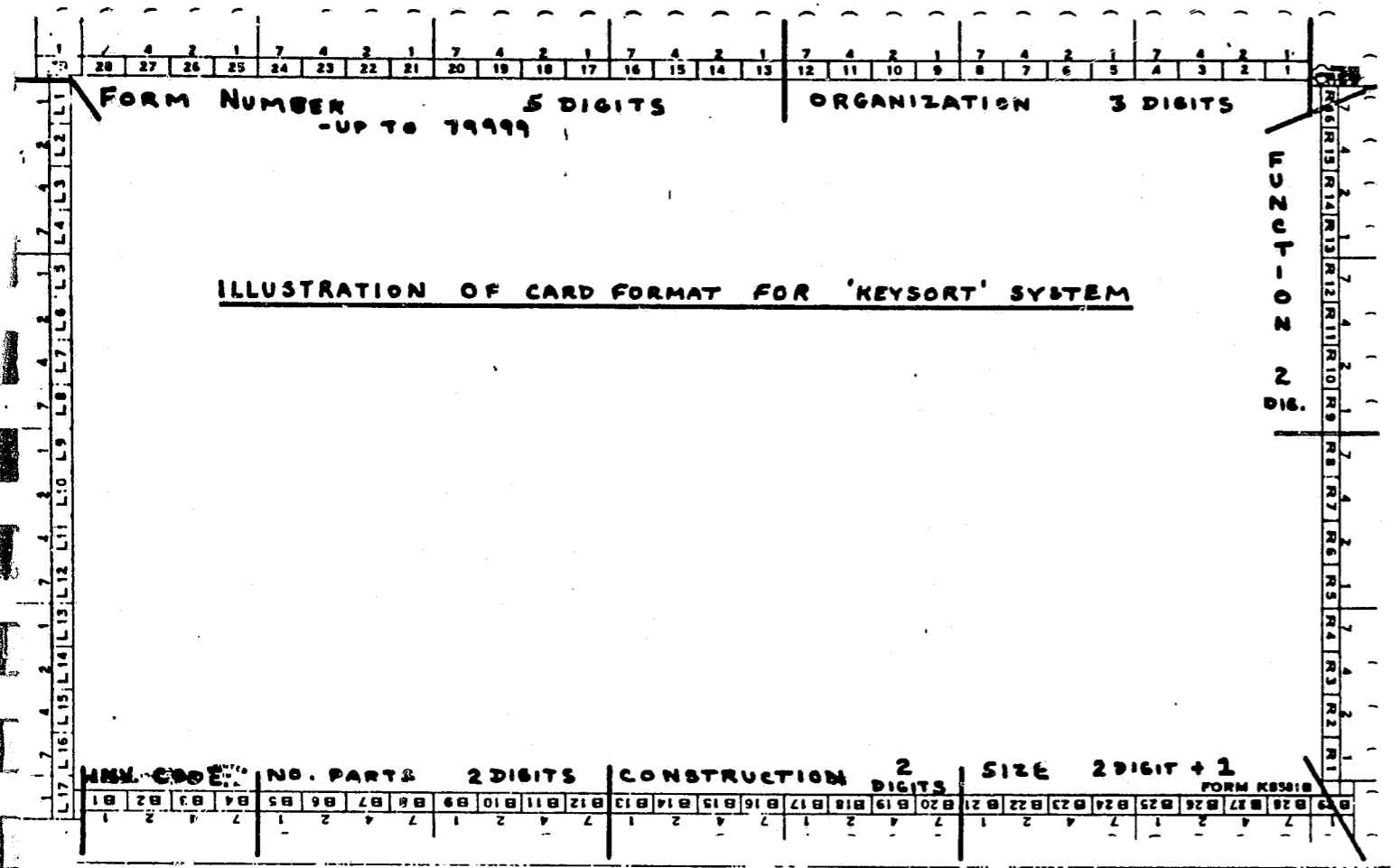


ILLUSTRATION OF CARD FORMAT FOR 'KEYSORT' SYSTEM

MINN 20-1020

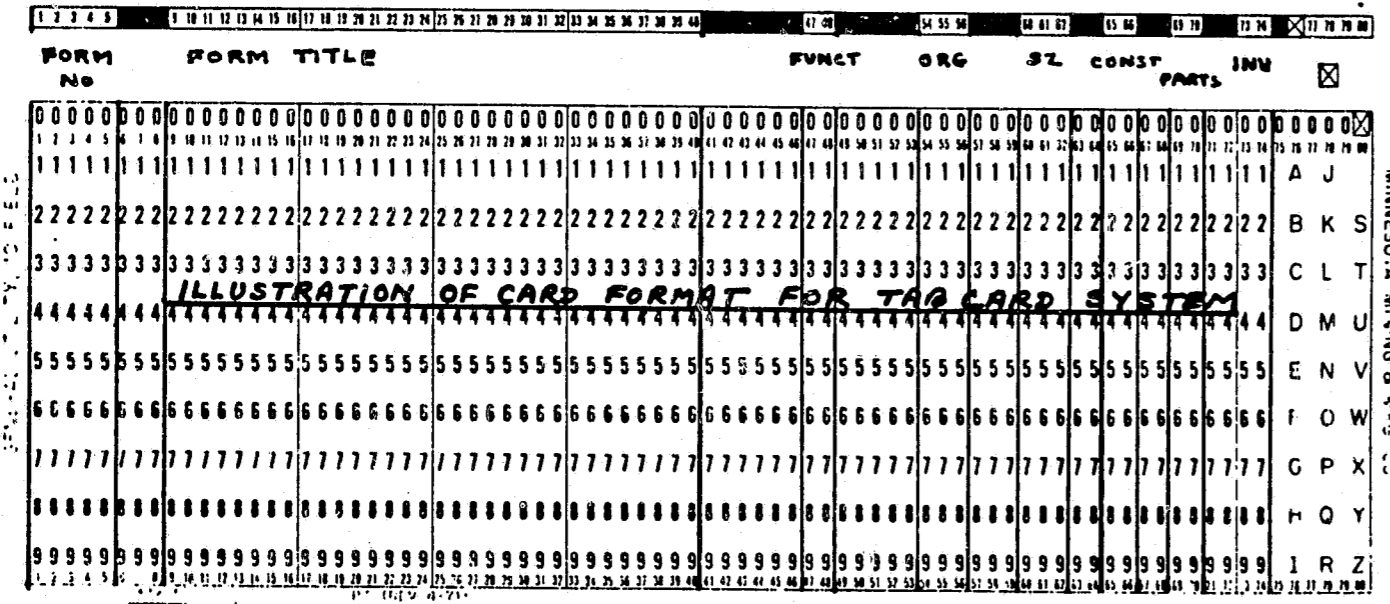


ILLUSTRATION OF CARD FORMAT FOR TAG CARD SYSTEM

MINNESOTA M-11-N-8-V-55

	FUNCTION	
ACKNOWLEDGEMENT	AK	LAYOUT SHEET
ACTIVITY REPORT	AR	LOAD TICKET
ADJUSTMENT	AJ	NOTIFY
AGREEMENT	AG	PAYROLL INFO
APPLICATION	AP	PERFORMANCE APPRAISAL
APPROVAL	AU	PERSONNEL INFO
AUTHORIZATION	AU	PRODUCTION ORDER
BID	QD	PRODUCTION REPORT
BILL OF LADING	BL	PRODUCTION SCHEDULE
CALL REPORT	CR	PRODUCTION STANDARDS/FORMULA
CERTIFICATION	CE	PURCHASE ORDER
CHANGE	RV	QUOTATION
CHARGE OUT RECORD	CO	RECEIPT
CHECK	CH	RECEIVING REPORT
CODING SHEET	CI	RECORD PRODUCTION INFO
COMPLAINT REPORT	AJ	RECORD QUALITY INFO
COMPUTER INPUT	CI	RECORD-MISC
CONTRACT	AG	REGISTRATION
CONTROL RECORD	CO	REJECTION
CREDIT MEMO	IN	REPORTING-MISC
CUSTOMER INFO RECORD	CU	REQUEST
DEBIT MEMO	IN	REQUISITION
DESK ORDER	SO	REVISION
DRAFT	CH	SALES ORDER
ENVELOPE	EN	SCHEDULE
ESTIMATE	ES	SHIPPING DOCUMENT
EXPLANATION	EX	SHIPPING LABEL OR TAG
FILE FOLDER	FO	SHIPPING ORDER
FORECAST	FR	SHIPPING SCHEDULE
IDENTIFICATION	ID	STATEMENT
INFORM	IF	TEST REPORT
INSTRUCTION	EX	TRANSACTION LOG/REGISTER
INVENTORY REPORT	IR	WORK SCHEDULE
INVOICE	IN	WORK SHEET

	TYPE	SIZE
01	LOOSE SHEETS	
02	PAD (25)	
03	PAD (50)	
04	PAD (100)	
05	PAD OF SETS	
06	PAD	
07	UNIT SET, CARBONLESS	
08	UNIT SET, CARBON-INTERLEAVED	
09	BOOK, 25 2 PT SETS	
10	BOOK, 25 3 PT SETS	
11	BOOK, 25 4 PT SETS	
12	BOOK, 25 5 PT SETS	
13	BOOK	
14	CONTINUOUS	
15	TAB CARD-SINGLE	
16	TAB CARD-CONTINUOUS	
17	WHEELDEX CARD	
18	KARDEX CARD	
19	VISIRECORD CARD	
20	POST CARD	
21	ENVELOPE	
22	ENVELOPE - WINDOW	
23	TAG	
24	LABEL - GUMMED	
25	LABEL - P/S	
26	LABEL - STENCIL	
27	LABEL - GUMMED & CARBONIZED	
28	FILE FOLDER	
29	SELF MAILER	
30	MANUAL/PAMPHLET	
31	OTHER	

A	3 X 5
B	3-1/2 X 5-1/2 PST CRD
C	3-1/4 X 6-1/2
D	3-1/4 X 7-3/8 TAB CARD
E	3-2/3 X 8-1/2
F	4 X 6
G	4-1/4 X 5-1/2
H	5-1/2 X 7 DBLE PST
I	5-1/2 X 8-1/2
J	5-1/2 X 9-1/4
K	6-1/4 X 8-1/2
L	7 X 8
M	8-1/2 X 11
N	8-1/2 X 11-3/4
O	9-1/4 X 11
P	9-7/8 X 11
Q	11 X 17
R	14-7/8 X 11
S	6 ENV 6-1/2 X 3-5/8
T	9 ENV 8-7/8 X 3-7/8
U	10 ENV 9-1/2 X 4-1/8
V	ENV 6-1/2 X 9-1/2
W	ENV 9-1/2 X 12
X	ENV 4-1/2 X 11-5/16
Y	ENV MISC SIZE

APPENDIX G.

DECEMBER 1979
FORMS INDEX
ALPHABETICAL LISTING

<u>FORM TITLE</u>	<u>FORM NO.</u>
ACKNOWLEDGEMENT OF CHANGE OF VENUE	CC-234
AFFIDAVIT FOR APPEAL	CC-186
AFFIDAVIT OF FINANCIAL STATUS AND PETITION AND ORDER FOR COURT APPOINTMENT OF COUNSEL	CC-14
AFFIDAVIT OF LOST BAIL RECEIPT	CC-101
AFFIDAVIT OF LOST CHECK	CC-190
AFFIDAVIT OF OWNERSHIP OF PROPERTY	CC-137
AFFIDAVIT OF VALUE OF PROPERTY	CC-136
AGREEMENT FOR LIEN	CC-133
APPOINTMENT ORDER	CC-22
ARRAIGNMENT ORDER AND ENTRY OF NOT GUILTY PLEA	CC-28
ATTACHMENT EXECUTION	CC-174
AUTHORIZATION AND ORDER TERMINATING SUPPORT OBLIGATION	CC-226
AUTOMATED PROCEDURES/POLICIES	CC-16
BENCH WARRANT	CC-12
BILLING INFORMATION	CC-46
CASE LEDGER	CC-177
CASE SUMMARY	CC-68
CASHIER'S RECEIPT	CC-170
CERTIFICATE OF ADOPTION	CC-5
CERTIFICATE OF CHANGE OF NAME	CC-54
CERTIFICATE OF FORECLOSURE	CC-251
CERTIFICATE OF NAME CHANGE	CC-43
CHANGE OF VENUE R.S.V.P.	CC-257
CIRCUIT COURT STORES REQUISITION	CC-205
CIRCUIT COURT TRANSMITTAL SLIP	CC-63
CIVIL ASSIGNMENT AND DISPOSITION CARD	CC-42
CIVIL BILLING INFORMATION	CC-264
CLERK'S CERTIFICATE OF SATISFACTION OF JUDGMENT (DOM. REL.)	CC-169
CLERK'S CERTIFICATE OF MAILING	CC-254
CLERK'S CERTIFICATE OF SATISFACTION OF JUDGMENT (CIVIL)	CC-53
CLERK'S REPORT	CC-228
CONDITIONAL RELEASE ON RECOGNIZANCE	CC-260
CONDITIONS OF SUPERVISION	CC-118
COURT INFORMATION BROCHURE	CC-2
COURTROOM UTILIZATION STUDY	CC-259
CRIMINAL ASSIGNMENT AND DISPOSITION CARD	CC-41
CRIMINAL CASE INFORMATION	CC-90
CRIMINAL COURT DOCKET	CC-189
CRIMINAL COURT RECORDS	CC-20
CRIMINAL PRETRIAL AND TRIAL DATE	CC-37
DAILY CALENDAR	CC-18
DAILY CASH ACCOUNTING	CC-239
DAILY DOCKET SHEET	CC-81
DECREE FOR REGISTRATION OF BIRTH	CC-45
DEFERRED NOTICE	CC-126

DEFERRED PART-TIME JURY SUBPOENA	CC-110
DEPOSITION NOTICE	CC-86
DISPOSITION OF EXHIBITS	CC-84
DISPOSITION OF TRANSCRIPTS	CC-256
DOMESTIC RELATIONS CLERK'S WORKSHEET	CC-31
DOMESTIC RELATIONS HISTORY AND ASSIGNMENT CARD	CC-98
DOMESTIC RELATIONS JUDGES AVAILABLE	CC-225
DOMESTIC RELATIONS MOTION PRAECIPE	CC-230
DOMESTIC RELATIONS ORDER ORDER OF DISMISSAL	CC-253
DOMESTIC RELATIONS TRIAL NOTICE	CC-99
EMPLOYER JURY EXCUSE DENIAL	CC-108
ENVELOPE, LETTER SIZE	CC-34
ENVELOPE, NOTE SIZE	CC-33
EXCUSE, JURY DUTY	CC-13
EXECUTION	CC-167
EXECUTION AND RETURN	CC-147
EXECUTION DOCKET	CC-265
EXEMPLIFICATION CERTIFICATE	CC-158
EXHIBIT AUDIT REPORT	CC-178
EXHIBIT BOX LABEL	CC-219
EXHIBIT ENVELOPE, MANILA	CC-217
EXHIBIT ENVELOPE, 12" X 18"	CC-266
EXHIBIT INDEX CARD	CC-181
EXHIBIT RECEIPT	CC-188
EXHIBIT WITHDRAWAL	CC-184
FELONY RELEASE ORDER AND AGREEMENT	CC-106
FILE CHECK-OUT CARD	CC-176
FILM ATTACHMENT FOR BLOTTER	CC-255
FORECLOSURE EXECUTION	CC-173
FORMS MANUAL FORM	CC-4
FRIDAY WEEKLY CALL PRAECIPE	CC-39
GRAND JURY OATH AND ORDER	CC-83
HANDBOOK FOR GRAND JURORS	CC-10
HANDBOOK FOR JURORS	CC-1
INTERVIEW UPDATE	CC-235
JUDGES AVAILABLE	CC-21
JUDGES AVAILABLE/UNAVAILABLE	CC-207
JUDGMENT DOCKET	CC-200
JUDGMENT OF SECURITY FORFEITURE	CC-146
JUROR ATTENDANCE CERTIFICATE	CC-107
JUROR EXCUSE/DEFERRAL INFORMATION SHEET	CC-114
JUROR NEED PROJECTION, CIRCUIT COURT	CC-155
JUROR NEED PROJECTION, DISTRICT COURT	CC-156
JUROR NEED PROJECTION, DISTRICT AND CIRCUIT COURT	CC-154
JUROR QUESTIONNAIRE	CC-26
JURY DUTY BROCHURE	CC-3
JURY PAYROLL	CC-23
JURY REQUEST SLIP	CC-70
JURY SERVICE CERTIFICATE	CC-72
JURY SERVICE EXIT QUESTIONNAIRE	CC-77

LETTER, ANSWER TO POSITION APPLIED FOR	CC-215
LETTER DENYING REINSTATEMENT OF CASE	CC-71
LETTER OF APPRECIATION	CC-9
MEDICAL RECORDS NOTICE	CC-88
MEMO-INCOMPLETE INFORMATION	CC-210
MERIT INCREASE: AWARD/DENIAL	CC-50
MILEAGE SLIP	CC-268
MOTION AND ORDER SUBSTITUTING COUNSEL OF RECORD	CC-67
MOTION FOR RECOGNIZANCE OR BAIL REDUCTION	CC-32
MOTION PRAECIPE	CC-69
NOTICE CONTINUING TRIAL	CC-267
NOTICE OF DEFERRAL	CC-111
NOTICE OF FORFEITURE	CC-138
NOTICE OF MOTOR VEHICLE ATTACHMENT	CC-135
NOTICE OF REGISTRATION OF FOREIGN JUDGMENT	CC-182
NOTICE OF SATISFACTION OF COURT LIEN	CC-134
NOTICE OF SATISFACTION OF JUDGMENT FOR COSTS	CC-55
NOTICE OF SJIS EXHIBIT ENTRY	CC-232
NOTIFICATION OF ENTRY OF JUDGEMENT	CC-15
ORDER APPOINTING ATTORNEY	CC-124
ORDER APPOINTING ATTORNEY AND FOR TRANSCRIPT	CC-252
ORDER APPOINTING PSYCHIATRIC EXPERT	CC-87
ORDER AUTHORIZING INVESTIGATIVE EXPENSE	CC-125
ORDER CONSOLIDATE	CC-213
ORDER CONTINUING TRIAL	CC-201
ORDER DISMISSING APPEAL AND REMANDING CASE TO DISTRICT COURT	CC-115
ORDER ENTERING MANDATE	CC-123
ORDER ENTERING PLEA OF GUILTY	CC-85
ORDER EXONERATING BAIL	CC-152
ORDER FOR ALCOHOL AND DRUG REFERRAL	CC-74
ORDER FOR EXHIBIT DISPOSITION	CC-175
ORDER FOR INDIGENT EXPENSE	CC-211
ORDER FORFEITING BAIL, REVOKING RECOGNIZANCE AND ISSUING BENCH WARRANT	CC-17
ORDER OF ASSIGNMENT	CC-231
ORDER OF DISMISSAL	CC-60
ORDER OF RELEASE	CC-130
ORDER RE: DISCHARGE OF JUDGMENT	CC-179
ORDER REDUCING BAIL	CC-25
ORDER REINSTATING	CC-62
ORDER RELEASING FROM CUSTODY, RESCINDING OF WARRANT	CC-193
ORDER SETTING ASIDE CONVICTIONS	CC-204
ORDER TERMINATING PROBATION	CC-196
ORDER TO APPEAR	CC-180
ORDER TO SHOW CAUSE	CC-52
OREGON STATE HOSPITAL TRANSPORT ORDER	CC-65
PAYMENT INSTRUCTIONS	CC-89
PEREMPTORY CHALLENGES	CC-119
PERFORMANCE EVALUATION FOR OFFICE ASSISTANT	CC-49
PETITION AND ORDER FOR ALLOWANCE OF ATTORNEY FEES AND EXPENSES	CC-57
PETITION FOR REGISTRATION OF BIRTH	CC-44

PETITION/ORDER FOR ALLOWANCE OF INDIGENT FEES	CC-212
PETITION TO ENTER PLEA OF GUILTY	CC-29
PRAECIPE FOR WRIT	CC-166
PRE-SENTENCE INVESTIGATION REFERRAL FORM	CC-236
PRE-TRIAL AND TRIAL NOTICE	CC-194
PRE-TRIAL DISCLOSURE	CC-150
PRE-TRIAL RELEASE PROGRAM DAILY AUDIT	CC-214
PROBATION SHOW CAUSE	CC-11
RELEASE OF GARNISHMENT	CC-161
REMAND FOR FURTHER PROCEEDINGS	CC-199
REQUEST FOR RELEASE OF CONFIDENTIAL INFORMATION	CC-78
REQUEST REJECTION	CC-185
REQUEST TO CLARIFY SATISFACTION	CC-129
REQUISITION FOR JUROR CAB FARE	CC-56
REQUISITION MEAL FOR JURORS	CC-40
RESPONSE LOG SHEET	CC-224
RETURN OF DOCUMENTS	CC-261
RIGHT OF APPEAL	CC-80
ROUTING SLIP	CC-263
RULE 4:00 HEARING NOTICE	CC-58
RULE 4:00 NOTICE FORM	CC-100
RULE 4:00 SUMMARY OF PROCEEDINGS	CC-61
SATISFACTION OF JUDGEMENT	CC-165
SATISFACTION OF SUPPORT JUDGEMENT	CC-183
SECURITY RECEIPT	CC-131
SHERIFF'S CERTIFICATE	CC-139
SHORT DOCKET SHEET	CC-208
SUBPOENA	CC-73
SUMMARY OF PROCEEDINGS	CC-334
SUPPLY PICK-UP	CC-262
SUPPORT CLERK RESPONSE LETTER	CC-221
TITLE OF CAUSE	CC-7
TRANSCRIPT OF JUDGMENT	CC-209
TRANSMITTAL, FINES, ATTORNEY FEES, RESTITUTION	CC-94
TRANSPORT/JUDGMENT	CC-233
TRIAL DATE AND FRIDAY WEEKLY CALL NOTICE	CC-35
TRIAL READINESS	CC-116
VERIFICATION OF RELATIONSHIP AND NET WORTH	CC-132
WAIVER OF HOMESTEAD EXEMPTION	CC-151
WAIVER OF JURY TRIAL	CC-93
WAIVER OF PRESENTENCE REPORT AND TIME FOR PRONOUNCING JUDGMENT	CC-258
WAIVER OF TRIAL	CC-82
WARRANT FOR CONTEMPT OF COURT	CC-122

APPENDIX H.

DECEMBER 1979
FORMS INDEX LISTING
BY USER

H

FORM TITLE

FORM NO.

COURTS

REQUISITION MEAL FOR JURORS	CC-40
REQUISITION FOR JUROR CAB FARE	CC-56
CIRCUIT COURT TRANSMITTAL SLIP	CC-63
ORDER DISMISSING APPEAL AND REMANDING CASE TO DISTRICT COURT	CC-115
CONDITIONS OF SUPERVISION	CC-118
PEREMPTORY CHALLENGES	CC-119
CIRCUIT COURT STORES REQUISITION	CC-205
ORDER APPOINTING ATTORNEY AND FOR TRANSCRIPT	CC-252

ADMINISTRATION

COURT INFORMATION BROCHURE	CC-2
FORMS MANUAL	CC-4
APPOINTMENT ORDER	CC-22
ENVELOPE, NOTE SIZE	CC-33
ENVELOPE, LETTER SIZE	CC-34
MERIT INCREASE, AWARD/DENIAL	CC-50
LETTER DENYING REINSTATEMENT OF CASE	CC-71
CIRCUIT COURT STORES REQUISITION	CC-205
LETTER, ANSWER TO POSITION APPLIED FOR	CC-215
COURTROOM UTILIZATION STUDY	CC-259
RETURN OF DOCUMENTS	CC-261
SUPPLY PICK-UP	CC-262
ROUTING SLIP	CC-263

CIVIL

TITLE OF CAUSE	CC-7
NOTIFICATION OF ENTRY OF JUDGMENT	CC-15
DAILY CALENDAR	CC-18
JUDGES AVAILABLE	CC-21
TRIAL DATE AND FRIDAY WEEKLY CALL NOTICE	CC-35
FRIDAY WEEKLY CALL PRAECIPE	CC-39
CIVIL ASSIGNMENT AND DISPOSITION CARD	CC-42
BILLING INFORMATION	CC-46
PERFORMANCE EVALUATION FOR OFFICE ASSISTANT	CC-49
MERIT INCREASE, AWARD/DENIAL	CC-50
CLERK'S CERTIFICATE OF SATISFACTION OF JUDGMENT	CC-53
RULE 4:00 HEARING NOTICE	CC-58
RULE 4:00 SUMMARY OF PROCEEDINGS	CC-61
ORDER REINSTATING	CC-62
CASE SUMMARY	CC-68
MOTION PRAECIPE	CC-69
RULE 4:00 NOTICE FORM	CC-100
TRIAL READINESS	CC-116

CIVIL

2

WARRANT FOR CONTEMPT OF COURT	CC-122
NOTICE OF FORFEITURE	CC-138
WAIVER OF HOMESTEAD EXEMPTION	CC-151
JUROR NEED PROJECTION	CC-155
RELEASE OF GARNISHMENT	CC-161
PRAECIPE FOR WRIT	CC-166
EXECUTION	CC-167
FORECLOSURE EXECUTION	CC-173
ATTACHMENT EXECUTION	CC-174
CASE LEDGER	CC-177
ORDER RE: DISCHARGE OF JUDGMENT	CC-179
NOTICE OF REGISTRATION OF FOREIGN JUDGMENT	CC-182
AFFIDAVIT FOR APPIAL	CC-186
REMAND FOR FURTHER PROCEEDINGS	CC-199
JUDGMENT DOCKET	CC-200
CIRCUIT COURT STORES REQUISITION	CC-205
TRANSCRIPT OF JUDGMENT	CC-209
ORDER OF ASSIGNMENT	CC-231
CERTIFICATE OF FORECLOSURE	CC-251
CIVIL BILLING INFORMATION	CC-264

CRIMINAL

PROBATION SHOW CAUSE	CC-11
BENCH WARRANT	CC-12
AFFIDAVIT OF FINANCIAL STATUS AND PETITION AND ORDER FOR COURT APPOINTMENT OF COUNSEL	CC-14
ORDER FORFEITING BAIL, REVOKING RECOGNIZANCE AND ISSUING BENCH WARRANT	CC-17
ORDER REDUCING BAIL	CC-25
ARRAIGNMENT ORDER AND ENTRY OF NOT GUILTY PLEA	CC-28
PETITION TO ENTER PLEA OF GUILTY	CC-29
MOTION FOR RECOGNIZANCE OR BAIL REDUCTION	CC-32
CRIMINAL PRETRIAL AND TRIAL DATE	CC-37
CRIMINAL ASSIGNMENT AND DISPOSITION CARD	CC-41
PERFORMANCE EVALUATION FOR OFFICE ASSISTANT	CC-49
PETITION AND ORDER FOR ALLOWANCE OF ATTORNEY FEES AND EXPENSES	CC-57
ORDER OF DISMISSAL	CC-60
OREGON STATE HOSPITAL TRANSPORT ORDER	CC-65
MOTION AND ORDER SUBSTITUTING COUNSEL OF RECORD	CC-67
ORDER FOR ALCOHOL AND DRUG REFERRAL	CC-74
RIGHT OF APPEAL	CC-80
WAIVER OF TRIAL	CC-82
ORDER ENTERING PLEA OF GUILTY	CC-85
ORDER APPOINTING PSYCHIATRIC EXPERT	CC-87
CRIMINAL CASE INFORMATION	CC-90
WAIVER OF JURY TRIAL	CC-93
ORDER ENTERING MANDATE	CC-123
ORDER APPOINTING ATTORNEY	CC-124
ORDER AUTHORIZING INVESTIGATIVE EXPENSE	CC-125
ORDER OF RELEASE	CC-130

CRIMINAL

PRETRIAL DISCLOSURE	CC-150
ORDER EXONERATING BAIL	CC-152
ORDER TO APPEAR	CC-180
CRIMINAL COURT DOCKET	CC-189
ORDER RELEASING FROM CUSTODY, RESCINDING OF WARRANT	CC-193
PRETRIAL AND TRIAL NOTICE	CC-194
ORDER TERMINATING PROBATION	CC-196
ORDER CONTINUING TRIAL	CC-201
ORDER SETTING ASIDE CONVICTIONS	CC-204
CIRCUIT COURT STORES REQUISITION	CC-205
ORDER FOR INDIGENT EXPENSE	CC-211
PETITION/ORDER FOR ALLOWANCE OF INDIGENT FEES	CC-212
TRANSPORT/JUDGMENT	CC-233
PRE-SENTENCE INVESTIGATION REFERRAL FORM	CC-236
WAIVER OF PRE-SENTENCE REPORT AND TIME FOR PRONOUNCING JUDGMENT	CC-258
NOTICE CONTINUING TRIAL	CC-267

DOMESTIC RELATIONS

CERTIFICATE OF ADOPTION	CC-5
AUTOMATED PROCEDURES/POLICIES	CC-16
CLERK'S WORKSHEET	CC-31
FRIDAY WEEKLY CALL PRAECIPE	CC-39
CERTIFICATE OF NAME CHANGE	CC-43
PETITION FOR REGISTRATION OF BIRTH	CC-44
DECREE FOR REGISTRATION OF BIRTH	CC-45
BILLING INFORMATION	CC-46
PERFORMANCE EVALUATION FOR OFFICE ASSISTANT	CC-49
MERIT INCREASE, AWARD/DENIAL	CC-50
CLERK'S CERTIFICATE OF SATISFACTION OF JUDGMENT	CC-53
CERTIFICATE OF CHANGE OF NAME	CC-54
RULE 4:00 HEARING NOTICE	CC-58
ORDER OF DISMISSAL	CC-60
ORDER REINSTATING	CC-62
DAILY DOCKET SHEET	CC-81
DOMESTIC RELATIONS HISTORY AND ASSIGNMENT CARD	CC-98
DOMESTIC RELATIONS TRIAL DATE AND FRIDAY WEEKLY CALL NOTICE	CC-99
WARRANT FOR CONTEMPT OF COURT	CC-122
REQUEST TO CLARIFY SATISFACTION	CC-129
WAIVER OF HOMESTEAD EXEMPTION	CC-151
RELEASE OF GARNISHMENT	CC-161
SATISFACTION OF JUDGMENT	CC-165
PRAECIPE FOR WRIT	CC-166
EXECUTION	CC-167
CLERK'S CERTIFICATE OF SATISFACTION OF JUDGMENT	CC-169
ORDER RE: DISCHARGE OF JUDGMENT	CC-179
NOTICE OF REGISTRATION OF FOREIGN JUDGMENT	CC-182
SATISFACTION OF SUPPORT JUDGMENT	CC-183
AFFIDAVIT FOR APPEAL	CC-186

DOMESTIC RELATIONS

CIRCUIT COURT STORES REQUISITION	CC-205
JUDGES AVAILABLE/UNAVAILABLE	CC-207
SHORT DOCKET SHEET	CC-208
TRANSCRIPT OF JUDGMENT	CC-209
MEMO-INCOMPLETE INFORMATION	CC-210
ORDER CONSOLIDATE	CC-213
SUPPORT CLERK RESPONSE LETTER	CC-221
RESPONSE LOG SHEET	CC-224
JUDGES AVAILABLE	CC-225
AUTHORIZATION AND ORDER TERMINATING SUPPORT OBLIGATION	CC-226
CLERK'S REPORT	CC-228
MOTION PRAECIPE	CC-230
ACKNOWLEDGEMENT OF CHANGE OF VENUE	CC-234
DISPOSITION OF TRANSCRIPTS	CC-256
FILM ATTACHMENT FOR BLOTTER	CC-255
CLERK'S CERTIFICATE OF MAILING	CC-254
ORDER OF DISMISSAL	CC-253
EXECUTION DOCKET	CC-265

RECOGNIZANCE

BENCH WARRANT	CC-12
ORDER FORFEITING BAIL, REVOKING RECOGNIZANCE AND ISSUING BENCH WARRANT	CC-17
ORDER REDUCING BAIL	CC-25
MOTION FOR RECOGNIZANCE OR BAIL REDUCTION	CC-32
REQUEST FOR RELEASE OF CONFIDENTIAL INFORMATION	CC-78
FELONY RELEASE ORDER AND AGREEMENT	CC-106
DEFERRED NOTICE	CC-126
CIRCUIT COURT STORES REQUISITION	CC-205
PRE-TRIAL RELEASE PROGRAM DAILY AUDIT	CC-214
INTERVIEW UPDATE	CC-235
CONDITIONAL RELEASE ON RECOGNIZANCE	CC-260

FILES

CRIMINAL COURT RECORDS	CC-20
EXEMPLIFICATION CERTIFICATE	CC-158
FILE CHECK-OUT CARD	CC-176
REQUEST REJECTION	CC-185
CIRCUIT COURT STORES REQUISITION	CC-205
NOTICE OF SJIS EXHIBIT ENTRY	CC-232
CHANGE OF VENUE R.S.V.P.	CC-257
SUMMARY OF PROCEEDINGS	CC-334

EXHIBITS

DISPOSITION OF EXHIBITS	CC-84
DEPOSITION NOTICE	CC-86
MEDICAL RECORDS NOTICE	CC-88
ORDER FOR EXHIBIT DISPOSITION	CC-175
EXHIBIT AUDIT REPORT	CC-178
EXHIBIT INDEX CARD	CC-181
EXHIBIT WITHDRAWAL	CC-184
EXHIBIT RECEIPT	CC-188
CIRCUIT COURT STORES REQUISITION	CC-205
EXHIBIT ENVELOPE-MANILA	CC-217
EXHIBIT BOX LABEL	CC-219
EXHIBIT ENVELOPE 12" X 18"	CC-266

ADMINISTRATIVE SERVICES:

ACCOUNTING

NOTICE OF SATISFACTION OF JUDGMENT FOR COSTS	CC-55
PAYMENT INSTRUCTIONS	CC-89
TRANSMITTAL: FINES, ATTORNEY FEES, RESTITUTION	CC-94
AFFIDAVIT OF LOST BAIL RECEIPT	CC-101
SECURITY RECEIPT	CC-131
VERIFICATION OF RELATIONSHIP AND NET WORTH	CC-132
AGREEMENT FOR LIEN	CC-133
NOTICE () SATISFACTION OF COURT LIEN	CC-134
NOTICE OF MOTOR VEHICLE ATTACHMENT	CC-135
AFFIDAVIT OF VALUE OF PROPERTY'	CC-136
AFFIDAVIT OF OWNERSHIP OF PROPERTY	CC-137
SHERIFF'S CERTIFICATE	CC-139
JUDGMENT OF SECURITY FORFEITURE	CC-146
EXECUTION AND RETURN	CC-147
CASHIER'S RECEIPT	CC-170
AFFIDAVIT OF LOST CHECK	CC-190
CIRCUIT COURT STORES REQUISITION	CC-205
DAILY CASH ACCOUNTING	CC-239

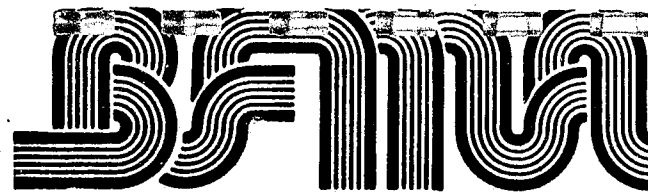
JURY

HAND BOOK FOR JURORS	CC-1
JURY DUTY BROCHURE	CC-3
LETTER OF APPRECIATION	CC-9
HANDBOOK FOR GRAND JURORS	CC-10
EXCUSE, JURY DUTY	CC-13
JURY PAYROLL	CC-23
JUROR QUESTIONNAIRE	CC-26

JURY

ORDER TO SHOW CAUSE	CC-52
JURY REQUEST SLIP	CC-70
JURY SERVICE CERTIFICATE	CC-72
SUBPOENA	CC-73
JURY SERVICE EXIT QUESTIONNAIRE	CC-77
GRAND JURY OATH AND ORDER	CC-83
JUROR ATTENDANCE CERTIFICATE	CC-107
EMPLOYER JURY EXCUSE DENIAL	CC-108
DEFERRED PART-TIME JURY SUBPOENA	CC-110
NOTICE OF DEFERRAL	CC-111
JUROR EXCUSE/DEFERRAL INFORMATION SHEET	CC-114
JUROR NEED PROJECTION, DISTRICT AND CIRCUIT COURT	CC-154
JUROR NEED PROJECTION, CIRCUIT COURT	CC-155
JUROR NEED PROJECTION, DISTRICT COURT	CC-156
CIRCUIT COURT STORES REQUISITION	CC-205
MILEAGE SLIP	CC-268

APPENDIX I.



ABOUT BFMA

The Business Forms Management Association, Inc. was formed in Los Angeles in 1958 as a vehicle by which forms professionals could exchange information and ideas. The success of that local organization indicated that such an Association would benefit individuals in the forms management professions on an international scale. BFMA began organizing other chapters in 1969, and ten years later had over 1500 members and 32 chapters in the United States and Canada.

The members of BFMA represent virtually every industry, especially those service industries which require many forms. In addition to chapter members, members-at-large (those not near a chapter) are found in many countries of the world. Memberships are individual rather than company.

BFMA's purpose is to promote good management of information resources, and especially of forms, throughout all industries and governments. It does this through education of the business public and its own members in the principles and techniques of forms management and related areas.

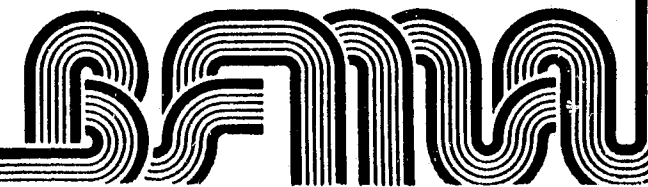
FORMS MANAGEMENT KNOWLEDGE

Each company or organization has unique information needs and unique division of responsibility. Because of this, each company needs a forms management program tailored to its needs. BFMA provides an extensive "menu" of technical knowledge through its publications, meetings, workshops and seminars, so that each member can find information pertinent to his or her job function. Topics presented typically include:

- Administration of a Forms Management Section
- Forms Analysis and Design
- Forms Inventory and Procurement Practices
- Forms Production
- The Role of Forms in Information Resource Management
- Forms in the Office of the Future
— and many more.

BENEFITS OF MEMBERSHIP

- Subscription to *FORMat*, the only forms management journal
- An annual International Seminar and Conference, held each year in May, in changing locations.
- A monthly newsletter for members only.
- Seminars, Workshops, and Classes offered by local chapters of BFMA.
- Chapter meetings, usually held monthly.
- Opportunity for interchange with other forms professionals.
- Annual Salary Surveys
- Employment listings (positions sought and available).
- Discounts on books, training courses, and other materials.
- BFMA's Network, an automated index to the membership by responsibility and industry.
- Opportunity for personal and professional growth.
- Representation of member interests and professional needs within the entire information resources community.
- Working together for an increased body of knowledge, higher standards, and more visibility for the forms management professions.



CHAPTER LOCATIONS

As of September, 1980, chapters are located in:

Atlanta, Georgia
Baton Rouge, Louisiana
Bloomington, Illinois
Boston, Massachusetts
Chicago, Illinois
Cleveland, Ohio
Dallas, Texas
Denver, Colorado
Ft. Worth, Texas
Hartford, Connecticut
Houston, Texas
Hull, Quebec, Canada
Indianapolis, Indiana
Kansas City, Missouri
Lansing, Michigan
Los Angeles, California
Madison, Wisconsin
Miami, Florida
Milwaukee, Wisconsin
Minneapolis, Minnesota
New Jersey
New York City
Ottawa, Ontario, Canada
Peoria, Illinois
Pittsburgh, Pennsylvania
Portland, Oregon
St. Louis, Missouri
St. Paul, Minnesota
St. Petersburg, Florida
San Francisco, California
Seattle, Washington
Springfield, Illinois
Tampa, Florida
Tucson, Arizona
Tulsa, Oklahoma
Washington, D.C.
Winston-Salem, North Carolina

Is your company located in or near one of the cities on the growing list of BFMA's chapter locations? If not, you may be the only individual in your entire community with the professional expertise, business contacts and leadership capabilities to undertake the role of chapter organizer. Can you afford not to take the time?

WHO SHOULD JOIN

Directors/Managers/Officers/Supervisors of:
Forms Management, Systems, Procedures, Records, Information Resources, Administrative Services, Office/Support/General Services, Materials Management, Data Processing, Word/Text Processing, Operations, Reprographics
Forms Analysts
Systems/Procedures Analysts
Records Analysts
Technical Writers
Documentation Specialists
Forms Designers
Desktop Publishers/Compositors
Graphic Artists
Purchasing Agents
Forms Sales Representatives (if interested in Forms Management)
Students of Business
College and University Instructors in Business Administration, Business Education, Office Management, Graphic Arts.

HOW TO JOIN

Complete an application, and send with a check or purchase order for dues, to your local chapter's membership chairman (or any member of the chapter Board of Directors). If you do not know how to contact the chapter, or if there is no chapter in your area, send to:

Business Forms Management
Association, Inc.
Administrative Offices
P.O. Box 3043
Portland, OR 97208

503/292-0229

BFMA
BUSINESS FORMS MANAGEMENT ASSOCIATION, INC.