

Managing the Correspondence Touchpoint

*How to Streamline your Incoming Correspondence Processes
While Still Being Absolutely Positively Certain that
Nothing Falls through the Cracks*

Featuring

The 10 Commandments of Correspondence

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A White Paper by



When You Can't Afford Not To Know

touchpoint [tuch poynt] noun

any organizational activity involving repetitive interactions with clients; activities in which clients convey information or requests to the organization, and receive responses back, especially those that lead clients to make judgments about an organization's competence.

Customer Service experts refer to any point of contact between an organization and its stakeholders – customers, constituents, partners, clients, investors – as a “touchpoint” and stress the importance and benefits of rigorously managing every touchpoint.

For many organizations, particularly those in the public or non-profit sector, the flow of correspondence, including letters, request forms, regulatory filings, and general emails, is a critical point of contact. How that incoming correspondence is managed and processed often says far more about your organization than the actual content in your response.

What is your correspondence management process saying about your organization?

Is it efficient?

It is competent?

Does it know what's going on?

Does it care about its constituents or clients?

Does your correspondence management process reflect the image of the organization that you are working hard to create?

*This white paper explores the many pitfalls that often plague how organizations manage the flow of correspondence. This review of **The 10 Commandments of Correspondence** will give you a checklist of the capabilities you should look for in choosing a correspondence management solution.*

The 10 Commandments of Correspondence

- 1. Thou shalt not lose any correspondence sent to you. Ever.*
- 2. Thou shalt attempt at all times to work with digital copies of items of correspondence, whilst always remembering the location of the original in case it is needed.*
- 3. Thou shalt be able to tell anyone the status and whereabouts of any item of correspondence at all times.*
- 4. Thou shalt route each item of incoming correspondence to the correct persons according to the type of correspondence thereof.*
- 5. Thou shalt automatically create and manage new versions of all responses as each person in the process makes modifications.*
- 6. Thou shalt have the flexibility to manually or automatically adjust the routing of each item according to its content or status at each step in its processing.*
- 7. Thou shalt not miss any deadlines for responding to items of correspondence, nor shalt thou fail to provide thy managers with notification of the impending deadlines.*
- 8. Thou shalt be able to integrate correspondence items within other systems, yea, even within the Document Management and Records Management systems that thou hast also been commanded to use.*
- 9. Thou shalt be able to measure thy efficiency and take proactive steps to address any bottlenecks in thy process.*
- 10. Thou shalt not lose any correspondence sent to you. Ever.*

Commandment 1:

Thou shalt not lose any correspondence sent to you. Ever.

*What do you mean – you can't **find** it?!*

It's your worst nightmare. Someone – a senior official, a key client, a donor, a voter – sent an important letter and now you can't find it.

Whether you're the staff person assigned to the file, the manager of the correspondence unit, or the senior executive of the department, there are only negative consequences that can come from losing an important piece of correspondence. Nobody remembers the hundreds or thousands of items that were processed correctly – it's the one that went astray that will get all the attention.

Even worse is the nagging anxiety that this may not be the only piece of correspondence that's gone missing.

It all comes down to trust – clients trust your organization to handle their requests properly, the senior executive trusts the correspondence unit manager to ensure the proper process is in place, and the manager trusts the individual staff members to be careful and competent. When something important goes missing, everyone questions whether their trust is well founded.

People and Process

People are an essential part of managing correspondence. Opening the mail each day releases a wide variety of ideas, information and requests, for which we rely on the expertise of human judgment to understand their context, assess their importance, and sort them into categories based on how they are to be handled. Few organizations would willingly trust a computer to reliably make those kinds of judgments.

It's in the details where people get into trouble – they don't follow the prescribed process, they make decisions but forget to write them down, they misplace the case file, they pass the file on but neglect to update the log, and the list of potential mistakes goes on and on.

These are exactly the things that computers (with the right software) can be obsessively good at. A computer system's ability to collect and later recall the tiniest details makes them ideal for *supporting* people in business processes by reliably providing them with the information they need to quickly and effectively use their experience and expertise to make judgment-based decisions.

Benefits of Investing in Correspondence Management

In our personal lives many of us have seen traditional correspondence almost completely supplanted by online transactions, e-mail and cheap long distance phone plans. So we naturally ask the question: “Does it still make sense to be investing much money in managing correspondence?”

For most organizations, the answer is a resounding “Yes!” – for two important reasons:

1. Organizations, particularly governments at all levels, still do the majority of their “official” transactions via the mail. Many regulations still mandate that information must be in paper form. Furthermore, it is exactly these official interactions that most need to be carefully tracked and managed, since there are often legal and regulatory issues at stake.
2. Compared to other client touchpoints within the organization – walk-up reception areas, telephone call centers, websites, and Customer Relationship Management (CRM) systems, a well-designed correspondence management system can provide much higher return on investment (ROI).

The potential benefits of a correspondence management system are many, and they keep paying dividends year after year:

- **Cost savings:** reduced people costs, time cost, telephone costs, photocopying costs, fax costs, and courier costs.
- **Greater efficiency:** process more correspondence with the same resources, fewer phone calls for information, less time wasted looking for files, and less time waiting for files to be delivered.
- **Greater accuracy:** more consistent processing, less time spent finding and correcting errors, more consistent data.
- **Less risk:** early warnings of potential problems, fewer process errors, fewer deadlines missed, more accurate resource estimates.
- **Better process management:** process metrics, easier identification of bottlenecks, better reporting, full audit trail, confirmation of service levels.

But don’t take our word for it (or anyone else’s word) – your plan to embrace a correspondence management system should start with a complete understanding of what your current system costs you (in budget dollars, in people resources, in time, in reputation) and what you expect to get from the system.

Managing Metadata

To manage the flow of incoming and outgoing correspondence for an organization, we primarily need the computers to collect and manage information *about* each piece of correspondence – when it arrived, what kind of correspondence it is, who is assigned to handle it, what is the deadline for

responding, and so on. This “data about data” is what IT people call *metadata*, and it is this information that drives decisions about the process:

- This is an application form, therefore it gets sent to Human Resources.
- This is a request for information, it arrived on the 12th and since our policy is to respond within 10 working days, the response must be completed by the 26th of this month.
- This complaint letter has been assigned to Beatrice in Customer Service, and she already has 17 other letters waiting to be processed.
- This response has been approved and is assigned to the administrative assistant to get the senior executive’s signature on the letter.

If the computers manage the metadata then they can assist and support the people in many different parts of the process. In fact, by looking after all the process-related details, a well-designed correspondence management system can free people to focus more of their time and energy using their experience and expertise to make the decisions, create responses and do the other tasks that only people can do.

Metadata Is Not Enough

Collecting and tracking correspondence metadata on a computer is not enough by itself. If it was, all you’d need is a spreadsheet to replicate the manual correspondence log that has been used for years. There are hundreds of organizations who can vouch that a spreadsheet won’t do the job either – because they tried that.

The metadata is simply the fuel that enables a correspondence management system to execute the business processes of capturing incoming correspondence information, delivering the information to the right people in the right order so that they can use it to create a response or make a decision, making the information available to authorized people who need it, recording decisions and outcomes of each step, retaining the information in the proper place for the proper length of time required by the retention policy, and so on.

Without the metadata you can’t do any of those processes – but they won’t just magically happen on their own.

Workflow Is Not Enough

There are lots of software products available that implement business process workflows – moving objects from here to there as if on an assembly line in a digital factory. Often the workflow capability comes as a feature of a document management product, which is a passive repository for storing and sharing all kinds of document objects.

The problem with generic workflow systems is that they’re generic – they don’t specifically understand correspondence processes. “But it’s programmable!” says the document management vendor (and his IT ally). But

rather than investing all the time and effort and testing and maintenance required to program the generic workflows to understand correspondence processes, wouldn't it make a lot more sense to acquire a configurable correspondence management system designed from the ground up to handle correspondence issues? Especially a solution that will use the document management system to store all the data anyways (see *Commandment 8*)?

Correspondence For Experts

You need a correspondence management system that puts it all together – the *metadata*, the *workflow*, your specific *business process rules*, the *knowledge* of correspondence and the *10 Commandments of Correspondence*.

You want a system that already knows as much about correspondence as your staff people do. One that speaks their language, and has years of “best practice” refinement already built in. Within your organization they are already the correspondence experts, so give them a system that supports and extends their work; a system that transforms the complexity of your correspondence challenge into simplicity, without being simplistic.

Then, and only then, will you be able to say with confidence:

“We don't lose correspondence. Ever.”

Commandment 2:

Thou shalt attempt at all times to work with digital copies of items of correspondence, whilst always remembering the location of the original in case it is needed.

The real secret to never losing any items of correspondence is not to move them anywhere. It's the physical handling of paper files that causes most problems – accidentally being inserted into another file, being knocked into a trashcan, being shredded, taken home, forgotten on a bus, left in a meeting room or someone else's office.

There is almost always a requirement to retain the originals of incoming correspondence at least for a short period of time, so the best approach is to immediately scan the entire document, then file it along with the other documents from the day's mail in a generic chronological filing system. Now you never need to touch the original document again. Instead, you work with the scanned digital image of the document. Just in case you do need it for something, the file location of the original is recorded in the correspondence management system as another piece of metadata (data *about* the document) along with the scanned image.

If for some reason the document really cannot be scanned and handled as a digital image, then the first step should be to photocopy the document, file the original, and then work only with the copy. Then if the copy goes missing, you can always return to the original, make another photocopy and restart the processing.

Data Entry for Power Users

The next step in the process is to collect all the other metadata about the incoming correspondence – what kind of correspondence it is, who it's from, the date it was written, when it arrived, and so on.

This is hardcore data entry work, where all the emphasis is on speed and accuracy. When you're entering information for tens or hundreds of items each day, every keystroke matters. This is not the place to give the data entry person a fancy GUI or web-based interface – they aren't even going to be looking at the screen and they sure don't want to have to take their hands off the keyboard to move the mouse around. Those features are fine for later on in the processing, but for data entry “power users” they only get in the way and slow everything down.

This is an important feature to look for when evaluating a correspondence management system, especially today when many solutions just take it on faith that everything should be done using Web technology. While Web

technology is great for delivering information and certain kinds of information input, it is not designed for high volume data entry.

When the objective is to get the information into the database as fast as possible and there is a high-speed LAN in place, it makes a lot more sense for the data entry personnel to use a direct pipe between their computer and the database. Using specialized client software on each data entry computer can maximize productivity by minimizing the number of keystrokes, providing immediate editing and validation to ensure information is correct, and avoiding the overhead and delays of a Web-based interface.

It shouldn't be an either/or decision – the correspondence management system should offer both a direct connection and a Web alternative so that you can choose the one that best fits the requirements at each stage of the processing.

Self-Service Data Entry

One of the other major benefits of adapting your processing to work with digital versions of correspondence is that it opens the possibility of allowing clients to do their own data entry for very structured kinds of correspondence.

An example would be a scenario in which individuals are submitting a registration form to your organization. Instead of submitting a paper form which must be processed by the data entry personnel, who may misread the person's illegible writing and enter something incorrectly, you can provide a Web-based registration form that people can fill out with their own information and submit using the Internet. The data from the form can be entered directly into the database, which saves the time and cost of data entry and eliminates transcription errors.

Once in the database, the rest of the processing for user-submitted registration forms can be exactly the same as the processing for paper registration forms.

All modern correspondence management systems should provide the software infrastructure needed to accept information from self-service Web forms.

Show Me The Money

It is following this 2nd commandment and eliminating the overhead of working with paper that provides a major part of the return on investment (ROI) calculation for using a correspondence management solution.

While the direct cost savings of eliminating the paper can be non-trivial (*e.g.* reduced need for photocopying or couriers), it is the indirect savings from accelerating virtually every other part of the processing that has the biggest impact.

And once you've got the digital version of correspondence in the database, it becomes a lot more difficult to lose it!

Commandment 3:

Thou shalt be able to tell anyone the status and whereabouts of any item of correspondence at all times.

The most common question asked about correspondence is:

“What’s the status of my request?”

With most manual correspondence systems, the staff can spend an inordinate amount of time tracking down files and checking on what stage they are at in the processing. The inquirer either waits impatiently on the telephone, or the staff must make a call back in order to relay the information about the status.

A correspondence management system maintains a *record* that can be thought of as a “digital file folder” for each item of correspondence. The digital file folder contains the same kinds of information you would put into a physical file folder – a copy of the correspondence, a checklist showing the processing steps required, any notes about the item and so on. A major benefit of a correspondence management system is that it should keep all of the information about an item of correspondence in one place, easily accessible through one screen. (Poorly designed systems will be aggravating if they make you go looking in multiple places for the information you need.)

The entire collection of records (usually referred to as a *database* or a *dataset*) can be searched for records whose metadata fields match the search term. The quickest way to find a specific record is to search on something unique, such as a customer number, an account number or a telephone number.

This search takes seconds, which means that a staff person can instantly find the required item of correspondence and pass on the status information – all while the caller is still on the phone. No waiting, no putting them on hold, no forgotten callbacks – just instant answers. This kind of responsive service can go a long way in creating a favorable image of your organization as one that “has its act together.”

Do-It-Yourself Inquiries

A significant proportion of the status requests will often come from other people inside the organization, such as managers, case officers, analysts and customer service people. Having all the information readily accessible online makes it easy for internal people to use their computer to retrieve the status of items for themselves. This can noticeably reduce the number of phone calls that must be fielded by the correspondence unit staff.

This is a capability where a Web interface to the correspondence management system does make sense. Managers and other low-volume users don’t have to install any client software; it can be used from any location connected to the

internal network; its available 24 hours a day, 7 days a week; and it always provides the absolute latest up-to-date information.

Enabling External Access

The availability of a Web interface to the correspondence management system also opens the potential to providing external people with access to the status information. Clearly, the feasibility of such a service will depend heavily on security and privacy issues, but if you have a modern correspondence management system then technological issues should not prevent it from being possible.

The benefits of allowing external access can be very significant if your organization handles a large volume of incoming correspondence and also field numerous inquiries about the status of submissions. Numerous studies have shown that the cost of handling an online inquiry through the Internet can be only 10-20% of the cost of handling the same inquiry by telephone.

The easiest technical solution is when you can offer online submission of information through a Web-based form, which then gives the user a unique transaction number (either on a response screen or in a confirmation e-mail) that they can later use to check the status of their submission.

Commandment 4:

Thou shalt route each item of incoming correspondence to the correct persons according to the type of correspondence thereof.

Not all incoming items of correspondence are the same and different categories of items require different processes to handle them. Some letters require a form response letter, some a personalized response, others need an “official” response, and some may require no response at all.

The first processing step is to read enough of the content of the correspondence to understand what level of response is required and then to assign it to someone who will handle it. This routing of items to different people can be very simple or quite complex. A well-designed correspondence management system will offer several levels of routing:

- **Ad hoc routing** allows people to say, “this needs to go to Fred first and then to Mary” and insert that routing into the process “on the fly.”
- **Template routing** allows you to give a shorthand name to the standard processing steps for a given type of correspondence, such as a “Complaint letter.” Assigning a new incoming item to the “Complaint letter” routing then automatically assigns it to go to David first, then to Sam and finally to Robin. Templates also mean that the person doing the routing doesn’t have to know that David moved to another job and now Alex is taking over that role – they still just assign it to that routing template and it’s done properly.
- **Intelligent routing** gives you the ability to have the routing dynamically change based on your specific business rules. (This is powerful enough that it has its own commandment – see **Commandment 6** for more details.) For example, a business rule might say, “If this application is for more than \$10,000 it also gets routed to the Vice President for approval after the Director has approved it.”

Real world correspondence processing requires all three types of routing and you should expect that kind of flexibility from your correspondence management solution.

Distributed Processing

Routing the digital file folder rather than a physical file folder allows correspondence items to be distributed to people who are geographically removed from the office where the mail is physically received. People in branch offices can process the correspondence specific to clients or constituents in their location. Items that need specific expertise (*e.g.* legal) can be routed to that specialist in another office.

Commandment 5:

Thou shalt automatically create and manage new versions of all responses as each person in the process makes modifications.

For many types of official correspondence, the rationale that was used to decide how to respond is just as important as the actual response itself. The response process is very iterative – a basic response is crafted; another reviewer thinks part of the response is ambiguous and modifies the wording to make it clearer; the lawyer reviewer is concerned that the new wording leaves a loophole and changes it again; and so on until everyone is happy that the response conforms to the regulations, your internal policies and hopefully is understandable and makes sense to the person who will receive the response.

The correspondence management system should keep all those intermediate versions of the response for a number of technical and policy reasons:

- **Preservation and reuse:** Often people will make modifications that are simply suggestions, which may later be rejected in favor of the original version. Keeping all the versions allows the final response to include some, or all, of the wording from previous versions.
- **Precedence:** Often people crafting a new response will search for similar scenarios to see what responses were used previously. Finding prior examples of their proposed response and the prior rationale that was used to support or reject it is useful information for the present case.
- **Audit trail:** For regulatory correspondence, if the regulated entity should protest a decision or even sue the organization, then the prior versions and the rationale can provide clear evidence that internal procedures were followed and disputed issues were given fair treatment.

Each step of the processing adds some kind of value (or you wouldn't be doing it), so it's important that the correspondence management system captures and preserves that value. However, the staff needs to focus on the responses, not on figuring out what is to be saved and what isn't. The creation and administration of new and prior versions must be handled automatically by the correspondence management system.

Commandment 6:

Thou shalt have the flexibility to manually or automatically adjust the routing of each item according to its content or status at each step in its processing.

For certain kinds of structured correspondence, such as application or registration forms and regulatory compliance filings, the line between processing them as *correspondence* and executing the *business process* associated with them, can easily become blurred. That's not a bad thing at all, since both involve the same basic processes: reviewing the information, making decisions based on the content, and choosing or creating a response.

What you need to efficiently manage the business processes is to have your correspondence management system be able to automatically apply your specific business rules to the content and metadata in order to decide what needs to be done next.

For example, if you process correspondence that includes regulatory filings that detail proposed shipments of certain materials, then it may initially be assigned the standard "Shipment Review" routing. However, once the reviewer identifies the material as being explosives, an *intelligent routing* business rule would dynamically adjust the routing to now include a step that ensures a notice about the shipment is sent to the appropriate law enforcement agency.

Business Process Management

Having this capability within your correspondence management system opens the potential for managing any business processes that are based on:

- **Capturing information** from forms or other documents
- **Routing** the information to specific people or groups for review
- **Reviewing** and approving the response in a specified chain of approvals
- **Preserving** a complete history and audit trail

Don't let some vendor's narrow definition of correspondence lock you into one kind of processing. Your correspondence management system should be able to expand its scope to keep pace with new types of transactions your organization is required to handle.

Commandment 7:

Thou shalt not miss any deadlines for responding to items of correspondence, nor shalt thou fail to provide thy managers with notification of the impending deadlines.

Good customer service is all about meeting customer expectations. The primary expectation correspondence-related expectation is meeting deadlines.

Many organizations will publish their commitment to providing a response within a defined number of working days from the time the incoming correspondence was received. Sometimes are forced by legislation or regulations to meet specific deadlines. For example, some regulations provide for “deemed approvals,” which simply means that if the organization does not respond to certain requests for approval within, say, 30 days, then they are “deemed to be approved” and the requesting person or company can go ahead with their plans.

For others, the deadlines are self-imposed. An organization may have an objective such as:

We will process at least 95% of all requests within 5 working days, with less than 0.5% taking more than 20 working days.

Whether externally or internally imposed, explicit or unspoken, deadlines are important in the handling of correspondence.

Automatic Notifications

To help keep everyone on schedule to meet expectations, your correspondence management system needs to automatically give you early warnings if the processing for a given item of correspondence is in danger of missing its deadline. Each record should be assigned a due date (either manually or automatically based on the routing selected), and the software can work backwards through the steps to be performed, calculating the latest date each step can start and finish. It should also allow you to configure how soon and how often the automatic reminder notifications should be sent.

Managers don't like surprises. This reality makes it imperative that the correspondence management system also be able to implement an *escalation procedure* that ensures that if deadlines are seriously in jeopardy of being missed, the appropriate manager will also receive automatic notifications (usually by e-mail) identifying the potential problem.

An effective escalation process not only allows managers to get proactively involved when they are needed to ensure deadlines are met, but also allows lets them relax with confidence whenever there are no alert notifications being raised.

Commandment 8:

Thou shalt be able to integrate correspondence items within other systems, yea, even within the Document Management and Records Management systems that thou hast also been commanded to use.

Correspondence processing doesn't exist in a complete vacuum – it is also subject to other organizational standards and policies.

Letters Are Documents Too

One such standard in many organizations is the use of a **Document Management** system to store and manage all of the organization's documents. The definition of "documents" may include the digital copies of all incoming and outgoing correspondence. So while the correspondence management system should maintain all its metadata about the correspondence in its own database, it must be able to store the actual content of the correspondence into the document management repository and retrieve it from there when needed. And it must be integrated enough to make using the repository completely transparent to the users doing the processing.

Letters Are Records Too

Many public and private sector organizations are required to preserve the official records of certain transactions for a specified time before they can be legally destroyed. The digital copies of documents are controlled by a **Records Management** system, which assigns the correct retention period to each individual record.

If some of your official correspondence is also classified as official records, then your correspondence management system should also be able to integrate with the Records Management system.

Commandment 9:

Thou shalt be able to measure thy efficiency and take proactive steps to address any bottlenecks in thy process.

Correspondence management is a business process. Like any other business process, correspondence management comes under constant pressure to reduce costs, do more with the same resources and to improve its efficiency. Correspondence management is a very people-intensive process, which means that improvements to the process that make the people more efficient – such as implementing a well-designed correspondence management system – can offer significant return on investment.

Process Metrics

One of the challenges often faced by managers of the correspondence function is that their existing manual systems do not produce enough measurement data. This can make it difficult for them to answer basic management questions about their area:

- **Impact of Changes:** Are the process changes they implemented really improving the overall efficiency of the group? Has the change in the application forms decreased the processing time required?
- **Trend Analysis:** Is the group's efficiency improving or degrading over time? Is the pressure to increase throughput causing more errors?
- **Workload Levels:** Is the mix of correspondence types changing? How will taking over correspondence for another group impact the required staffing levels and therefore budget requirements?
- **Service Levels:** Is the group meeting its service level objectives? What impact will planned budget cuts have on the service level?
- **Staff Performance:** Are individuals having a significant impact on overall effectiveness? What performance data supports management decisions to make changes in staffing levels or assignments?

With the process metrics that can be provided by a modern correspondence management system, managers can be much more proactive in testing new ideas to address problem areas in the process.

Commandment 10:

Thou shalt not lose any correspondence sent to you. Ever.

This brings us right back to where we started – it's all about trust.

Perhaps the greatest benefit of a well-designed correspondence management system is that it can give you confidence in your operation.

- It can give you the assurance that you can track every piece of correspondence without the anxiety that something important will get lost.
- You can relax, knowing that the automatic notification process will alert you to any impending deadline problems.
- You can prove that your efficiency has increased, which gives you the facts you need to protect your budget.
- You have the audit trail that clearly demonstrates that you followed the correct procedures defined in the regulations.
- And the list goes on...

Have Answers

In short, a correspondence system that helps you meet these commandments will give you answers to the questions – both the factual questions about your operation and the unspoken questions about trust and competence.

It's important to have that help when you can't afford not to know.

WorkDynamics and ccmMercury

WorkDynamics Technologies specializes in correspondence management software that enables organizations of all sizes to cut costs, improve service and have confidence in the effectiveness of their correspondence operation.

WorkDynamics has infused over 20 years of experience and expertise into **ccmMercury**, its correspondence management system that is used by more than 75 major government departments and agencies, corporations and other public sector organizations.

The ccmMercury Family of Products

The **ccmMercury** family of products offers a complete range of correspondence management functionality:

- **ccmMercury** provides the high-performance data entry and processing capabilities needed in dedicated, high-volume environments
- a complementary product, **ccmMercury.WEB**, offers the same functionality through a Web interface.
- **ccmEnterprise** provides cost-effective “light usage” access to all correspondence information for large numbers of people throughout an entire enterprise.
- **ccmEForms** offers self-service input of Web form data directly into the **ccmMercury** database.

Professional Services

The best products in the world are only valuable if they are used properly. WorkDynamics Technologies complements its world-class software products with expertise that will ensure you get maximum value from your investment.

- Experienced professional services staff can help you streamline and redesign your correspondence processing to get the full benefits of the capabilities of **ccmMercury**.
- The same professional service staff can lead your implementation project, providing their experience with **ccmMercury** to ensure that it is installed and configured properly for best performance and ease of use.
- A full complement of training courses for the IT administrator of the products and for the end-users ensures that you have the knowledge needed to operate and use the products effectively.

For More Information

For more information about how WorkDynamics and its **ccmMercury** correspondence management system can help your organization better manage its correspondence touchpoint, please contact us at

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www.workdynamics.com

ccmMercury enables government departments and agencies to improve the level of service to their constituents by ensuring that all correspondence is efficiently routed to the right people for handling. By keeping all of the information about each item in one place, ccmMercury allows support staff and managers to immediately respond to any queries about the correspondence and the status of any response.

WorkDynamics specializes in correspondence and information tracking software that enables organizations at all levels of government to cut costs and improve service.

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