Proposed Body of Knowledge for BFMA Certificate Program

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Skill or Function | Description | Source
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<th>1. Foundations of governance</th>
<th>Governance of a Forms Management Program is the set of policies, procedures, processes, standards and controls established and implemented to manage and monitor forms development, deployment, inventory and management at an enterprise level.</th>
<th>Now includes text in the element, definitions of mandate, strategy, policy, etc.</th>
</tr>
</thead>
</table>
| 2. Forms Management Program Strategy | A Forms Management Program Strategy is an enterprise agreement on goals, solutions supported, tools (technology architecture, hardware, software, other specific equipment, standards) to be used, and a forms policy. The Program strategy is aligned with the organization’s overall business strategy and objectives, and it ensures a consistent application of a set of practices to be used for the development and deployment of forms throughout the organization. | Article: Aligning Forms Management With Corporate Policies And Compliance Partners by Tamra Bevan, [http://c.ymcdn.com/sites/www.bfma.org/resource/resmgr/Articles/07_58.pdf?hhSearchTerms=%22%22Form+Systems+Certification+Board%22%22](http://c.ymcdn.com/sites/www.bfma.org/resource/resmgr/Articles/07_58.pdf?hhSearchTerms=%22%22Form+Systems+Certification+Board%22%22)  
Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, A2  
Article: What is Forms Management by Margaret E. Tassin, [http://www.bfma.org/?65](http://www.bfma.org/?65)  
TOGAF  
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<th>Description</th>
<th>Source</th>
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<tbody>
<tr>
<td>a. Forms Mandate, Policy and Strategy</td>
<td>A forms mandate, policy, and strategy are imperative for a well-run Forms Management Program. They help define roles, authority and responsibilities, and help the Program operate smoothly within the Program itself as well as within the organization.</td>
<td><a href="http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap33.html">http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap33.html</a></td>
</tr>
<tr>
<td>b. Communicate the mandate, policy and strategy</td>
<td>It is important to communicate the day-to-day impact of the mandate, policy, strategy, governance, etc. to employees. Communicating them via the Program Manual and other avenues helps ensure that roles and responsibilities are understood. For example, communications can target the need to establish form owners and who can request, approve or obsolete forms.</td>
<td><a href="https://blogs.msdn.microsoft.com/mikewalker/2009/02/02/togaf-9-release-and-impressions/">https://blogs.msdn.microsoft.com/mikewalker/2009/02/02/togaf-9-release-and-impressions/</a></td>
</tr>
<tr>
<td>3. Forms Management compliance with corporate policies</td>
<td>Forms Management policies must be consistent with other corporate policies such as security, privacy, and accessibility. There is a statement of compliance within the Program Manual.</td>
<td>Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, A2, D-1, E-1-4</td>
</tr>
<tr>
<td>4. How Forms Management implements its compliance with corporate policies</td>
<td>Establish procedures that include review of the policies included, establish a compliance review checklist to use during design analysis and serve as an audit trail, maintain contacts for each policy owner, establish a cycle of periodic reviews for compliance. Educate form owners on issues associated</td>
<td>Article: Strategic Importance of Forms Management by Ray H. Killam CFSP, CFC, <a href="http://c.ymcdn.com/sites/www.bfma.org/resource/resmgr/Articles/Strategic_Importance_of_Form.pdf">http://c.ymcdn.com/sites/www.bfma.org/resource/resmgr/Articles/Strategic_Importance_of_Form.pdf</a></td>
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<td></td>
<td></td>
<td>Training Class: Best Practices in Forms Management,  11- Forms Policy and Strategy by Ray H. Killam CFSP, CFC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training Class: Best Practices in Forms Management, 16- Branding Your Forms Program by Ray H.</td>
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| 5. Create policies | Create policies for signatures, accessibility, database access, supported languages, supported software and tools, branding, plain language, authorizing the creation, revision and cancellation of forms, etc. In all cases, departmental procedures must support the policies. | Book: Establishing a System of Policies and Procedures, By Stephen Butler Page, Process Improvement Publishing, 2002
Now incorporated in the Forms Program Management section of this section. |
| 6. Definitions within Forms Management | The Forms Management Program drives the organization to agree to the terms being used in order to establish strategy. Organizations define these terms and obtain acceptance and agreement within the organization because otherwise there can be disputes.
Understanding and acceptance of terms as to what constitutes a form will also help define roles and responsibilities between the different development areas. | BFMA Glossary
Article: What is Forms Management by Margaret E. Tassin CFSP, CFC, http://www.bfma.org/?65
Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009 |
Partnering of Forms Management and Records Management by Sue Heironimus, CRM, https://bfma.ym.com/?page=43&hhSearchTerm=s=%22records+and+management%22

Article: Strategic Importance of Forms Management by Ray H. Killam CFSP, CFC

Web: IF4IT The International Foundation for Information Technology, Glossary/Dictionary of IT Terms and Phrases – Forms Management Glossary Forms management,
http://www.if4it.com/SYNTHESIZE/D/GLOSSARY/F/Forms_Management.html


Article: Functional Form Design by Eric Spears,

Training Class: Best Practices in Forms Management, 03-The Forms Development Workflow by Ray H. Killam CFSP,CFC,
http://www.essociatesgroup.com/

Training Class: Best Practices in Forms Management, 12- Structure and Staffing by Ray H. Killam CFSP, CFC,
http://www.essociatesgroup.com/

Training Class: Best Practices in Forms Management, 13-Policies, Process and Procedures/Project Types by Ray H. Killam CFSP, CFC,
http://www.essociatesgroup.com/

Training Class: Best Practices in Forms Management,
### 7. Establish the role of the Forms Management Program and its head

Every organization needs to establish the role of the Forms Management Program and determine the role of its head within the organization, and with external organizations.

- **Article:** Forms Management, by Carl W. Brannon, CFSP, CFC [http://www.essociatesgroup.com/formation_central/index.htm](http://www.essociatesgroup.com/formation_central/index.htm)

### 8. Forms Management Structure

A clear mandate and policy situate the Forms Management Program in the organizational structure. The structure includes the authority the Program reports to, key working relationships and approval processes in matters related to forms. The Program’s structure, like any organizational structure, is typically

- **Article:** Forms Management, by Ray H. Killam CFSP, CFC [http://www.essociatesgroup.com/](http://www.essociatesgroup.com/)
- **Article:** Metrics and Management Reporting by Ray H. Killam CFSP, CFC, [http://www.essociatesgroup.com/](http://www.essociatesgroup.com/)
- **Article:** Process Flow Charting and Analysis: Part 1 of 2 - Data Gathering and Charts by Ben S. Graham, Jr., [http://www.bfma.org/?57](http://www.bfma.org/?57)
- **Article:** Process Flow Charting and Analysis: Part 2 of 2 – Analysis and Approval by Ben S. Graham, Jr., [http://www.bfma.org/?58](http://www.bfma.org/?58)
| a. Relationship with management at all levels | In the course of its project operations, the Forms Management Program maintains and nurtures relationships with all levels of management, including senior and executive. Turnover with management can be an issue. If there is a well-defined policy, strategy, mandate, and structure, this will ease transition to a new manager or new leader or new organization structure for the Forms Management Program. Without a governance, it is imperative that the Forms Management Program have a well thought out plan in place in order to educate and nurture new management. | Article: Forms and Workflow Automation: A White Paper by Michael A. Bragen, [http://www.bfma.org/39](http://www.bfma.org/39)  
| b. Relationship with Other Functional Areas or External Organizations | It is important to establish relationships with other functional areas or professional peers (internal or external) to share knowledge on forms, strategy, and resources. Forms Management Program staff maintain and foster relationships with other functional areas and external organizations as a partner in service or in project delivery, and are often called to sit on cross-functional teams and committees. The Forms Management Program also needs to establish a system of form owners, form coordinators and a forms committee to further the activities of the Program. | Training Class: Best Practices in Forms Management, 11- Forms Policy and Strategy (Z-Variable Data Printing Management & A- Forms Strategy) by Ray H. Killam CFSP, CFC  
BFMA Glossary: form owner  
BFMA Glossary: forms coordinators  
BFMA Glossary: forms committee  
Training Class: Best Practices in Forms Management, 10- Strategy by Ray H. Killam CFSP, CFC, [DRAFT](http://www.bfma.org/39)  
| 9. Forms Management Program within the organization | The Forms Management Program may fit into an organization in many different locations e.g., Information Technology, Communications, Legal Services, Administration, Shared Services. Regardless of reporting location, the Forms Management Program must have access to all areas of the organization as an enterprise-wide function and maintain relationships with key partners. The senior level executive the Forms Management Program reports to must be supportive of the Program, its policy and its role as the recognized as the authority within the organization for forms. |
| 10. Program manual | Develop, establish and maintain a Program Manual. It describes to users how to interact with FM: how to get service, answers questions, describes the FM policies, organization chart for FM and contacts, etc.  

The Program Manual should be available to all employees.  

To support and promote its services to the organization, the Forms Management Program needs to |

http://www.essociatesgroup.com/  
Training Class: Best Practices in Forms Management, 16- Branding Your Forms Program by Ray H. Killam CFSP, CFC,  
http://www.essociatesgroup.com/  
Training Class: Best Practices in Forms Management, 15- Metrics and Management Reporting by Ray H. Killam CFSP, CFC,  
http://www.essociatesgroup.com/  
Article: BFMA 2006 Symposium, Strategically Aligning Forms Management with Corporate Objectives, by Ray H. Killam CFSP, CFC  
Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009 F. 3.1  
BFMA Glossary: program manual
develop and maintain a Program Manual. It describes to users how to interact with the Forms Management Program, how to get services, answers to questions, describes the Forms Management policies, gives an organization chart for the Forms Management Program and contacts and more.

The Program Manual should be available to all employees.

11. Forms Style Guide

To support its forms design and development services to the organization, the Forms Management Program needs to develop and maintain a Forms Style Guide. It provides an authoritative reference that documents the organization’s decisions that pertain to forms design standards, conventions, guidelines and best practices. Topics e.g. unique identifier protocol and location, branding, layout, spacing, type size, fonts, etc.

The Forms Style Guide must be kept up-to-date, well communicated and promoted to all interested parties. This will help ensure every party understands their role, clarify the reasons why certain standards need to be applied, eliminate misunderstandings and foster better relations with customers while ensuring the organization’s business information and corporate image needs are met.

The Forms Style Guide should be available to all employees and to any party developing and producing forms for the organization (including external partners and external resources on contract).

Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009 F. 3.1
BFMA Glossary: style guide, program manual, service catalog
Forms vs. application https://www.nngroup.com/articles/forms-vs-applications/

a. Consistent forms development

It is the responsibility of the forms management program to develop and implement policies and practices that produce effective forms efficiently. Obtaining active support of senior management, obtaining

Training Class: Best Practices in Forms Management 2015, Ray H. Killam
Session 20: Developing a Program Manual and Forms Style Guide
buy-in from stakeholders, and assuring that the Forms Style Guide aligns with organizational requirements will go a long way toward acceptance of and compliance with the Forms Management Program.

It is also the responsibility of the Forms Management Program to develop, establish, and obtain enterprise agreement on any new required standards or revised standards or deviations/exceptions relating to forms development and management as required. Approval is often obtained via the forms committee.

b. Standards and policies external to the Forms Management Program

It is the role and mandate of the Forms Management Program to apply and ensure compliance with all standards (e.g., branding, writing style, industry) and policies (e.g., privacy, security, accessibility) whether internal or external to the Forms Management Program. Forms are a primary interface for the organization. Forms must reflect the organization’s branding, style and policy decisions (which may be specified by other internal organizational units), as well as comply with regulatory requirements or industry standards (such as ISO or manufacturers).

Compliance should be reflected in the Program Manual or Forms Style Guide. Often a statement of compliance to the specific policies and links to the policies are all that is required. Policies that mandate a design style, such as the International Standards Organization (ISO) date standard, are often illustrated with examples in the Program Manual or Forms Style Guide.

12. Ethics

Every form is an indication of that organization’s commitment to quality. If a form is thrown together, designed poorly and without the end user in mind, it becomes an early warning to the customer to expect to be disappointed.

Training Class: Forms Training Online 2015, by Ray H. Killam, Margaret Tassin, and Lisa Lee. Series 2, Session 205

Presentation: Developing a Style Guide, by Ray H. Killam, [link to presentation]

Training Class: Forms Training Online 2015, by Ray H. Killam, Margaret Tassin, and Lisa Lee. Series 2, Session 205

Presentation: Developing a Style Guide, by Ray H. Killam, [link to presentation]
Similarly, an organization’s forms must be consistent with that organization’s ethics. The forms professional should be familiar with the ethics policy of the organization, sometimes known as Code of Ethics, and ensure that all products and services provided by the Form’s Management Program are consistent with those ethics. Many organizations also have a Code of Conduct to govern employee behavior which may also be relevant to form design.


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<th>B. Communication Skills and Functions</th>
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<td><strong>(Forms as a key interface with requesters, domestic and international publics)</strong></td>
<td><em>(Forms as a key interface with requesters, domestic and international publics)</em></td>
</tr>
<tr>
<td><strong>Forms as communication tools</strong></td>
<td><em>(Forms as a key interface with requesters, domestic and international publics)</em></td>
</tr>
<tr>
<td>It may be counterintuitive, but forms are key communication tools. They are typically a visual representation of a reusable container, namely the form. The purpose of that container or form is to interact with individuals by communicating and gathering information from them in an organized way in support of an organizational process. This process could be a business, financial or service transaction and some of these transactions are legally binding.</td>
<td><em>(Forms as a key interface with requesters, domestic and international publics)</em></td>
</tr>
<tr>
<td>Once completed, the form itself or the information gathered on the form is bundled and sent somewhere else for processing. It often becomes the trigger to other transactions or activities in a business process sequence and remains a legal record of business transactions/decisions.</td>
<td><em>(Forms as a key interface with requesters, domestic and international publics)</em></td>
</tr>
<tr>
<td>Large and small organizations in private and public sectors use forms to feed vital, complex business information workflows. It is estimated that 60 to 80% of business transactions are carried out using forms, all output format taken into account. In today’s world of computers and mobile devices, forms have become more ubiquitous in electronic format such as eforms,</td>
<td><em>(Forms as a key interface with requesters, domestic and international publics)</em></td>
</tr>
</tbody>
</table>
application and Web screens, intelligent system interactions, in addition to traditional printed forms.

Forms are often the most visible communication between a business and its client base or between a government organization and its citizens. One can easily think of utility or service invoices, cheques, income tax forms, insurance claims, various application forms for jobs or services, business or government notices, ID cards and license renewals.

**Technology and the transformation of forms**
Large and small organizations in private and public sectors use forms to feed vital, complex business information workflows. It is estimated that 60 to 80% of business transactions are carried out using forms, all output format media taken into account. With computers and mobile devices that enable e-commerce and e-services, forms have become more ubiquitous in electronic format. In addition to traditional printed forms such, we now see eforms, application and Web screens, and various intelligent system interactions.

Technology has transformed the way we do business and affected many activities performed by the general public, enough that forms have become commonplace in the daily life of individuals. There are more forms now than ever before.

- You want to shop online instead of going to the store? *Fill an order form online.*
- You want to renew your driver’s license? *Fill a form online.*
- You want to sell your antique dining room set? *Fill a form to post it online.*
- You wish to access your personal account on a website?
<table>
<thead>
<tr>
<th>Log in using a form.</th>
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<tbody>
<tr>
<td>Technology has not eliminated forms as such. It did, however, contribute to reduce and at times eliminate, forms produced in certain output formats such as printed forms, in favor of forms produced in more flexible and integrated input and output media like eforms and intelligent applications and systems. This new generation of forms enable the collection of information (data), efficiently store it and re-use it in multiple ways facilitating business activities.</td>
</tr>
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</table>

**Good communication, accurate data collection**

Organizations need to be confident that the data they do receive from clients and users is accurate to ensure they obtain the data they need to operate. For this to occur, organizations must be sure to ask the right questions. Then users need to quickly be able to see which questions they are required to respond on a form and be sure to understand them in order to enter accurate information. Completing the required sections of a form ensures service fulfillment.

Using data previously collected on forms from clients, organizations also prefill forms with client data to send and communicate relevant messages, at times personalized messages, to their client audience.

1. **Visual communication through good design**

While it is important that the questions and data field captions on a form be written in a clear and plain language, it is just as important for the form’s design to be visually clear and easy to navigate.

Jacob Nielsen article on plain language
[https://www.nngroup.com/articles/plain-language-experts/?utm_source=Alertbox&utm_campaign=4c8622ac0d-ux_lessons_plain_language_2017_10_09&utm_medium=email&utm_term=0_7f29a2b335-4c8622ac0d-40332257](https://www.nngroup.com/articles/plain-language-experts/?utm_source=Alertbox&utm_campaign=4c8622ac0d-ux_lessons_plain_language_2017_10_09&utm_medium=email&utm_term=0_7f29a2b335-4c8622ac0d-40332257)
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<tr>
<td>4. Counsel and guidance</td>
<td>In essence, the role of the Forms Management Program is one of consultative service to improve business processes within the</td>
<td>Web: BFMA Study Guide — Forms Management, IV. Forms Management #2, <a href="http://www.bfma.org/?page=Studyhub_GuideFM&amp;hhSearchTerms=%26+and+Counsel+and+guidance">http://www.bfma.org/?page=Studyhub_GuideFM&amp;hhSearchTerms=%26+and+Counsel+and+guidance</a></td>
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<tr>
<td>5. Influencing and Persuasion</td>
<td>Persuasiveness in supporting recommended options is an asset to all Forms Management Program employees. When presenting options, it may be necessary to use persuasiveness by providing additional information, clearly explaining the reasoning, justifying the recommended option in order for requestors, clients and management to buy into the solution and agree to the process or solution.</td>
<td>Article: Effective Management Presentations by: Dr. Ben S. Graham, Jr., <a href="http://www.bfma.org/?page=98&amp;hhSearchTerms=%227+and+PERSUASIVENESS+and+supporting+and+recommended+and+options%22">http://www.bfma.org/?page=98&amp;hhSearchTerms=%227+and+PERSUASIVENESS+and+supporting+and+recommended+and+options%22</a></td>
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<tr>
<td>6. Negotiation</td>
<td>Negotiate timelines, products, terms and conditions, resource allocation. A number of different elements of the Forms Management Program need to be negotiated and agreed upon: - with the requestor or project team, agree on -- a timeline to realize the business analysis, process and form development schedule -- a deployment schedule -- resources and partners required to work on the project. -- costs (human resources, financial, procurement, contracting, licensing, etc.). - in the case of printed forms,</td>
<td>Article: Forms Management – Partnering with Print Vendors by Bonnie Harper, <a href="http://c.ymcdn.com/sites/www.bfma.org/resource/resmgr/Articles/08_24.pdf">http://c.ymcdn.com/sites/www.bfma.org/resource/resmgr/Articles/08_24.pdf</a></td>
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<td>Article: Choosing the Right, Single-Source Print Vendor: How to Put Together a Request for Proposal by Gary L. Stephens, <a href="http://www.bfma.org/resource/resmgr/Articles/05_63.pdf?hhSearchTerms=%22terms+and+conditions%22">http://www.bfma.org/resource/resmgr/Articles/05_63.pdf?hhSearchTerms=%22terms+and+conditions%22</a></td>
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<td>Article: Forms Manufacturing 101 by Alice Ladd, <a href="http://www.bfma.org/?69">http://www.bfma.org/?69</a></td>
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<tr>
<td>7. Facilitator</td>
<td>Lead/facilitate information or fact-finding sessions, informal discussions on forms or processes. Forms professionals are often called upon to facilitate discussions, to gather information and requirements, to map a business process, to determine gaps, to obtain feedback or to change an existing form.</td>
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<tr>
<td>Article: In Fine Form: Designing and Managing the Effective Form by Craig Dartnell, Forms Analysis Section <a href="http://www.bfma.org/?68">http://www.bfma.org/?68</a></td>
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<tr>
<td>8. Participation in cross-functional teams and work group development</td>
<td>When the functionality of a form crosses departmental or operational lines within the business environment, it is essential to get buy-in from all stakeholders and ensure they participate in the final form. This stakeholder work group should not attempt to execute the design layout itself, but they do need</td>
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<td>Article: Workgroups and Teams in Organizations, Kozlowski and Bell; Cornell University <a href="http://digitalcommons.ilr.cornell.edu">http://digitalcommons.ilr.cornell.edu</a></td>
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to participate actively in the workflow discussion to ensure the form’s effectiveness.

A cross-functional team is a group of subject matter experts working toward a common goal or project. It may include people from the Forms Management Program, policy and procedures, Information Technology, finance, marketing, operations, human resources, and any other functional area involved in or affected by the project. Typically, it includes employees from all levels of an organization. Members may also come from outside the organization (in particular, from suppliers, key customers, or consultants, or partners).

In order to pull a work group together, when soliciting functional areas for members, the Forms Management Program needs to effectively communicate the scope, requirements, deliverables, vision, anticipated results, specifications, etc., for the project assignment, including time and effort expected of members.

9. Presentations and demos

Presentations and demos are effective tools for the Forms Management Program staff in accomplishing their work activities. Background information and questions at issue are presented during the analysis phase of a form project to obtain important details from the audience.

When the analysis is completed and the next step is forms design, it is often appropriate to present the results of the analysis and the proposed layout for the form to the work group that collaborated on the content and function of the form.

Presentations on any number of forms-related subjects are made to different audiences such as the project team, stakeholders, users, partners, the forms committee, senior and executive management, as well

Article: Stages of Group Development: Forming, Storming, Norming, Performing & Adjourning, by Sherri Hartzell

Article: Creating a Successful Forms Management Program: Part 1 of 4 by John Downs,
http://www.bfma.org/?61

Article: Making a Forms Management Program Work by Robert Barnett,
http://www.bfma.org/?18

Why presentations are still effective https://www.slidegenius.com/blog/3-reasons-why-powerpoint-presentations-are-still-effective/

10 tips for effective presentations https://www.lifehack.org/articles/featured/10-tips-for-more-effective-powerpoint-presentations.html

Good video with tips https://fr.slideshare.net/damonnofar/8-tips-for-slideshare/16-Textis_evilTextTextTextText
10. Communicate compliance standards

Communication tools support the Forms Management experts to explain to clients why such standards exist and obtain their support in maintaining the organization’s brand and image.

Standards developed by the Forms Management Program and other functional areas (such as corporate communications, branding, marketing or Information Technology for screen layout, etc.) may be included in the Forms Management communications. Communication tools can include a forms style guide, policy, training classes, web pages, new hire orientation.


11. Establish relationship and liaison with clients, partners, and stakeholders

Establishing and maintaining good relationships with all of the people involved in a forms lifecycle, is a responsibility of the Forms Management Program function.

Program staff establish a close working relationship with the functional areas that are involved in the development, production, maintenance, deployment, distribution, communication, management and support of forms.

Informal meetings and professional relationships with staff and partners in other functional areas or...
organizations should not be underestimated. These can have an important role during the course of projects.

<p>| a. Client and stakeholder areas | The Forms Management Program staff establish a network of contacts in every functional area of the organization and partners in service delivery to assist them in liaising with form owners and stakeholders in those areas. These contacts usually are known as forms coordinators. Form coordinators are more familiar with their functional area’s business and operations, and are better able to direct Program staff to the persons most apt to respond to enquiries, collaborate on forms project, or have the authority to make decisions on forms. | B2C Electronic Signatures Building Stronger Consumer Relationships by Lewis D. Levey, Computime, Inc., <a href="https://c.ymcdn.com/sites/bfma.site-ym.com/resource/resmgr/Articles/08_43.pdf">https://c.ymcdn.com/sites/bfma.site-ym.com/resource/resmgr/Articles/08_43.pdf</a> |
| b. Records Management and Information Management | Given the Forms Management Program fundamental role in managing information on forms and maintaining official form records for the organization, creating and maintaining a close relationship with the records and information management functional areas is essential. This relationship is particularly important in establishing the Forms Management Program record system for all its forms and management activities. The Information Management area is also a key partner in helping the Program establish all the rules it needs to include in the electronic document management record system in order to maintain its specific form records. | Partnering of Forms Management and Records Management by Sue Heironimus, <a href="https://bfma.site-ym.com/?page=43&amp;hhSearchTerm=%22records+and+management%22">https://bfma.site-ym.com/?page=43&amp;hhSearchTerm=%22records+and+management%22</a> Training Class: Best Practices in Forms Management by Ray H. Killam, Session: Designing Forms for Retention, <a href="http://www.associatesgroup.com/">http://www.associatesgroup.com/</a> |</p>
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<th>Program staff regularly deal with programmers, developers, data administrators, system and application administrators, quality assurance and accessibility testers, network administrators, web developers and services, technology experts, application and system architects, and technical support. These different expertise and service areas are involved at some point or another, in the forms development lifecycle. The relationship is critical to the Forms Management Program in ensuring its service delivery activities as well as the maintenance of its working environment. Program staff also work closely with technical procedures staff who write detailed user procedures of applications, systems and forms.</th>
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<tr>
<td>d. Security and Privacy areas</td>
<td>It is important that the Forms Management Program establish liaisons with the privacy officer and the Information Technology security area for secure and privacy-compliant forms and form data. The Program also ensures that all organizational privacy policies are implemented in forms development and that only the appropriate users access a form or a form section.</td>
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<tr>
<td>e. Procurement and Contracting</td>
<td>Establish relationships and liaisons with the procurement and contracting areas to achieve best quality, cost and delivery timelines for forms purchasing, printing and distribution or forms services.</td>
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<td>f. Warehouse and Inventory Management</td>
<td>The warehouse and inventory management are two areas that the Forms Management Program staff communicate with on a regular basis. Their dealings mostly occur on procurement orders, form stock deliveries, forms storage and distribution.</td>
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<tr>
<td>g. Communications and Marketing</td>
<td>Given the fact forms are communication tools, having a close working relationship and liaison with the communications and marketing</td>
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**Article: What Marketers Can Do Today to Improve Their Relationship With IT, by Kimberly A. Whitler**

**Article: E-forms and Job Security: Joined at the HIPAA (and Other Compliance Imperatives) by Steve Weissman,**

**Article: Automating and Integrating Print Shop and Forms Department by Jeffrey M. Roberts,**
http://www.bfma.org/?page=77&hhSearchTerms=%22%22forms+purchasing%22

**Article: How We Market Our Forms Program to Our Customers by The US Department of State,**
https://c.ymcdn.com/sites/bfma.site
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<td>areas is essential to:</td>
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<td>- Achieve the promotion of the forms management program</td>
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<td>- Ensure compliance with established brand standards for logo, colors, fonts, writing style guide and marketing messages.</td>
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<td>- Assist in the development of effective communication strategies for large projects.</td>
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<tr>
<td>h. Legal services and/or Policy</td>
<td>The Forms Management Program establishes relationships and liaison with the legal services area to assure legal and regulatory compliance and review of forms for legality questions, terms. This includes establishing relationships with audit or policy compliance areas.</td>
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<tr>
<td>i. All other functional areas</td>
<td>A form can involve many functional areas. It is important for the Forms Management Program to maintain good relationships and support with all areas.</td>
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<tr>
<td>12. Interpret/translate technical language or jargon into non-expert terms for non-expert audiences</td>
<td>The Forms Management Program must bring disparate disciplines together during meetings, demos or presentations. Program staff use plain language translation to ensure that those disciplines are able to understand what is being said or discussed. Plain language is language that your audience/client can understand.</td>
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<td>13. Writing Skills</td>
<td>Effective writing skills are essential for every staff member of a Forms Management Program. From writing a business case, detailed specifications and requirements, to producing a form, giving a presentation, publishing form announcements, or formally answering enquiries, writing is an</td>
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<tr>
<td><strong>a. Forms development</strong></td>
<td>Writing skills apply to forms text, captions, instructions, etc., including plain language awareness for clarity and ease of comprehension for the target audience. All text should be carefully evaluated and the Forms Management experts should make recommendations for better wording to be validated by the form owner and/or communications advisor, editor, translator, or technical writer.</td>
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<td>Article: Plain Language Document Process</td>
<td>What Is Plain Language? by Cheryl Stephens, <a href="https://bfma.ym.com/?page=44&amp;hhSearchTerms=%22plain+and+language%22">https://bfma.ym.com/?page=44&amp;hhSearchTerms=%22plain+and+language%22</a></td>
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<td><a href="http://www.btb.termiumplus.qc.ca/terminal-dist/chantlang=eng&amp;lettr=chapsect13&amp;info0=13">http://www.btb.termiumplus.qc.ca/terminal-dist/chantlang=eng&amp;lettr=chapsect13&amp;info0=13</a></td>
<td>Plain language, clear and simple (handbook giving advice on plain language writing)</td>
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<td>Article: Modern Research Shows How to Make Plain Language, Public-Use Forms Work by Robert Barnett, <a href="https://bfma.ym.com/?page=99&amp;hhSearchTerms=%22plain+and+language%22">https://bfma.ym.com/?page=99&amp;hhSearchTerms=%22plain+and+language%22</a></td>
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<td><strong>b. Forms-related announcements</strong></td>
<td>New, revised or canceled forms are the result of process changes which often require behavior changes. Process changes remain unknown to users unless communicated. It is essential to notify staff and users of such changes to ensure they are made aware of the changes, begin using new or recently changed forms and stop using older versions, even destroy old stock.</td>
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<td>Such changes can be communicated through bulletins, targeted emails, web notices, automated system messages, letters, etc., and should include instructions on what to do and direct users to the new or revised form.</td>
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<tr>
<td><strong>c. Print specifications, technical/ user requirements, proposals for tender</strong></td>
<td>Technical writing is any written form of technical communication used in a variety of technical and occupational fields. Technical communication is a means to document or convey scientific, engineering, or other technical information. In the case of</td>
</tr>
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</table>
forms, it can refer to:
- specific user requirements documented to help defining the form process and use.
- specifications related to the physical construction or production of the form.
- specific terms and conditions included in a proposal for tender or contract (e.g. RFP, RFQ, RFI).
- a knowledge database of typical forms and help desk problems to answer questions consistently.

Forms developers must understand form requirements in order to properly develop specifications for the desired form product. Knowledge of physical forms products, software and programming capabilities, handling equipment and manufacturing capabilities is necessary for this skill. Product research is at times necessary.

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<th>d. Clear business writing</th>
<th>Clear business writing combined with forms management knowledge is needed to create a Forms Management Program manual, forms style guide, web pages, procedures, standards, policies, best practices related to and required to support the Program.</th>
</tr>
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<tr>
<td>e. Write procedures</td>
<td>Of course, the Forms Management Program is also responsible to write all procedures related to forms management, including forms requests, forms procurement, and forms support.</td>
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<tr>
<td>f. Respond to enquiries</td>
<td>Enquiries may come from the public, private or public organizations, legal services, users, senior management,</td>
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Overruns or underruns
[https://printmail.bo.uiowa.edu/printmail/policies/printstandards.shtml](https://printmail.bo.uiowa.edu/printmail/policies/printstandards.shtml)

http://www.printindustry.com/blog/?p=346

Article: Developing Forms Standards: An Assessment Approach by Rita K. Roosevelt, Ph.D., [https://c.ymcdn.com/sites/bfma.ym.com/resource/resmgr/Articles/07_64.pdf?hhSearchTerms=%22develop+and+standards%22](https://c.ymcdn.com/sites/bfma.ym.com/resource/resmgr/Articles/07_64.pdf?hhSearchTerms=%22develop+and+standards%22)

Article: Strategically Aligning Forms Management with Corporate Objectives by Ray H. Killam, [http://c.ymcdn.com/sites/www.bfma.org/resource/resmgr/Articles/06_08.pdf?hhSearchTerms=%22technical+support%22](http://c.ymcdn.com/sites/www.bfma.org/resource/resmgr/Articles/06_08.pdf?hhSearchTerms=%22technical+support%22)

Book: *Forms for People Designing forms that people can use* by Robert Barnett, Chapter 33
client, employees, any area internal to the organization.

For technical support:

Skills include careful listening to the problem, asking appropriate questions, responding directly to the questions asked, being helpful, calm and empathic.

This may include establishing service level agreements with the organization's Information and Technology service or help desk.

On all matters relating to forms and forms management:

Skills include careful understanding of the enquiry, asking appropriate questions to validate the task at hand. This may include investigating or searching through files, documents, databases or systems to collate relevant information and data in order to draft or prepare a response.

This may include collaborating with other partners in the organization.

Although many enquiries may be responded to verbally at first, most will require a written solution report, a formal written response, at times even a published notice with details.

14. Promote the Forms Management Program

A Forms Management Program must continually promote itself to its clients and management in order to be a successful program. Messages should include the value of the Forms Management Program to the organization such as:

“Well-designed forms meet the needs of the client as well as those of the organization.

A form is often the first point of contact between the client and an organization. When forms are poorly designed, the client is left with a negative

Implementing Electronic Forms, p.414-415, 1999,2005

Article: Constructing, Cultivating and Modernizing a Forms Program by The US Department of State, https://c.ymcdn.com/sites/bfma.sit –


Article: How do you make forms COOL? By Kelli Lozada Reese, https://c.ymcdn.com/sites/bfma.sit -

ym.com/resource/collection/2732B
impression of that organization.”

Methods include management reporting skills, metrics management, presentations, new employee orientation, new supervisor/manager orientation, executive orientation, open houses, conference attendance, partnerships, publicize accomplishments.

| 15. Deliver reports and briefings to senior and executive management | A successful Forms Management Program will record the data for all metrics relating to the forms management activities. It will be able to report those metrics to senior and executive management to enlist and keep their support and commitment. Reports may be written or delivered in person, each requiring separate skill sets. |

| C. Project Management Skills | Return to Table of Contents |

Form requests and projects come in a wide variety of types and complexities. Each is evaluated on case-by-case basis and logged in a project database for project tracking, monitoring and reporting purposes. The database is also useful for work plans, strategic planning and historical reference.

The Forms Management Program uses different tools, systems and databases to manage its many forms projects.

| 1. Understand how project management is handled | Project management provides a methodical approach to planning and guiding project processes from start to finish in order to achieve specific goals. The larger the project, the more important it is to use formal processes and techniques. Methodologies vary by organization, and sometimes vary within an |

A79-DF2C-4DE9-A1AE-28D87FA6ADEE/MarketingFormsLozadaReese.pdf


PMP – PMI certification https://www.pmi.org/certifications/types/project-management-pmp
organization depending on the size and nature of projects. Project management concepts, roles, tools, and practices can be applied within any organization’s framework.

An understanding of the methodologies supported by their organization enables the Forms Management to work within that specific framework.

| 2. Design analysis | Design analysis is an integral step in the forms analysis process. Forms analysts review the language quality and consistency on forms, forms overall usability, forms compliance, and if the applied forms design is appropriate for the intended final output format, be it a printed form, eForm, iForm, online application, screen design, or mobile application.

Design analysis is also conducted by the form developer to convert the rules, logic, business and form style guide requirements into objects on the form container to reduce errors, facilitate the use of information and enhance the organization's image.

Design analysis is performed during the course of individual forms development projects, during scheduled reviews or as special projects (e.g., at the request of clients to review specific groups of forms, as a result of a reorganization or an organization merger).

| 3. Roles | There are different types of projects, from the simple forms creation request to a more complex organization-wide or cross-organization project. Typically, the Forms Management Program performs the project manager role (lead) for forms-centric projects. Other times, the Forms Management Program participates as key subject matter expert and stakeholder.

| a. Forms Management Program as project manager | The Forms Management Program typically performs the project manager role for forms-centric projects. These projects may be


Project Management for Forms Management, by Lisa Lee, BFMA 2015 Conference
medium to large in size, and staffed by one to multiple team members, possibly from across the organization. Project management principles, practices and tools are used, with activities adapted and scaled as appropriate.

| b. Forms Management Program as a subject matter expert and stakeholder | The Forms Management Program may participate in enterprise or cross-functional projects. The Forms Management Program is the subject matter expert on forms and its roles are variable. The Program:
- Provides guidance and direction on forms matters.
- Ensures that forms comply with the organization's and forms management-policies.
- Leads and manages the forms components of the project.
- Provides forms-related deliverables. This may include leading other Program staff or resources to produce project deliverables.

It includes ensuring that, before completion, the project creates the assets that will be needed for maintenance of the resulting solution over time. |
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<th>4. Define the work</th>
<th>The goals and objectives of a project are established in the initiation phase. The project charter is used to define the expectations of the project in terms of objectives, scope, deliverables, risks, costs, deadlines and roles, and gain management authorization of the project. This upfront planning is important to ensure that all parties (sponsor, stakeholders, project team members, form owner) share common perceptions. It helps prevent problems caused by differing viewpoints on the basic terms of the project.</th>
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| 5. Plan the work | The result of the planning phase is a comprehensive outline of the steps necessary to accomplish the project objectives. This outline is best known as the work plan or project schedule. It includes: | Milestone https://www.wrike.com/project-management-guide/faq/what-is-a-milestone-in-project-management/ Project mgt schedule |
|---|---|
The project overall timeline from start to finish.
- Key project milestones.
- A list of deliverables, each with their associated tasks, activities and deadlines as well as the actors responsible to execute them.
- Interdependencies.

It is through the production of a detailed work plan that the project lead can identify the resources needed (people, tools, money and time) and create a workable schedule. A detailed work plan or project schedule is critical to gain agreement of the stakeholders on deliverables, resources and schedule.

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<th>6. Manage the work plan</th>
<th>Work plans and project schedules must be evaluated and adjusted on an ongoing basis to incorporate current information, evaluate remaining work, determine the current state of the project and keep it on track.</th>
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<td><a href="https://www.projectinsight.net/project-management-basics/project-management-schedule">https://www.projectinsight.net/project-management-basics/project-management-schedule</a></td>
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<td>Images of project schedules <a href="https://www.google.com/search?q=example+of+a+project+schedule&amp;client=safari&amp;rls=en&amp;tbm=isch&amp;source=iu&amp;ictx=1&amp;fir=AyWuWA7aL5nMM%253A%252ChfkNDbL_vcGGyM%252C">https://www.google.com/search?q=example+of+a+project+schedule&amp;client=safari&amp;rls=en&amp;tbm=isch&amp;source=iu&amp;ictx=1&amp;fir=AyWuWA7aL5nMM%253A%252ChfkNDbL_vcGGyM%252C</a> &amp;usg= id-5ueV9AXB9NS1gvHJf_4NWt0q3D&amp;sa=X&amp;ved=0ahUKEwig0cz25q3aAhvPMT8KHVdEBqUQ9QEIkAEwBw#imgrc=AyWuWA7aL5nMM:</td>
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<td>Project Schedule vs work plan <a href="https://itseopiskelu.kepa.fi/en/node/497">https://itseopiskelu.kepa.fi/en/node/497</a></td>
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<td>Def of work plan</td>
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<tr>
<th>7. Manage resources</th>
<th>All resources must be managed throughout the project. This includes the project sponsor or authority, management, project team, stakeholders, tools, budget and schedule (see Manage the work plan).</th>
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<td>Project planning <a href="https://en.wikipedia.org/wiki/Project_planning">https://en.wikipedia.org/wiki/Project_planning</a></td>
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<td>Project dashboard <a href="https://www.klipfolio.com/resources/articles/project-management-dashboard">https://www.klipfolio.com/resources/articles/project-management-dashboard</a></td>
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<td><a href="https://www.ims-web.com/blog/what-is-a-project-management-dashboard">https://www.ims-web.com/blog/what-is-a-project-management-dashboard</a></td>
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<td>Project dashboard templates <a href="https://slidemodel.com/templates/tag/dashboard/">https://slidemodel.com/templates/tag/dashboard/</a></td>
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<td><a href="https://www.free-power-point-templates.com/articles/best-project-management-templates-for-powerpoint/">https://www.free-power-point-templates.com/articles/best-project-management-templates-for-powerpoint/</a></td>
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<td>Managing the project team and the different audiences requires all the usual people management skills, including training, motivating, establishing expectations, monitoring performance, removing obstacles, and good communication skills. They all need to be kept informed of project status and issues to perform their roles. Project challenges include:</td>
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<td>- Time constraints of team members.</td>
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8. Manage communication

Actively communicating on a project is critical for maintaining common expectations and avoiding surprises. Project status must meet the needs of the organization and is communicated as appropriate for each audience.

### a. Team Communications

Communications typically report accomplishments from the last reporting period, planned accomplishments for the next period, current issues, new risks, current scope change requests, adherence to the project's budget and schedule.

Project team status meetings include discussions at a detailed level. Status reports for sponsor and management stakeholders may be brief and high-level.

### b. Communication Plan

A communication plan identifies the audience(s) affected by the project, what they need to know, when they need to know it, frequency of contact, and the methods to use. Examples include: Email, informational and/or training meetings (in person or virtual); links to web sites; service bulletin notification via email, with link to web page for ongoing reference; involve representatives from all departments; letters to external customers.

The communication plan may
provide extended information for people with a need to know more. Examples include a document library, frequently asked questions (FAQ), and a project web site.

| 9. Manage change | Organizational change management (OCM) addresses the people side of change. It is a framework for managing the effect of implementing new or changed business processes and/or roles. Effective application of change management is critical to the success of a project. Organizational change management engages individuals and groups in the change process and encourages them to take ownership for their new roles and responsibilities such as learning new behaviors and skills. FM needs to ensure that the organizational change management framework is applied to forms-specific issues of the project. | Web: What is Change Management, http://www.prosci.com/change-management/definition/
D. Business Analysis, Process Improvement, Work Simplification,

<table>
<thead>
<tr>
<th>1. Understand your organization</th>
<th>Understanding the business structure of your organization is imperative to ensure that the Forms Management Program makes forms flow throughout your organization effectively and efficiently. Most organizations are structured in a hierarchical arrangement of systems, functions, processes, procedures and tasks. There are many business models to help you understand your</th>
<th>Training Class: Understanding Your Business series, five classes presented by Margaret Tassin, Ray Killam, Lisa Lee, <a href="http://www.associatesgroup.com/">http://www.associatesgroup.com/</a></th>
</tr>
</thead>
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<tr>
<td></td>
<td>Check out The Process Improvement Method for a collection of FREE articles covering each phase of a process improvement project AND you’ll also find a coupon code valid through July 4 for a great discount on our process mapping software:</td>
<td></td>
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<tr>
<td></td>
<td>- Defining a Project</td>
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<td></td>
<td>- Gathering the Facts</td>
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<td></td>
<td>- Preparing a Process Map</td>
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<td></td>
<td>- Challenging the Current Method</td>
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</tr>
<tr>
<td></td>
<td>- Installing the New Method</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Managing the Process</td>
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<tr>
<td></td>
<td>With a Graham Process Map, you see the detail necessary to make informed process decisions. No other method comes close to displaying the details of an information process as clearly and completely as a Graham Process Map.</td>
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<td>Ben B Graham</td>
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<td>The Ben Graham Corporation</td>
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<td>937-667-1032</td>
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<tr>
<td></td>
<td><a href="mailto:ben.graham@worksimp.com">ben.graham@worksimp.com</a></td>
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<td><a href="http://www.worksimp.com">www.worksimp.com</a></td>
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<td><a href="http://www.processchart.com">www.processchart.com</a></td>
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<td></td>
<td>If you don't want to receive any more notes from me, reply to this email and let me know, or submit your email on this form.</td>
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<td>Thanks.</td>
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</table>

BFMA Forms Mgt BOK.docx   Forms Management Education Development Board   May 14, 2018   page 36
| 2. Define and evaluate the project request | Before beginning any in-depth work on the development or production of the form, it is crucial to ensure the form owner and the Forms Management Program areas define and agree on the intended purpose, business requirements, desired outcome, scope and timeline of the project. This will help ensure funding, time and resources are available from all parties.

To achieve this, the Forms Management Program will assign a forms analyst or business process analyst to evaluate the project request regarding resources, feasibility, priority, risk, timeline, and alignment with organization priorities. A decision will be made on whether a request is receivable or not, respond to the requestor and assign the projects accordingly. | Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, A 5.3. b. A6 B 2.3

Business model vs. business architecture vs. business framework http://customerthink.com/the_difference_between_the_business_model_framework_and_architecture/ |

| 3. Obtain information on the 5 Ws and an H: “Who What When Why Where How” as they relate to the project | The “5 Ws and an H” is an easy formula to help Forms Management Programs remember what information is required to support client needs in developing their forms. | Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, A6 f. B2.3

The Zachman framework of Enterprise Architecture (developed
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<tr>
<td>4. Promote work simplification and process improvement</td>
<td>Make simplification of end-to-end processes the focus of the service priorities and ongoing objectives, making it the value-added service by the organization. Promoting work simplification and process improvement remains the focus and a priority of any efficient Forms Management Program in an organization. The purpose of the Program is not to create more forms, but rather ensure that those forms required by the organization to conduct its business are simple, clear, effective, well integrated to the organization’s business processes and cost-effective.</td>
<td>Publication: Standard on Forms Standards Board CAN/CGSB-6.2-2009, F4, G2</td>
</tr>
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<td></td>
<td></td>
</tr>
<tr>
<td>5. Collect and document user / client requirements</td>
<td>Consideration and attention is to be given to ALL clients: users, intervening parties, related legislation, rules and regulations, systems, applications or technical equipment linked to ensure all criteria, needs, requirements or specifications are documented and taken into account <strong>before</strong> determining the form solution and begin development.</td>
<td>Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, B 2.3 (not as detailed, insufficient)</td>
</tr>
<tr>
<td></td>
<td></td>
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<tr>
<td>6. Determine and apply business rules</td>
<td>Business rules control and limit processes and are generally</td>
<td>BFMA Glossary: business rules</td>
</tr>
</tbody>
</table>
### Business rules applied at a form level

Business rules applied at a form level implement the organization’s policies, procedures, strategies and governance. Examples include:

- Signature requirements over or under a certain amount.
- Approval deadlines, the number of hours or days an approval request can sit before it is sent to another approver.
- Functional areas and position levels designated responsible for handling work processes, including their forms.
- Automatic routing within a workflow according to the sequence of events.
- How records of transactions are kept.

### Perform process analysis techniques

Documenting end-to-end processes and roles via flow charting, error analysis, statistical analysis, recurring data analysis and fact-finding sessions are also very useful in eliciting potential simplification opportunities for future improvements. Forms Management Program staff can validate the information provided through other techniques such as observing process or users in action, and through time and motion studies.

Each data element on the form is documented for its caption, content, format during process analysis.

### Develop viable alternative solutions through process design, process redesign

Once the process and form elements details are collected, mapped and well documented, business analysts can review and develop any number of possible avenues and processes, including either full or partial automation, to satisfy the client and organization business information needs and requirements. At least 2 or 3 options should be developed wherever possible.

### Perform cost-benefit analysis and other financial analyses of alternative solutions

Each solution developed should provide its pros and cons, a clear cost-benefit analysis, other financial analysis such as payback or return on investment, issues and anticipated benefits. This is to
| 10. Risk analysis on proposed solutions | It is essential for the Forms Management Program to perform a risk analysis that identifies potential risks, the likelihood of the risk occurring, the severity if it does occur and mitigation factors.

Examples of risk factors can include legal, financial, vendor performance, technical complexity and organization reputation.

Rating and understanding the risk factor of key forms in the organization will ensure the Forms Management Program can effectively communicate potential risks to senior management as well as prepare better work plans to include corresponding timelines for procurement, development, deployment, training and communication strategies. | https://en.wikipedia.org/wiki/Return_on_investment | Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, F 21. (minor reference, not aimed at the business analysis or forms development) |
| 11. Propose and recommend solutions | Proposed or recommended solutions could be presented in a variety of ways to clients and the organization, e.g.,
- using sample form designs
- using sample applications to demonstrate workflow and electronic automated fill-ins that may help user completion
- producing a proposal outlining the solutions with all the details (pros and cons of each solution, cost-benefit analysis, return on investment, samples)
In all cases, it is crucial to obtain approval on the chosen solution and document any changes agreed upon by the clients, interested parties, organization and the Forms Management Program. | Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, 3.1.1.4, E 24. d., E 3.4
https://en.wikipedia.org/wiki/Business_process_reengineering |
<p>| 12. Edit existing or write new procedures related to the solution | In the case of a new form, instructions or new procedures explaining how the form is to be used may be required depending on its complexity. | No reference (lots in the standard re Forms Mgt procedures, but not on business process procedures impacting forms) | Change Management |</p>
<table>
<thead>
<tr>
<th>13. Prepare or coordinate training plan and materials for the solution</th>
<th>In the case of an existing form where procedures already exist, they may need to be edited and updated.</th>
<th><a href="https://en.wikipedia.org/wiki/Change_management">https://en.wikipedia.org/wiki/Change_management</a></th>
</tr>
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<tbody>
<tr>
<td></td>
<td>When the form has a significant impact on users, there may be a need to prepare or coordinate/collaborate with training resources and communication experts to develop training material to explain and document the new solution. This is required to ensure that staff are prepared to use the new solution when put into production and avoid an overload of help calls to the technical or business help support.</td>
<td>Change Management <a href="https://en.wikipedia.org/wiki/Change_management">https://en.wikipedia.org/wiki/Change_management</a></td>
</tr>
<tr>
<td></td>
<td>Information Management, including forms records management activities, is an essential function of the Forms Management Program in the name of the organization. The head of the Forms Management Program ensures its staff is fully trained to understand the relevance of information management in their function and how to assume their roles and responsibilities with respect to maintaining form records.</td>
<td><a href="https://www.efilecabinet.com/content-management-systems-vs-document-management-systems/">https://www.efilecabinet.com/content-management-systems-vs-document-management-systems/</a></td>
</tr>
<tr>
<td></td>
<td>The Forms Management Program is the custodian of the organization’s forms and templates, and forms related information. Additionally, it is the owner of the forms which pertain to the forms management processes and operations as well as a few organization-wide forms and all forms related information.</td>
<td><a href="https://nedocs.com/dms-vs-ecm/">https://nedocs.com/dms-vs-ecm/</a></td>
</tr>
<tr>
<td>1. Information Management function within Forms Management Program</td>
<td>Information management within the mandate of the Forms Management Program goes beyond the usual responsibility of maintaining form history records and document records.</td>
<td><a href="https://www.versafile.com/enterprise-content-management-vs-records-management/">https://www.versafile.com/enterprise-content-management-vs-records-management/</a></td>
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<td><a href="https://www.opengtext.com/campaigns/ecm/gartnermq2017">https://www.opengtext.com/campaigns/ecm/gartnermq2017</a></td>
</tr>
<tr>
<td>2.</td>
<td>Manage information displayed on forms</td>
<td>Information management and forms information management within forms management refers to standardization of words, information elements contained in forms, applications or systems to ensure consistency of use and that requestors and users understand the same term to have the same definition.</td>
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<td>---</td>
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</tr>
<tr>
<td>3.</td>
<td>Implement form identification and maintain form lists and catalogs</td>
<td>A Forms Program must establish a system where each form is given a unique identifier in order organize them, to prevent duplication and for ease of maintaining them. This involves the use of lists and catalogs of all the organization’s forms. When assigning form numbers and form identifiers, it is important to consider their use in different contexts over the lifecycle of the form and their many delivery channels. The form title and identifier displayed on the form are according to the concepts and conventions of this section.</td>
</tr>
<tr>
<td>4.</td>
<td>Filenaming conventions to manage form editions and</td>
<td>Technology has made it essential to establish a methodology to use Article: Aligning Forms Management With Corporate</td>
</tr>
</tbody>
</table>

There are activities routinely performed by the Forms Management Program staff that are basic information management functions but may not appear so to others. One such function is managing information which is essential to achieve its mandate of developing effective forms, in managing forms, their source files and different output versions, form lists and catalogs, and metadata about forms.

**Article:** [Forms Control: The Heart of Forms Management by Margaret Tassin](https://c.ymcdn.com/sites/bfma.site-ym.com/resource/collection/2732ba79-df2c-4de9-a1ae-28d87fa6adee/FormsControl_Tassin.pdf?hhSearchTerms=%22%22for%20ms+database%22%22)

**Language codes**

- [https://www.abbreviations.com/allext](https://www.abbreviations.com/allext)
- [https://www.abbreviations.com/acronyms/LANGUAGES2L](https://www.abbreviations.com/acronyms/LANGUAGES2L)
- [https://www.w3schools.com/tags/ref_language_codes.asp](https://www.w3schools.com/tags/ref_language_codes.asp)
- [https://www.w3.org/International/questions/qa-lang-2or3.en.html](https://www.w3.org/International/questions/qa-lang-2or3.en.html)
versions consistent filenaming conventions to clearly identify and designate form source files and output files. When assigning filenames, it is important to consider their use in different contexts over the lifecycle of the form and their many delivery channels.

In addition to the form identifier displayed on the form as per the form identifier methodology, a form may have several different filenames associated with it. Multiple files may be due to different versions, editions, different deployment channels or locations, technical constraints, etc.

This chapter is concerned with the different filenames of forms.

For example:

- What filenames to give draft form files under development.
- What filenames to give form files in testing phase or in quality assurance.
- What filenames to give forms according to each output version deployed in production.
- How to adapt filenames to meet specific system requirements or constraints. For example, an inventory system may not have field length that accommodate the standard form identifier.
- What filenames to give archived form files in directories kept as official record versions.
- What filenames to give forms stored in an electronic document management system.

The filenaming conventions should also address how to display additional information on the form such as language, item series, and software or edition date.

5. Maintain and provide back-up copies of source files and The Forms Management Program is responsible for ensuring that forms


Article: Forms Control The Heart of Forms Management by Margaret Tassin, https://c.ymcdn.com/sites/bfma.site-ym.com/resource/collection/2732ba79-df2c-4de9-a1ae-28d87fa6adef/FormsControl_Tassin.pdf?hhSearchTerms=%22%22forms+database%22%22


Article: Information Security for Automated Forms by Anthony B.
<table>
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<tr>
<th>forms records for business continuity and disaster recovery</th>
<th>can be deployed to end-users and in case of business disruption. This may include maintaining back-up copies of forms by the Forms Management Program or working with the Information and Technology area to ensure it is done. The Forms Management Program must communicate its requirements to those administering the business recovery plan for the organization.</th>
<th>Nelson, <a href="https://bfma.site-ym.com/?page=42&amp;hhSearchTerms=%22%22disaster+recovery%22%22">https://bfma.site-ym.com/?page=42&amp;hhSearchTerm s=%22%22disaster+recovery%22%22</a></th>
</tr>
</thead>
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<tr>
<td><strong>6. Manage and maintain digital assets</strong></td>
<td>Using the consistent naming convention, forms database and records protection policy, manage digital assets and develop a system for updating and protecting those assets. Digital assets include the official source file formats, electronic history record for each form, copies of every edition and every version of forms or templates whether in production, archived or cancelled, as well as logos, scripts, fragments, and more.</td>
<td>Article: Creating a Successful Forms Management Program: Part 2 of 4 – Appendix 1 Through 7 by John Downs, <a href="https://bfma.site-ym.com/?page=62&amp;hhSearchTerms=%22%22disaster+recovery%22%22">https://bfma.site-ym.com/?page=62&amp;hhSearchTerms=%22%22disaster+recovery%22%22</a></td>
</tr>
<tr>
<td><strong>7. Maintain a forms database</strong></td>
<td>Maintaining information about forms in a database within the Forms Management Program is essential in the management and delivery of its activities and services. It should include metadata for each form and transactional data for each form project. It should also include form production and construction specifications, relationships to other forms, legislation, policy, and procedure. Operationally, the Forms Management Program can leverage the data using queries and reports and possibly other tools. When establishing the database, it is useful to implement the use of keywords, standard terms, standard database record setup, and to develop queries and reports. The database can also help implement</td>
<td>Article: What is Forms Management? Part 2: Forms Control, And Warehousing And Distribution, Forms Control Considerations by Margaret Tassin, <a href="https://bfma.site-ym.com/?page=65&amp;hhSearchTerms=%22%22history+file%22%22">https://bfma.site-ym.com/?page=65&amp;hhSearchTerms=%22%22history+file%22%22</a></td>
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</table>

8. Implement and maintain a retention plan for records and data

| systems to automate forms management processes. | The records and data retention plan should be based on the organization’s established record keeping practices and retention schedule. Records include documentation on the form’s lifecycle from initial development until it is obsolete, including storing earlier editions and versions of the forms/templates. Further, there are records of general operations and processes of the Forms Management Program. The primary record for documentation is the form history record. Guidance is required for Forms Management Program staff to learn and be aware of what supporting documentation is specifically to be included in a form history record. This typically includes a copy of every edition and version of the form, documentation on events and decisions unique to the business of information gathering, business processes, forms projects, forms development, production and deployment which occur over the course of the form’s existence, use and lifecycle. |
information-life-cycle/introduction.aspx


National Archives (FAQs): What are recordkeeping requirements?

"Recordkeeping requirements" are defined as all statements in statutes, regulations, and agency directives or authoritative issuances, that provide general and specific requirements for Federal agency personnel on particular records to be created and maintained by the agency (36 CFR 1220.14). Recordkeeping requirements should be outlined in procedural manuals and other issuances that specify which records need to be included in agency files or other recordkeeping systems.

Clearly articulated recordkeeping requirements are essential for creating adequate and proper documentation. For more information, consult Agency Recordkeeping Requirements: A Management Guide.

What is a record?

Records are defined in various statutes, including the Federal
Records Act and the Freedom of Information Act. The definition that follows is from the Federal Records Act that governs agencies’ records management responsibilities.

Records include all books, papers, maps, photographs, machine-readable materials, or other documentary materials, regardless of physical form or characteristics, made or received by an agency of the United States Government under Federal law or in connection with the transaction of public business and preserved or appropriate for preservation by that agency or its legitimate successor as evidence of the organization, functions, policies, decisions, procedures, operations, or other activities of the Government or because of the informational value of the data in them (44 U.S.C. 3301).

Many of the key terms, phrases, and concepts in this statutory definition of records are defined in CFR Part 1222.12.

What is a record series?

A series is the basic unit for organizing and controlling files. It is a group of files or documents kept together (either physically or intellectually) because they relate to a particular subject or function, result from the same activity, document a specific type of transaction, take a particular physical form, or have some other relationship arising out of their creation, receipt, maintenance, or
use (36 CFR 1220.14).

Each record series must be scheduled for appropriate disposition. The series concept is a flexible one, and programs should create series by organizing documents in ways that facilitate management of the records throughout their life cycle. For example, each record series in hard copy should be physically separated from all other record series. Electronic records should be managed in ways that link records to their disposition authority, within the context of a recordkeeping system.

**Updated 7/7/15**

Moving to EDMS – from ARMA


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<tr>
<th>9. Maintain general record keeping and filing systems</th>
<th>As a rule, a Forms Management Program area will hold the following types of records and filing systems:</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1. An approved filing system agreed upon by Forms Management and the organization’s Information Management or Records Management areas.</td>
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<tr>
<td></td>
<td>2. A file series dedicated to the Administration of the Forms Management Program itself (Administration, Corporate image or Branding, Human Resources, Contracting/Procurement, Reporting, Presentations, Style Guide, Form reviews, Inventory system, Warehouse and distribution reports, Forms request and development processes, etc.)</td>
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<tr>
<td></td>
<td>3. One official record for every single form in the organization (usually numerically by form number sequence or alphabetically by title), usually called the “form history record”.</td>
</tr>
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</table>

Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, B. 2.7.3
| 4. Additional official record files as required, namely one for every multi-form project (e.g. Legislative change X in year Y which will impact a large number of forms, special forms review or consolidation project, call for forms, etc.) and non-form projects (e.g., software upgrade). |

| 10. Document organization-wide special projects and scheduled reviews |

| Suggested addition |

| At times, organizations launch major organization-wide projects to address a specific situation such as new branding, the implementation of new legislation, the merge of two or more organizations into one, etc. These large organization-wide projects often impact many forms and require more planning. The Forms Management Program needs to keep a record file on such major initiatives, whatever the nature, in addition to filing relevant documentation in form history records. 

For example, the project file record should include key documents like the organization’s project plan, including its rationale and the portion detailing the impact on forms, resources and financial requirements, tenders, progress reports and results from the project implementation, reports to executive management. 

Scheduled reviews allow the Forms Management Program to reaffirm the status of forms and determine which forms are no longer in use. They are also useful in finding streamlining or consolidation opportunities. Those forms no longer in use should be cancelled and their records modified according to results of review. When well conducted, they result in improved and more cost-effective business processes for the organization. Form reviews are recommended every 12 to 18 months. 

For every form affected by a review, either revised or discontinued, the |

| Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, 3.3, 4.1.3. f., A. 5.2. d. |
supporting documentation and rationale is to be included in the individual form history record.

Overall results of the entire review including the review's report are to be added to the record file dedicated to the review (generally also identified by date) likely to be part of the Forms Management Program administration record series.

<table>
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<tr>
<th>11. Responsible for the container and apply program manual, style guide, company standards.</th>
<th>The Forms Management Program is ultimately responsible for the forms <strong>container</strong> and for applying the program manual, forms style guide and organization standards. Client functional areas who know their business well, on the other hand, are responsible for the <strong>content</strong>. They need to communicate, to the best of their ability, their information requirements, business needs and specifications to the business process analyst, forms analyst or developer with respect to a form or process being developed or modified. The Forms Management Program area is responsible to satisfy the clients' requirements. They must ensure they obtain enough information to effectively conduct their business. As such, forms developers are responsible to convey the information required in a form design that is user-friendly, efficient and cost-effective.</th>
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<tr>
<td><strong>F. Forms/template</strong> Design and Development</td>
<td><strong>Return to Table of Contents</strong></td>
</tr>
<tr>
<td>1. Forms analysis</td>
<td>According to the Canadian Standard on Forms Management, forms analysis consists in &quot;determining and evaluating the intended use of the form, its relation to other already existing forms within the process, the manner in which all data will be&quot; captured, displayed and processed “and the utility and effectiveness of the form as an information-processing tool.” This can be a view of the subject form within the larger group of forms</td>
</tr>
</tbody>
</table>
and processes. It also can occur during form reviews, a call for forms, or improvement projects.

2. Design analysis

An integral step in the forms analysis process, design analysis is performed by the forms analyst and/or developer to convert the rules, logic, business and style guide requirements into objects on the form container. One reviews language quality and consistency, assesses usability and ensures designs are appropriate for the intended final output format such as printed forms vs. eForms, iForms, online applications or screen design, or mobile applications. The intent is to reduce errors, facilitate the use of information and enhance the organization’s image.

BFMA glossary: design analysis

3. Industry standards

A number of existing industry standards impact forms whether these are printed or electronic. Forms Developers need to be aware of the various print industry standards, electronic forms and Web standards when planning to develop or update forms.

- Paper standards (paper and envelope size, thickness, weight, color)
- Printing methods, printer drivers, ink colors and color systems, binding, packaging.
- Electronic forms and-(web standards (HTML, XML, Common Look and Feel, Accessibility, W3C, etc.)
- Scripting and programming languages.
- Standards for barcodes, MICR, OCR, cheques.

https://en.wikipedia.org/wiki/Paper_size
https://en.wikipedia.org/wiki/Paper
http://designerstoolbox.com/designresources/envelopes/
http://www.papersizes.org/c-envelope-sizes.htm
https://www.pantone.com/the-pantone-matching-system
https://rubiks.ca/EN/resource-center/useful-printing-tips/26-american-paper-sizes--what-are-
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<th>the-american-paper-sizes-how-to-convert-paper-sizes.html</th>
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<td><a href="http://www.printing.org/page/6730">http://www.printing.org/page/6730</a></td>
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<td><a href="http://www.printing.org/printanalysis">http://www.printing.org/printanalysis</a></td>
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<td><a href="http://www.npes.org/programs/standardworkroom.aspx">http://www.npes.org/programs/standardworkroom.aspx</a></td>
</tr>
<tr>
<td><a href="http://scholarworks.rit.edu/cqi/viewcontent.cgi?article=1049&amp;context=books">http://scholarworks.rit.edu/cqi/viewcontent.cgi?article=1049&amp;context=books</a></td>
</tr>
</tbody>
</table>

Print quality levels in Govt of Canada
Good reference grid and guidelines.
Some quality levels for print and typeset quality clearly stated next to the product type in the Federal Identity Program Manual, our design guide. There is one on forms specifically.


Page on forms quality

GPO stds I found that applies to US federal agencies
http://www.piworld.com/article/gpo-printing-quality-level-changes-require-attention-commercial-printing-suppliers/all/

http://www.tbs-sct.gc.ca/hgw-cgf/oversight-surveillance/communications/tippcim/man/man03-eng.asp#toc21

Color management
https://creativemarket.com/blog/whats-the-difference-between-pantone-cmyk-and-rgb-colors


XML

HTML

Printer driver standards
https://en.wikipedia.org/wiki/Printer_driver

Types of printer drivers
https://support.citrix.com/proddocs/topic/xenapp5fp-w2k8/ps-printing-driver-types-v2.html

File formats to go to print
http://resources.printhandbook.com/pages/file-types.php

http://dcopy.net/support/file-formats/print-file-formats.php

Find and install printer drivers (Windows)

Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, 4.4

Accessibility
www.w3.org/standards/webdesign/accessibility


(on Web interoperability)
4. Layout Standards

<table>
<thead>
<tr>
<th>In addition to industry, web or accessibility standards, there exist a number of other relevant standards such as:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The international standard for date (YYYY-MM-DD) and time (HH:MM:SS) or organization’s standards and when to apply each.</td>
</tr>
<tr>
<td>- Postal standards (specific to countries or regions).</td>
</tr>
<tr>
<td>- Standards and conventions for the display and writing of telephone numbers (varies depending on what continent: e.g. the standard for North America is different from that in Europe).</td>
</tr>
<tr>
<td>As a rule, forms developers are to adhere to:</td>
</tr>
<tr>
<td>- International standards, standards, guidelines and conventions.</td>
</tr>
<tr>
<td>- The national or regional standards</td>
</tr>
</tbody>
</table>

| Date |
| ISO standard 8601 |
| en.wikipedia.org/wiki/ISO_8601 |
| W3C recommends ISO date and time formats |
| www.w3.org/QA/Tips/iso-date |
| Postal Standards Guide - Canada Post |
| www.canadapost.ca/tools/pg/standards/default-e.asp |
| https://www.canadapost.ca/tools/pg/default-e.asp |
| https://www.canadapost.ca/cpo/mc/business/tools/advisors/mmadvisor/default.jsf |
| Barcodes |
| en.wikipedia.org/wiki/Barcode |
that apply in the geographical area where the form will be used - Their respective organization design and layout standards, guidelines and conventions.

All standards are to be included and referenced to in the organization’s Forms Style Guide and updated as necessary, and applied on every project.

Common look and feel or design guides


Style guides out there
https://www.canva.com/learn/50-meticulous-style-guides-every-startup-see-launching/

https://blog.hubspot.com/marketing/examples-brand-style-guides

https://www.creativebloq.com/branding/great-examples-design-style-guides-3132070

Create a style guide
https://medium.muz.li/how-to-create-a-style-guide-from-scratch-tips-and-tricks-e00f25b423bf

TERMIUM
Terminology, writing tips, tools, guides and grammar online, translation (English, French, Spanish), where one can search other standards, e.g. format for 10-digit telephone numbers, capitalization of words, rules on usage, etc.

Programming languages
https://en.wikipedia.org/wiki/Programming_language

List of programming languages
https://en.wikipedia.org/wiki/List_of_programming_languages

Barcodes
https://en.wikipedia.org/wiki/Barcode

Programming languages for Web
Most 10 popular programming languages
http://www.inc.com/larry-kim/10-most-popular-programming-languages-today.html

Dictionary of programming languages
http://cgibin.erols.com/ziring/cgi-bin/cep/cep.pl?_total=1&_format=full&_userlink=1

Form (programming)
https://en.wikipedia.org/wiki/Form_(programming)

Text for legibility (CAPS vs lowercase)
http://ux.stackexchange.com/questions/72622/how-easy-to-read-are-small-caps-vs-lower-case

https://en.wikipedia.org/wiki/All_caps

http://uxmovement.com/content/all-caps-hard-for-users-to-read/

Canadian Gov’t handbook: Plain Language, Clear and Simple

Page layout
https://en.wikipedia.org/wiki/Layout

https://en.wikipedia.org/wiki/Page_layout

Design

Found under design layout
https://www.merriam-webster.com/dictionary/layout

http://www.businessdictionary.com/definition/layout.html

### 5. Form design standards, guidelines and best practices

<table>
<thead>
<tr>
<th>Form developers implement design elements and layout principles as specified in the Forms Style Guide. For example, naming conventions, zoning, balance, graphics, color, spacing, grouping, sequencing, typography (determined at the organization level).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web: Cathy Chapman, Canadian Director of the National Literacy Secretariat; Plain Language Association InterNational – <a href="http://www.plainlanguagenetwork.org/stephens/whatisplain.html">http://www.plainlanguagenetwork.org/stephens/whatisplain.html</a></td>
</tr>
</tbody>
</table>
6. Branding

<table>
<thead>
<tr>
<th>Most businesses and organizations, whether public or in the private sector will have some type of branding. The branding (logo, color, font, etc.) is to be included on forms, and Forms Management Program areas are encouraged to produce a style guide to communicate how they include the organization’s brand or corporate image in their forms design.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wikipedia</td>
</tr>
<tr>
<td>en.wikipedia.org/wiki/Brand</td>
</tr>
<tr>
<td>en.wikipedia.org/wiki/Corporate_identity</td>
</tr>
<tr>
<td>brandframe.no/files/Fagartikler_1_50/42CorporateBrandingEmerald.pdf</td>
</tr>
<tr>
<td>Jacob Nielsen newsletter on brand and branding</td>
</tr>
<tr>
<td><a href="https://www.nngroup.com/articles/ux-brand-terms-defined/?utm_source=Alertbox&amp;utm_campaign=2da479ffca-Big_Pictures_Mobile_Brand_Vocabulary_2017_05_22&amp;utm_medium=email&amp;utm_term=0_7f29a2b335-2da479ffca-40332257">https://www.nngroup.com/articles/ux-brand-terms-defined/?utm_source=Alertbox&amp;utm_campaign=2da479ffca-Big_Pictures_Mobile_Brand_Vocabulary_2017_05_22&amp;utm_medium=email&amp;utm_term=0_7f29a2b335-2da479ffca-40332257</a></td>
</tr>
<tr>
<td>e.g. Government of Canada</td>
</tr>
<tr>
<td><a href="http://www.tbs-sct.gc.ca/fip-pcim/index-eng.asp">www.tbs-sct.gc.ca/fip-pcim/index-eng.asp</a></td>
</tr>
<tr>
<td>Article: Government Branding Basics by Leigh George,</td>
</tr>
<tr>
<td><a href="https://www.govloop.com/community/blog/government-branding-basics/">https://www.govloop.com/community/blog/government-branding-basics/</a></td>
</tr>
<tr>
<td>Vector image files vs Raster files</td>
</tr>
<tr>
<td><a href="https://modassicmarketing.com/understanding-image-file-types">https://modassicmarketing.com/understanding-image-file-types</a></td>
</tr>
<tr>
<td><a href="https://en.wikipedia.org/wiki/Vector_graphics">https://en.wikipedia.org/wiki/Vector_graphics</a></td>
</tr>
<tr>
<td>List of vector file extensions</td>
</tr>
<tr>
<td><a href="https://www.file-extensions.org/filetype/extension/name/vector-graphic-files">https://www.file-extensions.org/filetype/extension/name/vector-graphic-files</a></td>
</tr>
</tbody>
</table>
| 7. Peripheral equipment or systems used with forms | With more and more technology advances, more equipment, applications or systems are also used in conjunction with forms. For example:  
- High-speed printers merge client data to a letter template and folder/inserters automatically ready the forms for mass mailouts.  
- Specialized printers and readers such as Magnetic Ink Character Recognition (MICR).  
- Data systems to upload or exchange information data submitted on e-forms.  
- Scanners to image completed forms for archival purposes.  
- Barcode systems for data capture or output.  
- Information management or e-record systems.  
Such peripheral equipment or systems need to be fully documented by the Business or Forms Analyst for the Forms Developer to ensure their technical requirements are met and included in the solution to be developed and implemented. | Link to history of printing  
https://en.wikipedia.org/wiki/Flexography  
**MICR**  
https://en.wikipedia.org/wiki/Magnetic_ink_character_recognition |
|---|---|---|
| 8. Specification writing | Forms developers must understand form requirements in order to properly develop specifications for the desired form product. Knowledge of physical forms products, software and programming capabilities, handling equipment and manufacturing capabilities is necessary for this skill. It may require product research. | Specification  
Carbonless paper  
Paper products  
Envelopes  
http://www.papersizes.org/c-envelope-sizes.htm?utm_expid=76296969-1357.zcTfIoqXQMlMg8Q3ihtD6g.0&utm_referrer=https%3A%2F%2Fwww.google.ca%2F  
https://sizes.com/materials/envelope-sizes/ |
9. Design and develop forms for your audience and user base

Know your audience and user base. Depending on the user situation, age group, context where forms are used or deployed, consideration should be given to form design elements such as the text typography size, additional instructions, accessibility for persons with disabilities, alternate output formats, etc. to ensure the form is accessible to all.

To be covered by usability considerations when developing form en.wikipedia.org/wiki/Usability

Jacob Nielsen article on usability https://www.nngroup.com/articles/ux-lessons/?utm_source=Alertbox&utm_campaign=4c8622ac0d-ux_lessons_plain_language_2017_10_09&utm_medium=email&utm_term=0_7f29a2b335-4c8622ac0d-40332257

User Experience Professionals Association uxpa.org

Ideation is for chumps – professionals don’t dwell or over analyze https://www.nngroup.com/articles/ideation-chumps/

10. Usability

Usability (or ease of use) needs to remain a priority focus of every forms developer when developing forms or templates.

No one likes to fill out or receive complicated forms. Badly designed forms only result in disorderly and inaccurate information collected or presented.

Keep in mind the importance and relevance of a good design. Consider the design and layout of information elements, white space, clear captions and instructions, plain language, correct education level.

Usability begins with meeting the form owner to see how to improve the form, clarify, and perhaps reduce the information requested. This provides the opportunity to outline the importance of a good design supported by reference to your

en.wikipedia.org/wiki/Usability

User Experience Professionals Association uxpa.org


Best practices for web form design https://www.nngroup.com/articles/web-form-design/


organization’s style guide.

http://www.wqusability.com/articles/more-than-ease-of-use.html

Other ISO stds re usability
http://www.usabilitynet.org/tools/r_international.htm

Ergonomics in Merriam-Webster
https://www.merriam-webster.com/dictionary/ergonomics

Jacob Nielsen quote from Wikipedia

http://www.wqusability.com/articles/more-than-ease-of-use.html

2D barcode print quality
http://www.idautomation.com/kb/print-quality-requirements.html

http://www.idautomation.com/kb/webresolution.html

http://www.idautomation.com/kb/print-quality.html

Know your delivery channels
https://www.nngroup.com/articles/optimizing-omnichannel-ux/?utm_source=Alertbox&utm_campaign=c6ef588d7-Omnichannel_Context_Stakehold_Thumbnail_2017_02_27&utm_medium=email&utm_term=0_7f29a2b335-c6ef588d7-40332257

Uppercase for glancing 1 or 2 words, lowercase for longer text
https://www.nngroup.com/articles/glanceable-fonts/?utm_source=Alertbox&utm_campaign=202299a8f7-Zigzag_Layouts_Glanceable_Text_2017_11_27&utm_medium=email&utm_term=0_7f29a2b335-202299a8f7-40332257

https://www.usability.gov/how-to-and-tools/methods/usability-
| 11. Accessibility | The Forms Management Program staff knows and applies applicable legislation, regulations and policies within the relevant jurisdiction and organization regarding designing and constructing a form to make it “accessible” (usable) to persons with disabilities such as visual or hearing impairments, learning disorders or illiteracy.

This process employs design techniques that, coupled with the use of assistive technology such as Braille, screen readers, enhanced display devices, audio devices, and more, enable challenged users to interact with the form. | Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, 4.4

Resources: Section 508, WCAG W3c

Basic definition in Wikipedia https://en.wikipedia.org/wiki/Accessibility

Web: W3c (World Wide Web Consortium)- WCAG 2.0 (Web Content Accessibility Guidelines) http://www.w3.org/TR/WCAG/

Web: Adobe accessibility http://www.adobe.com/accessibility.html


Web: Section 508- http://www.hhs.gov/web/508/


Web: NVDA(NonVisual Desktop Access - http://community.nvda-project.org/

Web: WebAIM- Using JAWS to Evaluate Accessibility - http://webaim.org/articles/jaws/ |
| 12. Laws and regulations | The Forms Management Program staff must be familiar with, and act as an advisor regarding, specific laws or group of laws, rules, regulations or other orders prescribed by an authority (internally and externally) that impact business forms and processes. These laws and There are too many to list because of all the different countries involved. | Wikipedia gives a list of them https://en.wikipedia.org/wiki/Information_PRIVACY_Law |
regulations can be federal, by state, provincial, municipal, even organization specific. For example:

- Health laws (National Provider Identifier (NPI) and Health Insurance Portability and Accountability Act (HIPAA) in the US, the Canada Health Act).
- Archives (Library and Archives in the US, Library and Archives of Canada Act).
- Federal, state, provincial or municipal licensing.
- Advertising, insurance, and banking laws.
- Security (passwords, encryption, protecting, redaction, masking, etc.)

US banking laws
https://en.wikipedia.org/wiki/Category:United_States_federal_banking_legislation

Advertising
https://www.ftc.gov/tips-advice/business-center/advertising-and-marketing

Insurance laws

Library and Archives in US
https://www.usa.gov/libraries

Library and Archives in Canada

13. Forms object libraries

A collection of self-contained identifiable components of a software system or form design (logo and address block, workflow, standard coding, programmed functions, elements, fragments, components, scripts, master templates) that have well-defined usage, design and function. Each is saved separately as an object and can be reused to ensure consistency of data and appearance and behavior. The Forms Management Program must ensure the object library is used, organized, maintained, easily accessible, communicated to and shared by all forms developers.


| 14. Source files | The form source file is the single digital design file that is used to create all output versions of a form. The Forms Management Program is responsible for the development of form source files and of each potential output version (XML, HTML, pdf, paper), their maintenance, update, storage and archiving. Source files constitute one of the most valuable assets the Forms Management Program is responsible for. | Web: Investopedia – http://www.investopedia.com/terms/b/best_practices.asp  
| 15. Clear presentation and communication | The Forms Management Program applies plain language principles, using familiar words, considering reading levels, and using consistent vocabulary for data label names, captions, instructions. Plain language puts the reader first and foremost. It organizes information in ways that make sense to the reader and uses language that is appropriate for the audience’s reading skills. The objective is to ensure the audience can understand the form the first time they read it. | Article: I’m a LUNAtic, are you- Design Clear Communications by Robert Linsky, http://www.bfma.org/resource/collection/87CE8C68-EDEB-4728-99B6-1D2A198651EA/I’m_a_LUNAtic,_are_You_-_LUNA- Design_of_Information_for_Clear_Communications.pdf  
Web: Cathy Chapman, Canadian Director of the National Literacy Secretariat; Plain Language Association InterNational – http://www.plainlanguagenetwork.org/stephens/whatisplain.html  
| 16. Translation to other languages | The Forms Management Program applies general rules and processes for translation, such as always beginning with the primary form instead of another translation. Translations convey the “meaning” and “sense” of form content instead of a word-for-word literal translation. The Program maintains and updates translated forms to keep in synch with primary forms. If forms are to be produced in more than one language, then the Program | Web: Guide to Translation of Legal Materials Consortium for Language Access in the Courts, Professional Issues Committee., http://www.ncsc.org/education-and-careers/state-interpreter-certification/~media/files/pdf/education%20and%20careers/state%20interpreter%20certification/guide%20to%20translation%20practices%206-14-11.ashx  
Language directions http://www.i18nguy.com/temp/rtl.html |
should provide instructions as to how this is to be achieved, what language and keyboard layout to use, specific details with respect to filenames and the form’s unique identifiers.

Wireframe approach https://www.experienceux.co.uk/qa/whatis-wireframing/
Rapid application development https://en.wikipedia.org/wiki/Rapid_application_development |

| 18. Knowledge of electronic features during development | Apply features such as field help, masks, formatting, data object type, buttons, menus, ribbons, actions, macros, tabbing order, dynamic form, information suppression, interface formatting, access rights, accessibility, data source and output, and others. How electronic features are applied to forms affects how the form works and behaves, how the user and other |

Translation marketing blunders https://www.languagetranlation.com/blog/the-top-10-most-hilarious-marketing-translation-gaffes
http://www.kindernational.com/blog/the-7-most-hilarious-marketing-translation-gaffes
Publicly available terminology bank and translation in French, English and Spanish with writing tools, lexicons, glossaries http://www.btb.termiumplus.qc.ca/t pv2alpha/alpha-eng.html?lang=eng
| 19. Testing and quality management | New wording | Thorough testing of forms is performed before deployment to ensure the form is functioning to the form owner’s satisfaction. Testing generally covers content clarity and accuracy, functionality, usability, accessibility, data exchange, and performance in all workflows. There exist different testing scenarios. They can vary depending on the form’s complexity and size of the organization. As a rule, the forms developer first performs tests during the development phase to validate features, functions and scripts as the form evolves. More formal and thorough tests are performed by the testing and quality management area in Information Technology. Users, the form owner, training areas may also perform tests to ensure the form is functioning to the owner’s satisfaction. | BFMA Glossary: quality control, quality assurance, alpha testing, beta testing, user acceptance testing Unit testing [https://en.wikipedia.org/wiki/Software_testing](https://en.wikipedia.org/wiki/Software_testing) [https://en.wikipedia.org/wiki/Unit_testing](https://en.wikipedia.org/wiki/Unit_testing) |
| 20. Drafts, samples, prototypes, proofs, and approvals | There can be many states of a form produced during the different stages of the form’s development and production processes. These are generally in the form of drafts, samples, prototypes and proofs. This varies depending on the complexity of the form, the media and output format of its different delivery channels. Drafts, samples, prototypes and proofs are shared with the form owner and stakeholders as part of the iterative development process to reach an approved form solution. They are used to obtain approval of form solutions; of form content, design layout, functionality and features during development; and to obtain approval of form final output versions before printing or deployment. | Test scenario vs. test case vs. test scripts [https://www.linkedin.com/pulse/20140712034521-99719098-test-scenario-vs-test-case-vs-test-script](https://www.linkedin.com/pulse/20140712034521-99719098-test-scenario-vs-test-case-vs-test-script) |
| 21. Deployment and implementation | The Forms Management Program coordinates with stakeholders to determine when, where and how the | BFMA Glossary: deployment, deployment options, fulfillment, user point of access |
form is to be deployed for use. Where a form is to be deployed varies depending on the intended user base and delivery channels. It could include enterprise systems and websites, specific user groups, warehouse, catalog, library, portal, repository, third party sites and documents such as procedures manual.

At the very least, deployments require some type of notification or communication to staff or client base. A successful implementation may require the creation or update of policies, business procedures, user procedures, training, and documentation to support technical support staff or the installation of additional software, hardware or other equipment.

| | http://smallbusiness.chron.com/printer-ink-toxic-58156.html | Printer inks and toxicity |
| 23. Signatures | The Forms Management Program performs risk assessment to determine if a signature is needed. It uses knowledge of the different types of signatures and their application. | Book: Information Technology and E-Governance by N. Gopalsamy, 2009 |
| | The Forms Management Program implements signature process flows, including deadlines and the designation of alternates for routing. | BFMA Glossary: digital signature, electronic signature, wet signature |
tracking and approving forms or form-related tasks, as-required.

The Program is aware of the legislation and regulations of their jurisdiction with respect to signatures and understands their obligations. It also applies the organization’s established signing authority delegation chart and policy, as well as the internal and external security and audit standards. This ensures the appropriate delegated authority signs and approves forms in the correct form process context and that the signature process is traceable, repeatable, auditable and tamper-proof.

Wes vs. eSignature vs. digital

eSignature and law with info by country

US ESIGN commerce act

Canada’s federal secure electronic signature regulations

Canada’s Evidence Act

Difference between electronic signatures and digital signatures


Great Peace of Montreal Treaty signatures

Signed and faxed documents
http://www.adamsdrafting.com/fax-and-scanned-signatures/

Publication: CAN/CGSB-6.2-2009 standard on Forms Management, 4.8
<table>
<thead>
<tr>
<th>Digital signature definition</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Digital signature software</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notarius used by professional orders such as Quebec Order of Engineers, City of Montreal, Pratt Whitney</td>
</tr>
<tr>
<td><a href="https://notarius.com/clients-et-partenaires/">https://notarius.com/clients-et-partenaires/</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>10 top digital signature software</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Comparison of top 10</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>May wish to check the US ESIGN Act.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Some interesting links and info</th>
</tr>
</thead>
</table>
| https://www.signix.com/blog/bid/92791/The-Difference-Between-Digital-
| 24. Barcodes | The Forms Management Program (FM) uses general knowledge of two and three-dimensional barcodes (e.g., QR codes, PDF417, interleaved 2 of 5, etc.), how they work, and when best to use them. It also knows their symbology, and associated reader technology to apply specific requirements such as size, font, unique placement-and others. | Signatures-and-Electronic-Signatures
https://en.wikipedia.org/wiki/Public_key_infrastructure
http://www.tomsitpro.com/articles/public-key-infrastructure-introduction.2-884.html
https://security.stackexchange.com/questions/87564/how-does-ssl-tls-pki-work
https://www.packtpub.com/books/content/public-key-infrastructure-pki-and-other-concepts-cryptography-cissp-exam
https://en.wikipedia.org/wiki/Public-key_cryptography
https://www.securedsigning.com/resources/intro-to-digital-signatures
BFMA Glossary: bar codes
Wikipedia
https://en.wikipedia.org/wiki/Barcode#Symbologies
https://www.scandit.com/types-barcodes-choosing-right-barcode/
PostBar
https://en.wikipedia.org/wiki/PostBar
QR code
https://en.wikipedia.org/wiki/QR
25. MICR technology

The Forms Management Program uses general knowledge of how MICR (Magnetic Ink Character Recognition) technology works and how to use it on forms, including placement, spacing, specialized fonts, specialized inks or toners, and other requirements and standards.


What is MICR – MICR Line explained http://www.sourcetech.com/micr-printers/what-is-micr

ISO 1004 std on https://www.iso.org/standard/61228.html


http://searchsecurity.techtarget.com/definition/MICR
26. Other Recognition Technology

The Forms Management Program uses general knowledge of other types of recognition technology such as radio frequency identification (RFID), voice recognition, biometric, handwriting recognition, optical character recognition (OCR), optical mark recognition (OMR), intelligent character recognition (ICR).

G. Forms Print Production

It is without a doubt that technology has significantly affected the print industry and continues to do so to this day. Many forms are now electronic and interoperate with business systems. Yet, some forms still need to be printed. The volume of forms’ print quantities dwindles or remains, depending on their type and use.

Technology also affects the print industry where new print methods and processes evolve using new print technology and equipment with new features and materials.

Although Forms Management Program staff need not be printing experts, they are likely to develop and manage both electronic and printed forms. This is why they need to know basic and common printing methods and where to obtain expert advice on printing and print products. Their knowledge of the print industry will expand and evolve with every forms project.

1. Form products

While printed form products such as stationery items, envelopes, tags and labels are more common, other form products may still need to be manufactured for specific uses. Those include cut sheet, unit sets, continuous forms, sales books, register forms, cheques, mailers, pegboard, folders, kits, specialty

Continuous paper
https://en.wikipedia.org/wiki/Continuous_stationery

DRAFT
2. Form Materials

Form materials refer to what forms are made of. They include various substrates (paper and its varieties such as bond, ledger, offset, card, carbonless paper as well as vinyl, Tyvek, film), and other materials such as ink, carbon paper, glassine, cellophane, etc.

https://en.wikipedia.org/wiki/Printing_and_writing_paper

A useful website with a chart and examples of what type of paper is used with what type of publication, including forms.


Paper types explained – also good at explaining coated vs. uncoated

https://printingpartners.wordpress.com/2012/05/24/paper-types-explained/

http://www.printingforless.com/paperdescriptions.html

https://www.colorcopiesusa.com/all-about-color-printing/printing-paper.htm

https://www.summitprintingpro.com/resources/paper-types.html

https://printingpartners.wordpress.com/2012/05/24/paper-types-explained/

Wove paper


Paper vellum


Vinyl printing

http://www.uscutter.com/Vinyl-Printing?view_all

Tyvek

https://en.wikipedia.org/wiki/Tyvek

Ledger

https://en.wikipedia.org/wiki/Ledger

http://www.graphic-design-employment.com/ledger-paper-
carbonless paper
http://www.relyco.com/blog/reimag
e-carbonless-laser-paper/how-
does-carbonless-paper-work/

https://www.antalis.pl/mediashare/g4media/pdf/PU_EN_TECHNICAL_MANUAL_IDEM_PAPERS_00_ISS_01012010.pdf

Standard carbonless color sequence of multipart NCR forms
http://www.printingforless.com/Carbonless-NCR-Forms.html

Paper weights explained
https://www.printoutlet.ca/stockweight.php

https://www.lean.com/blog/understanding-paper-weight-for-printing-how-is-it-calculated-and-why-does-it-matter

Paper weight definition, International vs. US
http://www.businessdictionary.com/definition/paper-weight.html

Paper weights charts
https://paperworks.com/about-paper-weights


http://www.casepaper.com/resources/charts/paper-thickness-caliper/

https://www.paperpapers.com/paper-weights.html


<table>
<thead>
<tr>
<th>Production method: print output</th>
<th>Advancements and innovations in technology allowed for a wide variety of printers to be developed. There are ink jet printers, laser printers, and more sophisticated high-speed laser printers. Even photocopiers can print and create digital files. Quality desktop printers are now more accessible to the general population and organizations typically install robust and quality network printers to support their staff business needs. Low volume electronic forms and templates are often printed on desktop or local area network printers. They are often produced by combining the static form or template’s design layout with variable information, which are printed simultaneously on one pass through</th>
</tr>
</thead>
</table>

3. Production method: print output

Advancements and innovations in technology allowed for a wide variety of printers to be developed. There are ink jet printers, laser printers, and more sophisticated high-speed laser printers. Even photocopiers can print and create digital files.

Quality desktop printers are now more accessible to the general population and organizations typically install robust and quality network printers to support their staff business needs.

Low volume electronic forms and templates are often printed on desktop or local area network printers. They are often produced by combining the static form or template’s design layout with variable information, which are printed simultaneously on one pass through.
the digital electronic printer.

a. Desktop printing

It has become commonplace for staff and users to print forms and templates on their desktop or local area network printers. Eforms may be available in different output file formats, may be static for printing of small quantities of blank forms, or dynamic with data merge capabilities allowing staff and users to enter or download data from databases into form fields before proceeding to print.

b. High speed electronic print

High-speed electronic print is generally used to procure forms in smaller volume quantities (between say 500 copies to a few thousands) but not in high volume quantities of several thousands or millions when typically, an offset printing process would be used.

FYI: Here is the comparable info on CFSP about this topic, about 2008:

Data merge printing is a method of joining data captured by a form with data contained in another medium, such as a database, to produce a combined document.

(See new text.)

4. Production method: manufactured

Conventional static forms can be produced via press printing or manufacturing process. Large volumes of forms or forms requiring a high-quality product are typically printed on presses for best results and economies of scale in print production costs.

Manufactured forms likely have added construction steps or processes before or after they are printed, such as envelopes and self-mailers. They can also be manufactured using a more complex print process, such as silk screening.

a. Pre-press

Pre-press work is an activity that takes place at the printer’s. It is not so long ago that most pre-press work involved the production of camera-ready artwork carefully laid out on an art board where screened areas or colors were cut, aligned and overlaid on top. This type of artwork transitioned to original artwork produced in one piece via a photographic typesetter and then to a laser printer. From all types of camera-ready artwork, print providers produced films and
negatives to produce the necessary printing plates to run the presses and print the job.

Nowadays, much of this pre-press work has become digital. Forms developers design and lay out a form source file in a specialized forms software where the required page size and format, print image area, ink colors and screens, print output quality resolution can all be set and applied to the digital form output file.

b. Press

Methods of conventional printing for forms include offset lithography, relief printing (letterpress, rubber stamp, crash printing), intaglio process (gravure), embossing, laser, inkjet, ion deposition, screen printing, thermography.

Screen printing https://en.wikipedia.org/wiki/Screen_printing
https://www.britannica.com/technology/printing-press
https://www.prepressure.com/printing/processes
https://en.wikipedia.org/wiki/Printing
c. Print quality

A form’s purpose, use and handling determine the print quality it requires. If a form is mass printed but used only once in an internal operational business process, it may not require a top-quality print output.

Many internal form products typically require an informational print quality. Public forms to clients, citizens and executive level stationery items may require a more prestige print quality.

(Only included the first 2 paragraphs and added a bunch of links below and in comment in book)

https://www.techopedia.com/definition/13099/print-quality
Desktop printing in DPI https://www.computerhope.com/jargon/p/prinqual.htm
https://www.vsellis.com/understanding-dpi-resolution-and-print-vs-web-images/
ISO https://www.prepressure.com/printing-dictionary/i/iso-12647
5. Additional production processes

In-line or off-line operations perform various functions associated with forms production such as binding, numbering, collating, saddle stitching, stapling, perforating, banding, wrapping, cutting, die-cutting, shape cutting, drilling, scoring, overprinting.

Choosing the right binding
https://www.designersinsights.com/designer-resources/choosing-the-right-binding-type/

6. Post-processing

After the form is printed, various actions can occur that require inserting and folding. Less often used today are bursters, decollators, and random length detachers.

H. Procurement and Contracting

Vendors are those who are outside the organization but furnish needed products and/or services. Maintaining cordial vendor relationships helps to assure that the information available from each vendor is complete and accurate and that the best interests of the organization are served.

Web: Cambridge Dictionaries Online – http://dictionary.cambridge.org/dictionary/british/contract
Web: How To Build Strong Vendor and Supplier Relationships – http://www.thedailyymba.com/2010/05/31/how-to-build-strong-vendor-and-supplier-relationships/#sthash.AV6Sn3PD.dpuf
Web: Supplier relationship
<table>
<thead>
<tr>
<th></th>
<th>Product and service evaluation</th>
<th>When a new requirement is identified that may be able to take advantage of a product that is also new, or is currently unused by the organization, it is prudent to conduct a product evaluation to confirm the appropriateness of the product, whether physical or electronic, as a solution for the environment where it is proposed. When a technology evaluation is required, the Forms Management Program area must coordinate with the Information and Technology area and stakeholder areas (e.g., mailroom, print shop, web services, Information Management and Document Management, contracting areas, etc.) to ensure compatibility and architecture fit.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.</td>
<td>Quotations and proposals</td>
<td>Prior to buying a product or service, it is wise and sometimes mandated to request a quotation or proposal from potential vendors. Even when the vendors are known and have provided products and/or services in the past, each new requirement should be handled the same way. Formalizing the quotation and/or proposal process ensures that nothing is assumed or left to chance and that all legal bases are covered adequately. It is a good practice to consult with the procurement professionals within your organization.</td>
</tr>
</tbody>
</table>
internet regarding purchasing/procurements. This link also has links to DOA. https://www.dhs.wisconsin.gov/publications/p00748-6-3-0.pdf

List of training offered by DOA. http://www.doa.state.wi.us/divisions/enterprise-operations/state-bureau-of-procurement/training/purchase-process-training

List of purchasing items published on DHS internet https://www.dhs.wisconsin.gov/search?search=purchasing&Submit

List of procurement items published on the DHS internet https://www.dhs.wisconsin.gov/search?search=procurement&Submit

Template for RFI and RFP http://iabcanada.com/guidelines/rfp/template/
https://www.constructionlogs.com/free-rfi-form-template-construction
http://www.iup.edu/procurement/how-to/request-for-information-rfi/
https://docs.google.com/document/d/1K3_U7cXN4cUItxYQtxX3H06-DeE05bGqTcTN2IT9TPUc/edit

RFP https://en.wikipedia.org/wiki/Request_for_proposal
http://www.investopedia.com/terms/r/request-for-proposal.asp
http://search.monstercrawler.com/search/web?q=RFI+/+Rfp+Requests&gclid=CPjEjfK62dMC/rfCqaQodu_Y1Sg

Standing offer agreement https://buyandsell.gc.ca/for-businesses/the-procurement-process/standing-offers
4. Contract Negotiations

Long-term relationships with vendors are common in the forms industry. These are generally formalized with legally binding contracts. Terms and conditions included in contracts are intended to spell out, clarify and formalize the products or services required by the organization.

Terms and conditions specify requirements, deliverables, tasks or services to be rendered, how these are to be delivered to the organization, a schedule or delivery timeline, expected outcomes, performance expectations, agreed costs or service fees as well as terms of payment.

| SOW | https://www.smartsheet.com/how-write-statement-work-any-industry |
| http://www.projectmanagementdocs.com/project- |
This is typically achieved through the writing of clear criteria and requirements, statements of work, specific contract clauses and forms print specifications.

Formalizing terms of contracts is often the responsibility of procurement and contract professionals in an organization. The Forms Management Program consults and collaborates with them when needing to establish contracts with vendors. This ensures that nothing is assumed or left to chance, that all legal aspects are covered and the Legal Services area is involved when necessary to avoid potential litigation.

J. Inventory Management and Warehousing

Inventory Management refers to the activities performed by the Forms Management Program to assure a constant access, availability and supply of forms to meet an organization’s business needs. For printed forms, inventory management consists in maintaining the optimal quantity of every form stocked in the inventory and providing uninterrupted supply, production and provision of forms at a minimum cost while taking up minimum warehouse space. For eforms, inventory management is achieved by maintaining portals, online catalogs, and lists.

The Forms Management Program works closely with purchasing, warehousing and inventory management to ensure that physical form products are available or can be ordered when needed by users. It also works closely with the Web team and Information and Technology area.

documents/statement-of-work.html#axzz5AlqdeZtj
https://www.wikihow.com/Write-a-Statement-of-Work-(SOW)

BFMA Glossary: trade customs
to establish form portals and Web sites to host form catalogs and lists for user access.

Business and form owners may be involved with inventory management but only via the Forms Management Program, primarily relating to replenishment, cyclical usage, transition from paper to electronic forms, and disposition of obsolete inventory.

1. General Requirements

<table>
<thead>
<tr>
<th>Inventory Management processes include determining the fine lines between replenishment lead time, carrying costs of inventory, asset management, inventory forecasting, inventory valuation, inventory visibility, future inventory price forecasting, physical inventory, available physical space for inventory, quality management, replenishment, returns and defective goods, and demand forecasting.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balancing these competing requirements leads to optimal inventory levels, which is an on-going process as the business needs shift and react to the wider environment. Depending on the organization, these responsibilities may be shared or handled by the Forms Management Program or Inventory Management (internal or contracted).</td>
</tr>
</tbody>
</table>

2. Fulfillment Options

a. General forms warehousing
b. Print on demand
c. Electronic

<table>
<thead>
<tr>
<th>General forms warehousing is either provided by the organization or contracted. The warehousing is one or several locations that receive, store and maintain supplies, pick, pack, and ship orders to clients (staff or public). Purchasing or automated ordering systems begin the fulfillment process of client orders. The warehouse completes fulfillment by delivering forms to clients.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print on demand is a process of printing forms or documents when and where needed. Forms printed on demand typically are not stored in warehousing. These include</td>
</tr>
</tbody>
</table>


templates, print-and-fill, fill-and-print, and printer-resident electronic forms and can include printed forms. Users access the electronic output version of a form to print it at one’s desktop printer or locally via a network printer. Print on demand forms can also be ordered from a print shop or warehouse where the forms are printed at the time of order because there is no inventory. Instead of being warehoused, forms are printed only when needed.

**Electronic fulfillment** is a process of fulfilling user and client needs electronically using business rules and workflow built into a form. Organization-wide forms are paperless end to end and are entirely fulfilled electronically, that is filled in electronically, transmitted via workflow, handled and processed electronically from start to finish.

### 3. Forms Shipping and Billing Options

<table>
<thead>
<tr>
<th>Forms shipping and billing options include bill as shipped, bill upon completion, ship all to user, ship all to third party, pick and pack program and are often related to billing. Awareness of inventory shipping options can impact how billing and payment is handled, who owns inventory, when does inventory ownership transfer take place, when to count usage. Options relating to organization accounting, purchasing, and vendor relations and contracts are considered.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web: Kramer-Smilko, Inc 2006 Kramer-Smilko, Inc. All rights reserved. <a href="http://kramer-smilko.com/manuals/chap2/chp2-1.htm">http://kramer-smilko.com/manuals/chap2/chp2-1.htm</a></td>
</tr>
<tr>
<td>Alternate dispute resolution (e.g., for NAFTA) <a href="https://www.nafta-sec-alena.org/Home/Alternative-Dispute-Resolution/Methods-of-Private-Dispute-Resolution">https://www.nafta-sec-alena.org/Home/Alternative-Dispute-Resolution/Methods-of-Private-Dispute-Resolution</a></td>
</tr>
</tbody>
</table>
### 4. Replenishment

- **Reorder point**
- **Safety stock**
- **Periodic review**

Inventory replenishment of a form is ensuring there is constant and reliable supply of forms to avoid running out of forms (stock) and risk affecting or impeding business operations and continuity. The Forms Management Program and the inventory management area collaborate to replenish forms (stock).

A reorder point (low stock point or minimum stock level) is calculated for each form. When inventory levels drop to the reorder point, a replenishment (or low stock) notice is sent to the Forms Management Program for a decision to replenish inventory or not, usually in consultation with the form owner.

The reorder point is equal to the expected demand for the form during order and production lead-time plus safety stock to cover demand in excess of expectations. It also accounts for a reasonable time window for the Forms Management Program to perform a review and apply changes to a form before reordering.

Safety stock for forms protects against fluctuations in client demand. Safety stock calculations use inventory statistics to mitigate the risk of stockout.

BFMA Glossary:
- stock, reorder point, low stock point, low stock notice, safety stock

Outsourcing vs. contracting

Selective outsourcing
- [http://searchcio.techtarget.com/definition/selective-outsourcing](http://searchcio.techtarget.com/definition/selective-outsourcing)

Periodic reviews (site has good graphs to demo concepts)

Perpetual vs. periodic inventory

Advantages and disadvantages

BFMA Glossary: fulfillment
| 5. Deployment Management | Establish the methods to deploy printed forms and electronic forms through online catalogs, repositories, portals or warehouses, to meet all user points of access. Establish a method to check on and track usage activity such as printed forms issued and distributed, and eforms downloaded. Establish policies to implement permanent URLs for eforms, communications for deployment, for disposition of inventory, access and security rights. | Web: ITIL.org – http://www.itil.org/en/vomkennen/itil/servicetransition/servicetransitionerrozesse/releasedeploymentmanagement.php  
User rights (for users or user groups)  
CRUD  
https://en.wikipedia.org/wiki/Create,_read,_update_and_delete  
Access control to containers  
https://support.google.com/tagmanager/answer/6107011?hl=en |
| --- | --- | --- |
| 6. Automated Systems | Automated systems such as bar coding, RFID (radio frequency identification), freight optimization, just-in-time inventory are typically used for forms warehousing.  
Form information or metadata for warehousing may be collected to aid these systems. For example, forms units of issue, size, packaging and weight; bulk packaging size and weight are used to calculate both warehousing, freight and shipping needs. The form number, edition date and version, purchase order or contract number are often included on labels and stored in automated systems. | Book: JIT -APICS Dictionary, Eighth Edition 1995, p.6 & p.41  
http://www.capterra.com/inventory-management-software/  
BFMA Glossary: bar coding, radio frequency (RF), radio frequency identification (RFID), just-in-time |
<table>
<thead>
<tr>
<th>7. General Forms Warehousing Operations and relationship to Forms Management</th>
<th>As the functional area responsible for and custodian of organizational forms, the onus is on the Forms Management Program to establish a common understanding with inventory management and the warehouse with respect to forms inventory management, form stock receiving, shipping, storing and distribution activities. This understanding is essential to delineate respective roles, responsibilities and authorities with respect to forms stock inventory management. Common understanding and working protocols may be written in an internal service agreement or defined in a contract with a service provider.</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. Receiving</td>
<td>The Forms Management Program is responsible for checking and testing the quality of forms received and approving forms for stocking and release by the warehouse. The Forms Management Program must coordinate with the warehouse and have an understanding of receiving activities such as accepting shipments, accounting for and matching quantities listed on shipping documents from the shipper, decisions regarding where stock is to be located, stock rotation activities where appropriate, and filling of existing back orders, and verifying unit of issue.</td>
</tr>
<tr>
<td>9. Shipping and distribution</td>
<td>The Forms Management is responsible to determine forms’ unit of issue, to establish delivery time requirements, and to direct distributions as required. Forms shipping and distribution methods should be flexible enough to</td>
</tr>
</tbody>
</table>


Article: What is Forms Management by Margaret E. Tassin, http://www.bfma.org/?65


BFMA Glossary: f, unit of issue, receiving

BFMA Glossary: unit of issue
satisfy the organization’s business needs, both routine and special situations. The Forms Management Program must coordinate shipping and distribution activities with the warehouse:

- a. Shipments to users to fill requisitions.
- b. Shipments between warehouse locations to balance stock levels.
- c. Shipments from vendors.
- d. Return-to-vendor shipment when an error is discovered or for some other reason stock must be returned.

Accurate records must be kept of each transaction and inventory levels adjusted accordingly.

<table>
<thead>
<tr>
<th>10. Inventory control</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Forms Management Program is responsible to determine a maximum quantity based on annual usage, set a minimum quantity or low stock point, and calculate an economic order quantity. Program staff reviews inventory usage reports and ensures there is enough stock of the form to do business. The Program can set order limits to be sure there is no hoarding or over-ordering.</td>
</tr>
<tr>
<td>The Forms Management Program coordinates with inventory control or warehousing on physical inventory reconciliation to the perpetual inventory, managing metadata on forms used by inventory, inventory usage cycles, determining types of reports required, restrictions (who can order a form and in what quantities), old stock and superseding precedence.</td>
</tr>
<tr>
<td>Larger organizations may have separate inventory management areas that manage replenishment (or low stock) notices, economic order quantities, etc.</td>
</tr>
</tbody>
</table>


Article: What is Forms Management by Margaret E. Tassin CFSP, CFC, http://www.bfma.org/?65


BFMA Glossary: low stock notice, obsolescence, unit of issue, perpetual inventory, economic order quantity.
| 11. Invoicing options | Terms of payment are often addressed in contract negotiations or on the purchase order. Other invoicing issues include agreeing on remedial action if goods or services received are unsatisfactory. Depending on the organization’s needs, internal invoicing (chargeback) can be established. | Best Practices in Forms Management
11- Forms Policy and Strategy, U- eCommerce Requirements by Ray H. Killam CFSP, CFC

Web: NACHA The electronics payment Association, Industry Needs Leveraging the ACH (Automated Clearing House) Process
https://www.nacha.org/content/industry-needs

Chargeback


BFMA Glossary: invoice |

| K. Administration of Forms Management Program |
| Return to Table of Contents |

| 1. Human Resources Management |
| Return to Table of Contents |

| a. Determine staffing levels | Using metrics, determine activity requirements and resources to accomplish departmental objectives. Factors to consider include industry type, number of forms in the organization, use of forms coordinators, level of services provided, level of authority (clerical, professional), etc. | Book: Managing Business Forms by Robert Barnett, 5th Edition, Chapter 5, pp 61-77, 2008, ISBN 978-0-9586384-5-6

Article: Current State of Best Practices in Forms Management, Staffing, by Ray H. Killam CFSP, CFC |

| b. Identify responsibilities of various roles | Roles include business analysis, forms analysis, forms design, forms programming, forms technicians (forms control workers), system coordinator, and administrative assistants. Depending on the size of the program, a senior level position may be needed for each role and perhaps supervisors for the three main functions: analysis, design and support. | Training Class: Best Practices in Forms Management, Ray H. Killam, Session 12, Structure and Staffing

Web: Sample Job Descriptions, http://www.bfma.org/?page=MemOSampleDesc

### c. Recruiting and hiring

Qualified and experienced forms management employees are difficult to locate. A new employee generally requires a 1 year ramp-up period. Finding suitable candidates usually means looking for the person with the best set of aptitudes to learn the field or that would hold some key information in the field and that you can train in the other areas and on FM principles. Examples of other relevant pertinent experiences include graphic or web designer, business analyst, programmer, print expert, information management specialist.


Web: Sample Job Descriptions, http://www.bfma.org/?page=MemOSampleDesc


### d. Succession planning

Proper departmental-level succession planning is critical, as development of expertise in FM tends to have a long ramp up period. After an individual is identified in the succession plan, identify missing skills and provide experience to meet the plan.

There is a lot of material on succession planning in general. Google “Succession Planning” for details.

There is not a lot of material available for succession planning for the forms management department.

### e. Employee development

Although training is ultimately the responsibility of each individual, the organization has a vested interest in helping employees continue their education and training. Each forms management employee, working with the department manager, should develop an individualized training plan.

BFMA is the primary source for forms management training. Training is available through Webinars, regional seminars, online sessions, and partner programs such as the Best Practices in Forms Management class. Visit www.bfma.org/EventsandTraining


Facilitation training http://www.leadstrat.com/training/public-classes/

### f. Locate and use outside expert resources for the FM function

Many times, outside help can provide a major boost to get a project done, such as a call for forms, or a large multi-form project, an analysis project or program evaluation. There are a few independent contractors with the necessary expertise available. Finding them and making a contact list is helpful.


### g. Specialized training for the FM staff

Development of expertise in forms management takes time and

Forms Doc LLC, Essociates Group, Inc. and a limited number of other
experience. New employees will become productive more quickly if a structured training process is in place to cover all the basics for most roles. Training typically occurs on a one to one basis.

It is very difficult to find specialized training in forms management in the general marketplace. Expert forms management training is very specific.

Obtain management approval of non-standard training approach that cannot always be planned long-term in advance. The opportunity is to be taken when it presents itself.

Issues include delivering generalized business training as well as deep training on forms management topics and the specific software tools used. Generalized software may not have training available for forms needs, and a specialized provider is needed. Value-added resellers for a product often sell the product and provide training. Self-teaching via research or networking and professional associations are other resources. Local community colleges are an excellent source for training on standard software tools such as MS-Office, SharePoint, Adobe Designer, Photoshop, Web design, and more. Many tutorials are available on the web. Build custom designed courses or training sessions.

2. Financial Management

   a. Budgeting

      Budget for forms department financial resources is an ongoing challenge. In addition to the standard budgeting process where dollars are allocated to each expense category, consider activity-based budgeting.

      BFMA Glossary – activity based budgeting.

      Activity Based Budgeting:
      http://www.investopedia.com/terms/a/abb.asp

   b. Work planning

      Beyond budgeting, work planning and associated finances includes ongoing activities vs. large scope projects, financial considerations for HR (internal resources vs. contracted resources), timelines and expenditures. Large projects often are received outside of the budgeting

      Web: Work Planning:
      http://www.umich.edu/~itdtq/2.6.work.plan.proc.html
c. Remediation for non-compliance

Financial compensation or remedial arrangement for deliveries non-compliant to specifications or other services provided: For forms expenditures either in the FM department or other department’s budgets, when a project goes wrong, most vendors are cooperative and are willing to work through any problems. When disputes arise, the contract or purchase order will govern. Absent such documents, Trade Customs may help provide resolution.

BFMA Glossary: trade customs.


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d. Financial analysis

A FM program has the fiduciary responsibility to contain and reduce costs and to provide cost comparison on FM department project options and asset acquisition. Understanding the mechanics and application of cost benefit analysis techniques is essential to that end, e.g. payback, cost of current method versus cost of future method, activity based costing.

Return on Investment (ROI) may be required on large projects. Working with your financial services group to determine your organization’s time value of money and internal rate of return are required.


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3. Technological Architecture and Infrastructure

Many of our current processes rely on IT support, including access to databases, access to the network infrastructure, access to programming and scripting assistances, and more.

Remain up-to-date on organization’s technological architecture and infrastructure

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a. Software Distribution and Management

Being proactive on software distribution and management and understanding its impact on the organization, knowing about upcoming desktop changes and their consequence are important areas for the FM department. Understanding the organization and user/ requester
software strategy is a part of strategic planning. Your IT department probably has specific plans and policies for desktop upgrades and software support. Continuous, open dialogue is essential to maintaining continuity and service. Forms developers are not typical users and IT needs to be aware that their desktop configuration and software will not be standard or typical.

b. File Distribution and Management
File distribution and management is concerned with the development of policies and procedures relating to deployment, versioning and access and includes determining security and access levels, deployment methodology and implementation, naming conventions and communication strategies. Typical methods of distribution include forms repositories, forms catalogs and forms portals.

BFMA Glossary: repository, forms repository, catalog, portal


c. Forms developer software and technical requirements
Forms developer software and technical requirements implementation starts with your forms management strategy. This requires collaboration and agreement with the IT area to ensure that FM requirements are met. Proper software selection for design, mapping, deployment and metrics management is essential and the software capabilities must meet the requirements of the strategy. Generally, software for forms must be specific for forms development and not general purpose software. Create a standard desktop configuration if necessary. Signature support, workflow support, productivity tools, full forms product design capabilities, and more are required.

BFMA Forms Mgt BOK.docx Forms Management Education Development Board May 14, 2018 page 93
<table>
<thead>
<tr>
<th></th>
<th>License and maintenance agreements</th>
<th>For all products used and supported by FM, obtain vendor’s end-user license agreement(s) and maintenance agreement to understand and be able to enforce the levels of support, upgrades, fixes, training, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>f.</td>
<td>Strategic relationships</td>
<td>Develop and maintain strategic relationships with organization IM/IT groups regarding enterprise architecture, software, future direction and understand FM operations for best support. This is an essential element of an enterprise-wide forms management strategy.</td>
</tr>
<tr>
<td>4.</td>
<td>Information Management</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td>Form Titles</td>
<td>Establish standards for form titles such as striving for short titles, using Training Class: Best Practices in Forms Management, Session 20</td>
</tr>
</tbody>
</table>
### subtitles, subject then action style, not using “form” in the title, etc. Enter this into your Style Guide.

Titles often need to be abbreviated based on technical restrictions, such as databases or web pages. Establish a standard for this.

### d. File naming conventions

Plan for file naming conventions for different outputs (on actual form, working filename, deployed form filename, archiving directories for officially retained versions, etc.) to account for varying versions and editions in order to have a unique file name. This information should be stored in your forms management database (or form file) for each form in your population. Your style guide provides a sample of each format.

These issues are different for each organization, as no industry-wide standards exist. Visit www.BFMA.org - Articles for a listing of articles and presentations on these topics, under Forms management.

### e. Protect FM assets

As Owner/Custodian of organization forms and templates and forms related information, FM is responsible to safeguard all forms assets. There must be an ongoing process to ensure the optimum availability of critical business functions within a required time frame. The objective is to reduce the level of risk and cost, and the impact on staff, customers and suppliers.

FM assets include forms/templates, source files, mission critical forms, forms history data, databases, policy, program manual, forms style guide, etc.

Work with your print vendors and other suppliers, IT department and Records Management department to understand and document such specific backup that affects the forms management department.

Problems often arise from data stored on an individual desktop. Specific backup plans and policies need to be developed for such instances.

http://www.disasterrecoveryworld.com/sld031.htm Presentation by John Glenn, CRP

### f. Form records

Working with your Records Management department, develop a plan for form records (databases, etc.)

Training Class: Best Practices in Forms Management, Session 19 Design for Retention;
<p>| g. Keywords and standard terms | Develop a plan for keywords and standard terms used in electronic records, database, etc. Establishing a system of key words and a glossary of terms is a part of the Style Guide development. A data dictionary is necessary for any specific database utilized within Forms Management. | BFMA Glossary: ARMA, data dictionary |
| i. Database management | Governance of enterprise databases is usually established by the IT/IM department, to assure a supportable environment, security of data, and back up. All databases, including those owned and used by the FM program, must comply with these practices. Assuring the accuracy of data entered in the database is the | Web: Definition of Database Management Policy by The International Foundation for Information Technology, <a href="http://www.if4it.com/SYNTHESIZED/GLOSSARY/D/Database_Management_Policy.html">http://www.if4it.com/SYNTHESIZED/GLOSSARY/D/Database_Management_Policy.html</a> BFMA Glossary: data standards, management systems, data governance, data governance |</p>
<table>
<thead>
<tr>
<th>j. Relationship tracking</th>
<th>Establish forms relationship tracking – why it is important and what it covers such as parent/child, kits, form/envelope pairs, etc. Forms can be related, such as one form that is derived from another or forms that are intended to be used together. Any change, replacement or elimination of one may have implications for the other. A forms database can be used to record relationships and to identify related forms on demand.</th>
<th>BFMA Glossary: database, relational</th>
</tr>
</thead>
</table>
| k. Digital asset management | Develop a plan for digital asset management – library of form elements, form templates, form designs, logos, standard code/scripts, etc. An organized and secure method for storing, accessing and using specialized form assets, such as logos, templates and fragments/elements, other graphics, is necessary for consistency and efficiency. It helps with both ongoing forms layout and mass changes. Possible plans include managing these assets as part of the FM library or a shared library. | Web:  Digital Asset Management .com  
http://digitalassetmanagement.com/  
Web:  Wikipedia – Digital asset management  
Book:  Project Management Association of Canada  
http://www.pmac-agpc.ca/?q=publications  
Web:  TechTarget – digital asset management  
http://searchcontentmanagement.techtarget.com-definition/What-is-digital-asset-management |

5. Program Work Planning

| a. Service level agreement | Establish a standard for delivery of service expectations via a service level agreement, for services provided by FM to others and used by FM but provided by others. A service level agreement helps to set shared expectations for timeframes and quality. It also provides an objective reference for reporting on program performance. | Web:  The Service Level Agreement by Service Level Agreement Zone, description  
http://www.sla-zone.co.uk/  
Web:  Definition of Form Management Service Level Agreement (SLA) by The International Foundation for Information Technology,  
http://www.if4it.com/SYNTHESIZE-D/GLOSSARY/F/Form_Management_Service_Level_Agreement_SLA.html  
Web: ITILv3 and ITILv2 definitions and Concepts, |
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<td><a href="http://www.knowledgetransfer.net/dictionary/ITIL/en/Service_Level_Agreement.htm">http://www.knowledgetransfer.net/dictionary/ITIL/en/Service_Level_Agreement.htm</a></td>
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<td>b. Strategic alignment of FM resources</td>
<td>Schedule, develop priorities and timelines, negotiate and allocate resources to align service priorities with organization’s objectives and priorities. Projects are assigned priority based on the organization’s priorities and other factors such as complexity, risk to the organization, size, cost, age of the request and the resources available.</td>
<td>BFMA Glossary: strategic alignment</td>
</tr>
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</table>
| c. Program work distribution | Determine a method to evaluate whether there are enough resources in FM to handle the anticipated workload. | Web: PM Hut – The Work Breakdown Structure: One of the Project Manager's Most Important Tools [http://www.pmhut.com/the-work-breakdown-structure-one-of-the-project-managers-most-important-tools](http://www.pmhut.com/the-work-breakdown-structure-one-of-the-project-managers-most-important-tools)  
Book: Project Management Association of Canada [http://www.pmac-agpc.ca/?q=publications](http://www.pmac-agpc.ca/?q=publications) |

### d. Program risk management

Anticipating risks and preparing mitigation strategies regarding FM resources (e.g. unable to complete workload with current staff), software availability (e.g. unable to provide a good solution, unable to deliver solution to all users).

**BFMA Glossary:** risk assessment


### e. Program Business Continuity Plan

Forms Management program business continuity plan should be included in the corporate plan and regularly updated. Ensure that the service of the department can continue by having workspace, computers and software, access to files, etc. so that FM employees may continue working. COOP: continuation of operations plan may include an offsite location with access to necessary resources so that businesses that must continue may do so.


### 6. Project Management in FM

Good project management assures that all the appropriate steps in the process, from the initial investigation phase through deployment, are successfully completed by the responsible individuals in a logical sequence and in a timely fashion.

Projects in FM can be new forms, revised forms, multi-forms project, call for forms or obsolescence, and non-form projects such as training or software evaluation.


**Book:** Project Management for Small Projects by Sandra Rowe

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<th><strong>project-management-dictionary</strong></th>
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<tr>
<td>a. Establish structure for project management</td>
<td>Establish structure for project management to define projects such as level, type, category, procedures for different project types and a method to track and report them. For example, all projects from the project management office (PMO) are complex, strategic projects and generally require specific negotiation on timelines, tools, reporting, etc.</td>
<td>GLOSSARY: project type, project level, project category</td>
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<td>Book: Project Management Association of Canada <a href="http://www.pmac-agpc.ca/?q=publications">http://www.pmac-agpc.ca/?q=publications</a></td>
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<td>c. Lead forms/template development projects</td>
<td>The forms management resource facilitates the development, review and implementation of new and revised forms and templates. This includes identifying and resolving possible impacts on related forms, developing the design, coordinating stakeholders, facilitating resolution of issues, and coordinating implementation and communication.</td>
<td>Book: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) by Project Management Institute, <a href="http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101388701">http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101388701</a></td>
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<td>Book: Project Management Association of Canada <a href="http://www.pmac-agpc.ca/?q=publications">http://www.pmac-agpc.ca/?q=publications</a></td>
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| **d. Lead forms components of enterprise or cross-functional projects** | FM, as the recognized enterprise or organization authority and subject matter expert on forms, leads components of enterprise or cross-functional projects or initiatives with respect to forms and template service delivery in co-operation with other partners and stakeholders (i.e. legal requirements, rebranding, legislative changes, software migration, corporate initiative). The forms management resource may serve as a project team member on larger initiatives, responsible for addressing forms related issues and activities, and working in partnership with other project team members. This includes representing the FM function, providing consultation and enlisting other resources within FM to provide forms services. | Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, A1.1  
Web: Project Management by Adrienne Watt, Stakeholder Management, [http://opentextbc.ca/projectmanagement/chapter/chapter-5-project-stakeholders-project-management/](http://opentextbc.ca/projectmanagement/chapter/chapter-5-project-stakeholders-project-management/) |
Web: Project Reporting y Duncan Haughey, Projectsmart, [http://www.projectsmart.co.uk/progress-reporting.php](http://www.projectsmart.co.uk/progress-reporting.php) |
| 7. Intellectual property and copyright | (of branding, corporate image, on developed products – i.e. forms, templates – may be different for software application). Depending on the size of the organization, the Forms area may be the custodian of the corporate image and branding | |
| **a. Ensure integrity of corporate image on all forms and templates.** | When using a corporate image on any work produced by the department, ensure that the image is correct color, size, placement with respect to other objects and margins and that it is not distorted. It is the responsibility of the department to ensure that this is correct on source files, artwork and on final product, | Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, A5.2 g, B2.2 b, B2.5.1c |
regardless of media or who produces it. Images may be trademarked or not.

| **b. Intellectual property rights and copyright of forms** | Secure and ensure intellectual property rights and copyright of the organization when contracting for external resources to do forms development or for consulting services for forms projects. The department must specify with procurement and all vendors/suppliers that produce work for the department that the intellectual property right and copyright resides with the organization and almost never with the vendor/supplier. This language must be a part of every contract and order. | Web: PIA San Diego, Graphic Communication Best Practices, Section 1 Guidelines for Best Business Practices in Digital Asset Management Issues, http://piasd.org/tradecustoms_guideline.html |

| **8. Ongoing Activities** | | |
| --- | | |
| **a. Scheduled reviews of forms** | A review of forms to determine that the form is in use, needs no modification, the owner is correctly identified, and it complies with legal and policy requirements. Each form in the population is touched in this manner at least once every 12-18 months. Modify form records according to results of review. | Article: Systemic Review of Forms_form, narrative, presentation by Carol Cousineau, http://www.bfma.org/?page=Articles |

| **b. Obsolescence / Form Discontinuation** | The department routinely must obsolete or discontinue forms that are no longer being used. This is completed through an inquiry procedure to learn if a form is actively being used (the systematic review of forms is one way) or via a unilateral decision by FM because the form has had no usage or requests for change. The obsolescence criteria are defined within each FM program. Once identified as obsolete, a separate procedure begins to remove the form from the system, including for example, a status change in the form number register and the database, the form file removed or archived, deployment location update, a notice on a web page, perhaps a notice to users, or reports sent to coordinators. Even though a form becomes obsolete, its form number should never be reused and its history records should not be | Article: What is Forms Management by Margaret Tassin, http://www.bfma.org/?page=Articles |

|  | Article: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, 3.1, 3.3, 4.7 |
destroyed, since it is always possible the form may be reactivated at some future date.

As a rule, procedures related to the obsolescence/discontinuation of a form include the following:

1. Add the supporting documentation to the individual official form record (i.e. why discontinued, indicate if form consolidated with or replaced by another form, include relevant references to other records, legislation, etc.)

2. Remove form printed copies from circulation (i.e. deactivate in form inventory and store, determine whether remaining stock is to be used until depleted or destroyed immediately, obtain requester cost recovery of stock destruction if applicable)

3. Remove user access to now discontinued form by removing every deployed eform file versions from servers, directories, as applicable.

4. Archive last form edition of every version issued to an archive directory where all source files are kept for historical and legal reference as well as determine retention period before archived form files can be formally destroyed according to agreed upon retention schedule.

5. Remove form from active form directory, update forms inventory, catalogues, any listings and include cross references as applicable.

6. The unique form number of the discontinued form should never be reused and its history records not be destroyed until prescribed retention period following the form’s discontinuation runs out as it is always possible the form may be reactivated at some future date.
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<td>7.</td>
<td>Publish communication message to staff, requester and user base of form discontinuation and removal from access as well as instructions as to how to destroy remaining stock on hand, if applicable, and any other relevant instruction (i.e. new or other form to use instead, new business procedures, who to call for more information, etc.)</td>
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<td>8.</td>
<td>As required, produce a report on discontinued forms in a given period.</td>
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<td>c.</td>
<td>Unofficial forms</td>
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<td>Find “rogue” or “bootleg” forms via ad hoc monitoring (listservs/forums/news feed, newsletter, bulletins, social media) and a formal call for forms. Bring these forms into compliance. The call for forms is often required after an acquisition or expansion but should be done at least every three to five years.</td>
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<td>Article: Call for Forms Processes, Session 17, Ray H. Killam CFSP, CFC</td>
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<td>BFMA Glossary: rogue forms, bootleg forms</td>
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<td>d.</td>
<td>Recurring operational events</td>
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<td>Some operations are recurring events that affect forms, such as annual tax preparation, regular mailouts, seasonal business requirements such as harvests or holiday sales, annual conferences, etc. The department must have knowledge and advance planning to meet forms requirements for recurring events. Generally such events are documented with dates, project type, specific tasks and more for event planning. FM may own and/or initiate all or part of the events and tasks.</td>
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<td><a href="http://www.projectknowledge.net/2012/07/creating-a-recurring-task-within-microsoft-project.html">http://www.projectknowledge.net/2012/07/creating-a-recurring-task-within-microsoft-project.html</a></td>
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<td>e.</td>
<td>Maintenance of forms index or catalog and database</td>
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<td>Perpetually maintain primary recordkeeping systems (forms number register, catalog, database, portal, etc.). It is imperative to have the most current and accurate information at your fingertips and a procedure to make it happen.</td>
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<td>Article: What is Forms Management by Margaret Tassin, <a href="http://www.bfma.org/?page=Articles">http://www.bfma.org/?page=Articles</a></td>
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| f. Ongoing forms improvement | Ongoing forms improvement (fewer forms, make those we use more efficient, less expensive) on every project is an opportunity to be of service to form owners and to show value to management. Every change or improvement, no matter how small or routine it seems to forms professionals, has a value to the organization that should be documented and reported. | Article: What is Forms Management by Margaret Tassin, [http://www.bfma.org/?page=Articles](http://www.bfma.org/?page=Articles)  
Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, Appendix G |
| g. FM Internet/intranet presence | A web presence is a prime method of communication with your organization, form owners and users. Detailing the services the department offers, how-to use the services, FAQ, contact information, etc. are only a few of the items that should be documented on the web. It may be a way to access the forms catalog. Ongoing maintenance of web information is vital. | Training Class: Best Practices in Forms Management, Ray H. Killam, Section: Branding Your Forms Program, [http://www.essociatesgroup.com/](http://www.essociatesgroup.com/) |
| h. Links to and on forms and documents | Many departments make third-party forms, such as government forms, available to their form users via web links. It is imperative for the department to regularly check and maintain the web links or use automatic broken link reporting by the web tool used to ensure that the links are active and not broken. Once a month is not too often. In addition, there are links on forms and forms documentation (procedures, policies, etc.) to maintain. Automated software that checks web links will not check links on forms and other documents. | [http://en.wikipedia.org/wiki/Content_management_system](http://en.wikipedia.org/wiki/Content_management_system)  
| i. Forms industry research | Keeping up with technology for software, other tools and best practices in standards, benchmarking and procedures is a hallmark of a well-run professional FM organization. This can include involvement in a professional association, peer interaction, attending vendor shows, reading industry publications. | Training Class: Best Practices in Forms Management 2012, by Essociates Group, Inc., Ray H. Killam, Section: Developing an FM Strategy, [http://www.essociatesgroup.com/](http://www.essociatesgroup.com/) |
| j. FM Documentation | Forms management has very detailed processes (new forms, revised forms, obsolete/discontinued forms) that must be documented for two audiences: FM and users. Ongoing maintenance of | Book: Practical Playscript: Writing Procedure Manuals That People Can Use by Robert Barnett, 2008  
Book: Establishing a System of Policies and Procedures by |
documentation is vital.

Internal to FM, job aids or how-to perform the processes are needed for the FM employees to accomplish their work in a consistent manner. There is much less room for variation (and error) when operational procedures are formalized and documented in writing. Documentation is extremely helpful with workers new to the department.

User-centric documentation tells users how to interact with the FM department. This language should be clear, simple and step by step on how to accomplish a task involving the department, such as how to request a new form or how to locate a form or how to order an additional supply of forms. The FM web page can have the user-centric information.

Documentation of form systems managed by the forms program includes information about the form system such as system architecture diagrams and process flowcharts, roles and responsibilities of the system (who is responsible for what part of the system (FM or other party), how changes are released, who does testing, who accepts the fix, etc.)

k. Project control and tracking

Tracking is an essential part of "managing" forms. Tracking includes monitoring the progress, resources, dates, tasks, requirements of various analysis projects, of vendor manufacturing orders, of warehouse inventories, of the forms portal database, of the various FM databases, of strategic management reporting metrics and many other ongoing processes.


l. Educating forms users

Educating the other employees about forms management’s role and responsibilities can be broken to three areas. (1)Education for new hires at orientation to understand FM capabilities and role. (2)Establishing and educating a forms coordinator program gets form-centric helpers throughout the organization.


Training Class: Best Practices in Forms Management, by Ray H. Killam, CFSP, CFC, Section 12: Structure and Staffing,
(3) Educating management at all levels about the value and goals of forms management helps ensure FM viability. Each of these three require planning, specific materials, scheduled, on-going training. Education is a process, not an event.

| m. Marketing FM | Developing a marketing strategy includes products, programs, services and plans for FM. The strategy fosters acceptance by the organization to comply with the FM policy, senior management endorsement and ensure the program's viability. Marketing channels include web, brochures, presentation, newsletters, events, person to person contacts, etc.  
DEFINING MOMENT: marketing targeted to many but primarily senior management, we are not selling |

| 9. Forms Management Program Reporting | On-going support for a forms management program often depends largely upon upper management's comfort level that the program is worthwhile and that the return on investment is adequate. One way to maintain firm trust in the program is to provide management reports on a regular basis. Various performance metrics, such as number of forms in the system, new forms vs. revisions, number of requisition per period, costs expended vs. costs saved, etc., are typical reporting areas. |

| a. Reporting requirements for management | Management reporting is an essential part of every professional FM program. Reporting the right information to your management can only be determined via extensive conversation with your management to learn what they view as valuable and important. This can include various levels of reporting in addition to exactly what to report. |

| b. Framework for management reporting | Once management requirements are understood, develop a method to capture the data to obtain that information. It can include value of projects and the FM contribution. It can include value of tasks/activities/expenditures of the |


|  | Book: Managing Business Forms by Robert Barnett, Chapter 21 |


|  | Publication: Standard on Forms Management, Canadian General Standards Board CAN/CGSB-6.2-2009, Appendix F, G1.1 |


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<th>c. FM Reports</th>
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<td>Using the management requirements and FM reporting framework, statistical information is gathered to create planned and ad hoc reports for the organization.</td>
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<td>Reporting audiences may include:</td>
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<td><strong>FM operational activities</strong>: Reports assist FM to manage inventory, staff allocation, find improvement opportunities, determining priorities, etc. Examples include statistical reports on forms usage, number of obsolete forms, similar functions for strategic direction, metrics, web usage, web versus paper usage of the same form, etc.</td>
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<td><strong>Departmental management</strong> (directly above FM): The management level one above the forms manager is interested in departmental statistics but more importantly in reports that can affect strategy and resources. This information helps the department head support FM viability by knowing what FM does and how it contributes to the success of the organization. Examples include savings, efficiencies gained, strategic direction, cost-saving opportunities, process improvement opportunities, resource utilization, recommended approach, service levels. Similar information is often useful to form owners and business partners.</td>
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<td><strong>Executive management</strong>: Turning the daily work that the FM department accomplishes to terms that are understood and supported by executive management is a vital part of FM reporting. Examples include contribution to profit or revenue, service levels, cost control,</td>
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<td>Measuring and Reporting Savings, 2008</td>
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<td>Article: What is Forms Management by Margaret Tassin, <a href="http://www.bfma.org/?page=Article">http://www.bfma.org/?page=Article</a> s ;</td>
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<td><strong>d. Benchmark variances</strong></td>
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Web: How to Use Benchmarking in Business, F. John Reh, About Money, [http://management.about.com/cs/benchmarking/a/Benchmarking.htm](http://management.about.com/cs/benchmarking/a/Benchmarking.htm) |