



Introduction

This paper contains a summary of the major elements of a forms management program with some of the material taken from my book, *Managing Business Forms*. It is not a comprehensive analysis of a forms management program, but a set of guidelines on how to prevent such a program from failing. The reader is well advised to study the subject in much more detail before embarking on a new program.

What is Forms Management?

Many people look on Forms Management as just a means of eliminating unnecessary or duplicated forms in the belief that you control forms with a short-term procedure study, cut out the forms that aren't needed, introduce a good stock control system and place an experienced senior clerk in charge. If this is all it took, forms would not be the problem that they are to business and government. Many organisations have tried this and failed miserably so it is quite clearly not the answer.

Forms Management is not just involved with elimination of paperwork; it also creates forms—forms that are needed by the organisation to conduct its business efficiently—forms which may not have even existed before. This is where standards become a very important part of any forms management program. But the best form in the world, designed meticulously to high standards, is useless if it can't be obtained—if there aren't any in stock, or if its construction is so complicated that it will take a year to get it printed. Supply and stock control may not be all there is to forms management, but they are still important components. Some of the forms management functions need to be administered by the Forms Management Department while others will only need to be controlled indirectly by it. Some are service or staff functions while others are very much line functions involving day-to-day administration of the organisation.

The functions of Forms Management

For the purposes of this discussion, I have broken the functions down into three major categories and I'll deal with each in turn.

1. Analysis and Design

This is the most important function and the one most overlooked. I don't mean that organisations don't have it, but it is regarded as just simple graphic design by many organisations and the function relegated to low level staff. With the increasing interest in process reengineering and forms automation (electronic forms) the type of work undertaken by forms analysts is expanding rapidly. Analysis and design involves at least the following components.

Usage and Workflow Analysis

While this has always been a part of good form design and management, it is VITAL once you get into electronic forms and automated forms systems. It is essential for the form designers to get heavily involved in this process.

Design

This component shouldn't even need comment. All forms need design and its pretty much a waste of time controlling supply if what you send out doesn't work.

Standards and guidelines

This is an important aspect of good forms in a large organisation. Standards are those fixed rules that everyone must follow such as how to use the corporate logo. Guidelines cover general form design activity such as type to be used, line weights, screen densities, colours, etc. These issues become of extreme importance if you decide to decentralise any of the forms function.

Testing and evaluation

To many people, this is just checking to see if there is enough fill space or carrying out opinion surveys and focus testing to see if people "like" the form. But modern testing and evaluation techniques are far more advanced. Today we use low-cost methods such as error analysis and structured observational useability studies to find out if the form REALLY works—and if not, to find out WHY people misunderstand how to use it. I believe this is the most important part of good forms analysis and one of the most valuable training tools.

Specification writing

While part of supply or procurement, it is closely related to the design and should be carried out by people familiar with the form's function and design.

Form review

This is an extension of analysis and design where you are able to put use the form departments experience and skills to enhance forms on a planned basis.

2. Supply

This involves all those activities that are related to making up-to-date forms available to all the users.

Procurement

All forms have to be purchased or printed in-house and someone should control the function. In many organisations this will be done by an area separate from the forms department, but there should still be a close working relationship. Irrespective of what normally happens, I have always been a strong advocate of the first print for of a new or significantly changed form being handled by the forms specialists.

Checking printed forms

Obtaining forms doesn't stop when the order is placed. Someone needs to quality check the finished product BEFORE it is distributed to users. This is particularly important with machine-used forms. In a large organisation, it may be best to have a sample pack delivered direct to the forms management department for immediate checking.

Storage, inventory and distribution

It has often been said that a bad form that is available is generally far better than a perfect form that is out of stock. This is another area that may be separate to the forms management department, but where there is still the need for a close working relationship.

3. Control

This function cuts across the previous two. While they involve practical day-to-day tasks within the department, the control function is the medium by which all the others matters are kept in check.

Job production

This means keeping track of each job from when it arrives in the department to when the new form or change is fully implemented.

New designs and changes

These need special procedures to formalise their handling. In a small organisation this will be a minor task, but in a large organisation with thousands of forms, it must be controlled or you will have chaos.

Form numbering and cataloguing

Here is where so many forms management programs get far too complex and bog down in red tape. A good form numbering and cataloguing system is essential, but it only needs to be simple. A forms management department will have enough on their plate keeping up with producing good forms without having to worry about complex computer systems and their maintenance.

4. Quality assurance

This function is related to control but goes much further. It is the function that is most often overlooked, especially when control is outsourced and placed into the hands of suppliers.

Quality is not fancy design or printing fads

Since the introduction of computer aided design equipment, quality has often been taken to be prettiness or the application of technological fads such as graduated screens and multicolour forms. Yet none of this necessarily produces quality. Quality forms go way beyond the quality of the printing.

Quality is not conforming to "plain language" and other rules

Many form designers have latched onto sets of rules such as "plain language" and so-called "principles of good layout", thinking that if they follow those rules, their forms will work. However, recent research has shown that such rules alone do NOT lead to good forms. In fact, such forms are often miserable failures. This is covered in much more detail in our paper "How would you know if your forms were failing?".

Quality has nothing to do with people's preferences

Here is another major mistake that form designers make. One of the most common methods used to check a form is to send it out to all potential users and ask their opinions. Yet again, recent research has shown that opinions means next to nothing when it comes to producing a quality form. Related to this is the totally inappropriate practice of using focus groups to test forms. People who use these methods THINK that they work, but would be horrified if they know just how useless the results are. This is also covered in the paper mentioned above.

Quality is more than good printing

For many years there has been a strong emphasis in government and industry for "paperwork reduction". Unfortunately, this has usually been translated as reduction in sheets of paper. In the real world, it should be reduction in WORK! Good forms are often longer and use more paper—with plenty of space for answers and questions that make sense rather than cryptic captions in the upper left corner of boxes.

- Quality forms occur when the forms WORK!
- Quality forms minimise user errors.
- Quality forms bring user satisfaction.
- Quality forms save user time, not just printing costs.

Politics—the Number 1 Roadblock

This is a common problem that you'll find to one degree or another in almost every organisation. I've always had a personal hatred of organisational politics but I'm not stupid enough to believe that I can ignore it or even get rid of it.

If the program is transferring control of various functions from other areas, then this could mean reductions in staffing levels. Less people mean less responsibility and erosion of power and this will be one of the biggest political problems you face.

Opposition usually comes from some very predictable sources.

The department that currently produces forms

This is usually the Printing or Stationery Department but could also be Advertising, Graphic Design, or any such area.

The opposition comes from people within those areas who have technical expertise in printing or other practical aspects of document production. They may not understand that forms involve much more than just graphics and printing. On the other hand, they may understand too well and might not want to lose part of their empire.

Whatever the real reason, the stated reason usually follows the line that they are the experts; they are the ones who have been trained and have the qualifications; they are the ones with the practical experience. These objections will only hold for as long as a naive senior management believes them. That is a separate subject that is dealt with later.

In one company, the Printing Department had a tight grip on all printing with evidence of some good deals going with subcontractors and suppliers. The Manager saw his opportunities slipping out the door, and in collusion with a very senior executive to whom he answered, proceeded to set up a situation which would bring the Forms Department's new found reputation into disrepute. The plot was uncovered but the Forms Department felt that it was politically powerless to do anything about it. A consultant implementing the program didn't have to follow the political line and reported the matter to the CEO who, frankly, didn't quite believe him. The senior executive admitted his involvement, the plot was foiled and the forms management program went from strength to strength.

The stores or purchasing department

Because many organisations look on forms control as being a supply matter, the Store or Purchasing Department is frequently given the responsibility for looking after it. Purchasing people may have some objection to Forms Management dealing with printers but this is usually overcome with some open-minded discussion of the issues. The biggest problem you face here will be that of empire busting. Stores people, in particular, may have been responsible for such matters as allocating form numbers and they will probably see the program as an intrusion into their empire. It could be a particular problem in a large organisation with very high volumes of forms where the Stores Manager sees the program reducing the number of Stores personnel.

The Purchasing Department in one organisation found that with the high volume of typesetting being purchased from outside, it could make substantial savings by doing it in-

house—a valid point. But much of this typesetting was for forms and when a forms management program was introduced the Purchasing Manager saw two of his people going and the opposition started flowing thick and fast. The matter was resolved after the facts were presented to management in a written report.

The forms' owners

David Grayson, writing in "Adventures in Contentment" (1907), said: *"How sweet an emotion is possession! What charm is inherent in ownership! What a foundation for vanity, even for the greater quality of self-respect, lies in a little property!"*

The possession of forms is so greatly valued by managers who often regard them as their own little babies. The problem is that forms management is adoption rather than fostering, and the original parents know that their charges will be gone for ever—in many cases renamed and unrecognisable.

Of course, a good forms management program exists to serve the users, not impose its will. But forms owners have often had so many bad experiences that they don't trust your new little empire. So be gentle, wise, understanding and—above all—a servant.

Some other roadblocks

Wrong emphasis

Many people confuse design and construction features with quality. They push the latest fads—multicoloured backgrounds, graduated screens, carbonless paper, adhesive cards and labels, and such like—but while these may contribute to quality in some circumstances, they are only a minor component, although hopefully making the form easier to use. Prettiness doesn't equal quality!

Examine the forms that receive awards in international competitions and you will see an array of exotic features, but not one mention of whether or not people understand what the forms mean.

Information technology people often push the latest technogadgets—electronic forms, OCR, laser disk storage, EDI (electronic data interchange)—not realising that the fastest processing in the world is meaningless if the data is fiction. I'm not knocking modern technology—just the misguided emphasis and resultant disastrous communication.

From a forms management perspective, technology often drives the activity. Many organisations are seeing this happen with the continuing emphasis on process re-engineering, forms automation, downsizing and outsourcing of the forms function. While the gurus of re-engineering place the emphasis on people and effectiveness, many of the uninformed pushers do it for the wrong reasons and cause disaster.

Inflexibility

Forms Management personnel must be flexible. If you want your program to get a bad name, just be a forms delayer! Stick to the rules and red tape and don't consider the overall efficiency of the organisation. To the users, forms problems are very real and often have to be solved NOW! The whole organisation can come to a grinding stop just because the forms manager sticks to the rules.

Now don't get me wrong. I'm not suggesting that you shouldn't have rules and system, but there will be times when you will have to break your own rules to keep things moving. Of course, the ideal approach is to foresee these problems and build exception clauses into your standards and management procedures.

In some organisations, forms management pig-headedly imposes its will (without consultation and sufficient explanation) on sponsors and users. The department should be a place for forms experts and it should have the job of monitoring standards, but analysts who think they know everything about every form are living in a dream world. There is no such thing as the perfect form designer or the perfect form. Even when you are right and the sponsors are wrong, you should go all out to prove your case to them.

Poor staffing

This is the most common cause of failure that I have seen. I have found very few organisations that are willing to employ sufficient people, or even the right people, to do the job. Most managers just don't believe how many people are required and then, when the program fails twelve months later, they complain about incompetence.

It is impossible to run a forms management program without sufficient staff and sufficient skills. In fact, if you can't get the staff, my advice would be to forget the whole exercise—you probably won't be any worse off than you are now.

Poor planning

Most inexperienced people underestimate what is involved in setting up a forms management program.

Planning is the most important part of installation and should be carried out by someone who has a sound knowledge of forms management operations. Once the program is operational and starts to achieve some positive results, the department will be swamped with more and more work. In fact, if you have never had good forms management, then all your forms will need to be reviewed and redesigned. This is a process that takes a number of years under good conditions but your users will want you to do it overnight—after all, you said at implementation that you were a service department staffed by experts.

If you don't do adequate homework and plan the program carefully BEFORE implementation, it will collapse under the weight of its own inertia.

If you are planning to introduce automated or electronic forms, this matter becomes of even greater importance. Having done basic analysis I can design the artwork for a letter-size (paper-form) page in 30 to 90 minutes, depending on the complexity, using Macromedia FreeHand on an Apple Macintosh computer. The same forms in electronic format would typically take from three hours to a week depending on the amount of built-in intelligence and the ease with which you can design using the available software. Our experience is that if you jump in and tell everyone what you are doing in this area, it won't be long before they all want it—but who is going to do the work? It's FAR more complex than paper form design and needs a much higher level of skill that doesn't come overnight. So be prepared and take such matters slowly.

Take Positive Action!

This is a major key to getting a forms management program accepted. Far too many people try to fight fires instead of back burning. It could be too late once the problems have started. It's far better to foresee the problems and take preventative action.

So here are some positive steps that will stand you in good stead.

Get senior management backing

Having examined and developed many forms management programs, I've seen some come and go and others stay for ever. I have never seen a program work in the long term without formal approval from the most senior executive.

Approaching forms management on a department-by-department basis (with each doing its own thing) is better than nothing at all, but it is relatively non-productive. For maximum efficiency it must be implemented throughout the whole organisation. However, when forms management is introduced into an organisation for the first time it usually brings about a massive change in the areas of responsibility. Most people recognise the need for improved efficiency but the idea of doing it through forms control is a foreign concept.

The difficulties mean that it needs a strong driving force—a person with a strong sense of purpose who is totally convinced of its value. The person who has this task also has the task of convincing the organisation's management; the program will need management's active support (not just rubber stamp approval) if it is to succeed.

This support is not always easy to get, and if you need it, you will most likely have to do a lot of homework to prove your case. But the effort brings positive rewards for the long-term viability of the program.

Formalise the program with corporate policy

Some programs last for a time without management backing because of the personality, drive, forcefulness or power of the person who sets them up. But as soon as that person moves elsewhere the impetus dies. In addition to the present senior management's support, you need is a formal statement of authority for the program that allows it to override the political whims of management in all other areas and to give it a long-term standing in the organisation.

A major difficulty in getting your program off the ground will be deciding who is responsible for what. I have often nicknamed the Forms Management Department, The Empire Busters. It seems that almost every facet of forms management cuts across some other manager's previous sphere of operation. For many managers the new responsibilities will be a welcome relief, taking away what they considered to be burdensome tasks. For others, however, there may be resentment.

Some years ago I heard of a very large Australian corporation whose senior management rejected a proposal for a forms management program because of the objections raised by a couple of other managers whose control of forms would be taken away from them. Ironically, many of that corporation's public-use forms are atrocious—I know because I am one of their customers and I don't believe it's just my intelligence that's lacking.

Many of the problems stem from a general lack of understanding of the form design process—the mistaken belief that "anybody can design a form as long as they know the

subject matter". It really gets back to the managers being naive—they don't know that they don't know.

One contributing factor to dealing with this is to have a formal statement of responsibilities and a formal statement of policy. This policy will state who is responsible for such matters as:

- justifying the introduction of new forms
- technical content
- conformity to corporate image
- language and layout
- production specifications
- testing new forms
- design sign-off
- allocating form numbers
- releasing new forms to users
- determining the best method of production

Make service a high priority

The Forms Management Department is a service department—something the Manager and staff must never forget.

That doesn't mean "the sponsor is always right". In fact, experience tends to indicate the opposite. But the sponsor doesn't necessarily know that, and the forms are always wanted "yesterday". So, you'll have to come up with a compromise—a compromise in appearance rather than quality. You still have to do your "good works" but you might have to break a few of your own rules to do it.

I once had a rather unpleasant discussion on a forms management course with a participant who took strong exception to the suggestion that good forms management meant breaking the rules occasionally. My antagonist appeared to be a stickler for red tape, insisting that standards, by their definition, must always be followed. She had never worked in a forms management area (although a few months later she was working as a forms management consultant) and could not see the point that when emergencies arise, you have to do something about them if your business is going to stay on the rails.

It's all very well to have rules, but what happens to the profitability of your business or the service to the public when your most critical forms are not available—maybe because someone forgot about an important change or forgot to place an order.

Of course you must have rules, and most of the time they should be followed; but your number one task is to provide the best forms practicable, given the constraints of time, internal politics, facilities and organisational policy.

It's important that the Forms Manager understands the lack of understanding on the part of other managers. It's not necessarily their fault that they don't know what's best and you'll be faced with an education program to slowly win them over. I've found from experience that most (and sometimes all) managers will come to see the value of the program eventually, so you'll just have to be patient and let them be convinced by your good works.

Don't waste time on trivial matters

Many of the requests which come into the department will be for minor forms that are not worth spending a great deal of time over.

If the form has a low usage, doesn't take much effort to process, and you can produce a quick redraw in ten minutes on your computer, then I suggest you do what you can to get it out of the way. Don't worry about detailed testing, and all sorts of signatures and approvals. Formality is important, but be balanced. Don't kill a good system with red tape.

Record your progress

To keep the program alive you need to let people continually know of your existence. A major part of this is the matter of reporting your progress on a regular basis, and reporting conservatively and honestly.

Controlling the program means keeping a close watch on all the work that is going through the Department. Make sure records are kept up to date, that every form is entered into a daily log, and that you keep detailed progress statistics on your operations from Day 1. Next, don't forget to report you progress to management—keep them informed—never let them believe that you are redundant.

In the early stages of a program it is a sound practice to prepare written reports on a monthly basis. As you progress, say six to twelve months down the line, you could reduce the frequency to every three months. Later, they might even be cut back to every six months, but never let them stop completely.

The objectives of such reports could be:

- to draw attention to your program and to maintain support
- to inform management of other areas of your achievements
- to convince management of the value of continuing the program.

It is very tempting to gloss over the need for reports in the early pressure-cooker stages of the program, but I can assure you that the results are well worth the effort.

To prepare your reports, you will need to know how much your forms cost to produce and also have some realistic idea of all the other costs associated with them.

Some of the savings are very easy to measure while others are so intangible that you will only be able to make wild guesses. Listed below are some of the areas in which savings will be made.

- reduced printing cost
- lower stock control costs
- reduced error correction
- improved clerical efficiency.

Maintain your exposure

The initial burst of high activity will eventually level off but the interest in forms management should not.

During the first year or so there will be a great deal of attention paid to detail, procedures, controls and standards. There will also be much interest shown on the part of other managers—some of that out of plain curiosity, some out of a deep concern to see

problems eliminated and some with a desire for revenge.

But in time, that interest can subside and the Forms Management Department will be just another cog in the administrative wheel. I strongly believe that a program is not worth starting if it is not intended to keep it going.

In government departments and big corporations, the first areas to go in difficult financial times are those which can be cut without any immediate impact. Forms Management is just such an area; its major forms analysis work can be eliminated and the real impact may not be felt for two or three years. It all becomes a matter of expediency, often for doubtful political motives. The solution is to not let people forget your existence or your essential, on-going value to the organisation!

When the financial cuts are on, you must be able to prove that your department is the one that can help produce the cuts elsewhere. Take away forms management, and costs elsewhere will increase.

The organisation's staff news can also be a great place to occasionally boast about your achievements. Don't overdo it or people will think you are just an egotist trying to expand your empire. But when you have made some significant achievement that has either produced great savings or has had a massive impact on the organisation's image, then make sure everyone knows about it.

Top priority should continue to be given to those areas which present possibilities for greatest savings. But don't forget to spend time on the small items. You won't be able to do everything at once and if your organisation has never had forms management before, everyone will want you to work miracles. So the main thing is to make sure that throughout each year you provide some service to each user area.

Don't be a forms delayer

There will be times when you'll let a bad design go through because you don't really have the time to work on it, and hopefully you will be able to pick it up later. You just have to weigh up all the pros and cons of redesign. When you are busy, it might not be worth the effort. A quick cosmetic change may be enough even if it doesn't improve the form's functional operation. Many of the people for whom you design forms have to do their day-to-day work as it lands on their desks and it may be better for them to continue with the form they have than to wait around for the improved version. A bad form that is available is usually better than no form at all.

Be an expert

An important part of ensuring the ongoing viability of the program is to see that everyone you deal with values your existence.

This will generally come naturally as you provide a professional service. But one of the key factors here is to know your stuff! One of the points I hammer home in all my form design courses is that the forms analyst must know more about form design than the forms' owners. This means studying, keeping up to date with latest trends and knowledge, and above all, knowing WHY you do what you do. It's no good just telling a user that you "think" a particular idea looks better. If it IS better, then explain why. Of course, you had better be right. Don't just give a story that sounds plausible but is shot through with ineptitude.

For example, if a user says that he wants the form printed in all bright red ink because

it needs to stand out, then it's no good just saying that "green is better". That's just your opinion versus his. Explain WHY red is inappropriate—that small red text is hard to read and that red in small units is low in legibility. If he's still not convinced, explain how red light focuses behind the retina of the eye leading to eye strain when focussing on small areas. He wants red because he perceives a problem, so you as the expert should provide the answer to his problem. If he wants the form to stand out there are other methods. You could use bright yellow paper, but it can cause nausea and emotional problems if used a great deal. So, what needs to stand out and why? Maybe, if it just needs to be easily locatable in a file, a bright red or other coloured band down the right hand edge of the page will do the job.

If you are new to the game, then you may feel very insecure—especially as you learn more about forms work and realise what a complex area you have entered. Remember that although you may have a lot to learn, the forms users generally don't know as much about forms as you do, so at the very least ACT CONFIDENTLY! I don't mean to lie and pretend that you know what you don't, but manner plays an important part in your approach to users.

The most important action — effective implementation

In almost thirty years that I have been working with business forms, I have seen more failures with management programs than successes. Yet none of these failures should have occurred. In every case, management failed to apply sound, proven principles.

There is nothing difficult about forms management and nothing mysterious. Forms experts around the world have been teaching essentially the same principles since the 1940's. I find it interesting that all experienced practitioners agree on most of the major principles.

While implementation is too big a subject to cover in a short paper, there are two very important principles that should be remembered.

1. Plan the Task

There are a number of activities which must first be carried out before you actually start working on the forms and it is essential that you take these into consideration before setting your time schedule.

Procedures and forms

Procedures and forms for forms management should be fairly high on the priority list. You can't run an effective department without them and they need to be good quality. The form which lets people request a new form must be expertly produced—the users have to see your good forms, not just hear about them. Included here will be the development of a formal statement of management policy on forms.

Form numbering system

This will not be a problem if you already have a simple sequential system in operation. But if you have some complex functional system or different sequences for each department, then this will be a major exercise that will need to be well under control before your new system goes live.

Indexing and classification

Your forms history files—or at least the basic system—and master indexing system will need to be set up and fully operational before you announce the program.

This is a time-consuming task and you will have little chance to get it going once everybody is bringing their form design work to you.

Personnel, space and equipment requirements

If you are having difficulty finding suitable personnel, you might have to start off understaffed, but I suggest that you have at least two thirds of your people in place before you start.

You can always improve the workplace environment later, but don't hamper morale with bad working conditions for too long. Your analysts might put up with poor conditions for two or three months, but their work will suffer if it continues beyond this.

Reporting system

This is one item that can easily be overlooked. It is also easy to think that it is unimportant and can be held off. Don't make this mistake. The most valuable time for reporting is the first six to twelve months of your operation.

The actual implementation

This needs to be carefully planned and will include such items as:

- a meeting to launch the program at each major location
- individual orientation sessions for departments which sponsor many forms
- a formal statement from the chief executive
- publication of an abbreviated set of procedures for sponsors
- printing and distribution of your forms management forms.

Areas of major study

You will have your work cut out to keep up with demand from sponsors but I would strongly advise you to start some formal study project very early in the piece so that your presence will be strongly felt throughout the organisation.

The preliminary survey should have uncovered potential areas for analysis and one or two of the major areas should be included in your initial plan.

2. Take your time

One of the most common difficulties I have seen others encounter is that of rushing into a program, usually to impress senior management that something is actually being done. Management gets twitchy when they invest in high powered staff (and possibly a forms management consultant) and three months down the line, can't see any results. This is to be expected, but if you jump in feet first you're sure to sink and that will be even worse.

The major reason for careful planning is that if you have never had forms management, there will be a huge workload in the first six to twelve months and you will need a sound administrative structure already in place.

Once the work starts flowing in there won't be time for setting up files, indexes and computerised databases, or designing administrative procedures and forms, or training new staff. This must be done before you launch the program—before you officially announce your

existence to the organisation.

You might have to bring in some outside help to convince management that this is so, and I've found them supportive provided they can trust what they are being told.

Conclusion

I've often been asked to advise on forms management and found that the organisation has already started to implement some of its own ideas in a piecemeal fashion, but I have not found one occasion when this was successful. In some cases all they had done was start to change the form numbering and indexing systems. In others, new procedures were introduced for requesting form design but without any effective administration. In all cases, they had failed to consider the important needs of staffing, facilities and the impact of an ever-increasing workload once the program got off the ground.

Any forms management program needs careful research and planning before even part of it is implemented. Staff selection, facilities and equipment, administrative procedures, indexes and records all need to be soundly in place before the program is launched and publicised.

Forms management does work, but it also fails if done the wrong way. There is rarely a NEED for failure—it just comes about because people don't use the principles that have been proven over so many years.

Additional reading

Books on Form Design & Related Subjects

The Form Designer's Quick Reference Guide, 2nd Edition - Robert Barnett, Robert Barnett and Associates Pty Ltd, Canberra 1994

Managing Business Forms - 1996 Edition - Robert Barnett, Robert Barnett and Associates Pty Ltd, Canberra 1996

Practical Playscript: writing procedure manuals that people can use - Robert Barnett, Robert Barnett & Associates Pty Ltd, Canberra, 1993

Forms For People - Robert Barnett, Robert Barnett & Associates Pty Ltd, Canberra, [in preparation] 19967

Designing information for people - Proceedings from the symposium,
Communication Research Institute of Australia, Canberra, 1992

Business Forms Management - William V. Nygren, AMACOM 1980, New York; ISBN 0 8144 5524 7

Forms Under Control, a review of Administrative Forms: Report on Control - Management and Personnel Office, London 1982; ISBN 0 7115 0040 1

Forms Reform: Second Progress Report to the Prime Minister by the Cabinet Office - Management and Personnel Office, London 1984

Third Progress Report to the Prime Minister by the Cabinet Office - Management and personnel Office, London 1985; ISBN 0 7115 0105 X

- Forms Analysis** - *Carl Osteen, Office Publications, Conn.1969*
- Design of Forms in Government Departments** - *Her Majesty's Stationery Office, 1972*
- Forms for Better Communication** - *Patricia B. Vardaman, Van Nostrand Reinhold Company, New York 1971*
- Forms for the 80's** - *North American Publishing Company, Philadelphia, 1980*
- Multiple-Part Business Forms** - *E. Lennox Muir, Cassell & Company Ltd., London 1971; ISBN 0 304 93791 6*
- Colour in Forms, a brief guide** - *Forms Information Centre, University of Reading, UK 1983*
- The Business Forms Handbook, 3rd Edition** - *John P. Shied, National Business Forms Association, Virginia, 1984*
- User-Interface Screen Design, Fourth Edition** - *Wilbert O. Galitz; Q.E.D. Information Sciences, Wellesley MA; 1993.*
- It's Time To Clean Your Windows: designing GUI's that work** - *Wilbert O. Galitz; John Wiley & Sons, New York; 1994.*
- The essential guide to user interface design** - *Wilbert O. Galitz; John Wiley & Sons, New York; 1997.*
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