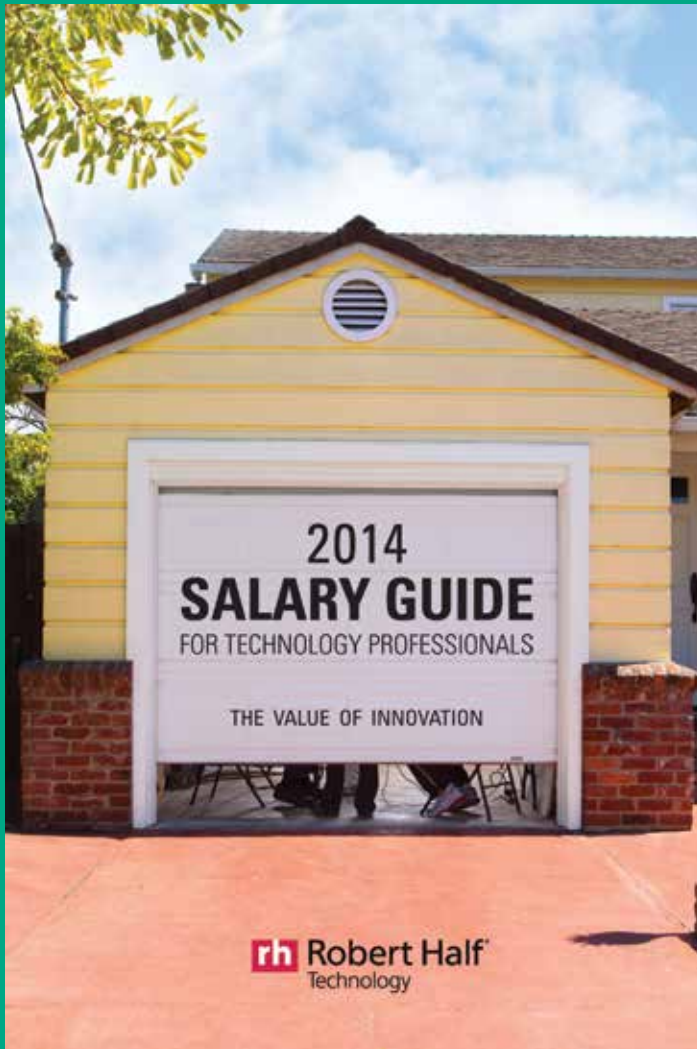


2013

HDI Practices & Salary Report

Support Center





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About HDI

HDI is the worldwide professional association and certification body for the technical service and support industry. Facilitating collaboration and networking, HDI hosts acclaimed conferences and events, produces renowned publications and research, and certifies and trains thousands of professionals each year.

HDI also connects solution providers with practitioners through industry partnerships and marketing services. Guided by an international panel of industry experts and practitioners, HDI is the premier resource for best practices and emerging trends.

Special thanks to our research partners
for their support and for sharing this survey
with their communities:

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Support Center Job Titles and Definitions

Call Screener/Dispatch: This position collects information from the customer, including contact information and details about the incident or service request, and then routes the ticket to level 1 support or another appropriate contact. Call screeners/dispatchers differ from level 1 support in that they are not expected to resolve problems or answer questions.

Customer Service Representative: The customer support professionals who receive and handle customer inquiries, most often for nontechnical issues. They are expected to provide answers to common questions, perform routine procedures to resolve a high percentage of inquiries, and route more-complex issues to a higher level of support.

Level 1 Support/Support Center Analyst: The frontline technical support professionals who receive and handle tickets. These professionals are responsible for providing customers with information, restoring service, providing specific services, and escalating tickets to a higher level of support. These individuals are typically technical generalists.

Level 2 Support: The technical support professionals who handle tickets that are escalated from level 1. These professionals require greater technical skills and/or access rights than level 1 support personnel. They are typically technical specialists and may also be responsible for participating in root cause analysis of problems. (Does not include desktop support technicians, who are reported on separately in this survey.)

Desktop Support Technician: The technical support professionals who respond to tickets escalated by the support center that are related to customer equipment; additional skills, knowledge, tools, or authority are required. They may resolve incidents remotely, at the user's location, or via equipment returns. Responsibilities may include hardware and software deployments, moves, adds, and changes.

Level 3 Support: The technical support professionals who build, maintain, and/or enhance technical products and services. These professionals are typically "engineer"-level staff. They are involved when the ticket cannot be resolved by either level 1 or level 2, and when there is high business impact or urgency. Level

3 support is commonly either an internal engineering/development team or an external vendor.

Support Center Team Lead: The technical support professionals who oversee the day-to-day activities of a team of support staff. These professionals serve as the communication link between the team and the manager, as a coach or mentor to support staff, and are often the first point of internal escalation within the support center. Other possible titles include coordinator, supervisor, or senior analyst. (Previously referred to as support supervisor.)

Support Center Manager: The management professionals who manage a team of support center analysts and/or team leads while executing the operational and tactical plans of the support center and satisfying customer and business needs. Their responsibilities may include recruiting and hiring, monitoring and managing performance, monitoring and reporting metrics, and ensuring that process are followed and service levels are met. Other possible titles include help desk manager or service desk manager. This position typically reports to the support center director (defined below).

Director of Desktop Support: The management professionals who manage a team of desktop support technicians and/or team leads while executing the operational and tactical plans of desktop support and satisfying customer and business needs. Responsibilities may include recruiting and hiring, monitoring and managing performance, monitoring and reporting metrics, auditing, and approving purchases.

Support Center Director: The management professionals who are responsible for leading the support organization as a whole, rather than a specific support center. Their responsibilities may include overall service delivery, strategic direction, business alignment, financial accountability, and performance reporting. In addition to the support center(s), this person may also oversee other departments involved in technical support, such as desktop support. Other possible titles for this position include senior director, senior manager, or vice president. Support center managers report directly to this individual. (Previously referred to as director of support.)

Welcome



As consumers on the go, we rely heavily on our mobile devices. We anxiously await the release of the latest and greatest technical “toys,” and our Facebook and Twitter feeds are saturated with posts from users who are also awaiting the release of these toys—posts made from perfectly good devices. As a technical support industry, we are challenged with supporting this myriad of evolving devices. Several years ago, this challenge hit the industry especially hard, and while the survey results indicate that the industry has a better grip on this in 2013, supporting an increasingly mobile workforce and its expectations is still the Achilles’ heel of technical support organizations.

The goal of the HDI Practices & Salary Reports is to help support center leaders better understand the workings of the industry as a whole, and to provide them with the knowledge needed to make research-based decisions, and ultimately improve the support provided by their organizations. This report illustrates current and past practices in a variety of areas, such as performance metrics, ticket management, technologies, framework adoption, outsourcing, training, and salaries.

This year’s report presents data based on survey responses from 754 technical support professionals in more than thirty vertical industries. These responses were collected via web-based survey from April to July 2013, and they were submitted by support center managers and professionals in similar positions in support centers around the world, with 86 percent (667) from the US, six percent (48) from Canada, and the remainder from other countries, such as India and Australia. These professionals represent support centers of all sizes; about 32 percent of support centers are supporting more than 10,000 customers, while about one-quarter support fewer than 1,000 customers. The support centers in this study also provide both on site and global support, and they support internal end users, external end users, or a blend of both.

In this report, the survey results are reported for the technical service and support industry as a

whole and for key areas of interest for specific demographics. The “A Closer Look” bonus data, which appear at the end of each section, feature the results from ten vertical industries that had thirty or more responses (see the table below for the list of industries and total number of survey results). The vertical-specific results have also been analyzed by the type of support provided (internal only, external only, or a blend of the two) and the size of support center, which is defined by the number of customers supported (both internally and externally): small support centers serve fewer than 2,000 customers; medium support centers serve 2,000–10,000 customers; and large support centers serve more than 10,000 customers.

	Number of responses included in results
INDUSTRY	
Computers – Software	58
Higher Education	105
Financial Services – Banking	33
Government	61
Healthcare	95
Insurance	44
Manufacturing (noncomputer)	51
Outsourced Services Providers	31
Retail (includes Food and Beverage)	44
TYPE OF SUPPORT	
Internal only	287
External only	58
Blended	403
NUMBER OF CUSTOMERS	
Small (fewer than 2,000 customers)	301
Medium (2,000–10,000 customers)	239
Large (more than 10,000 customers)	247

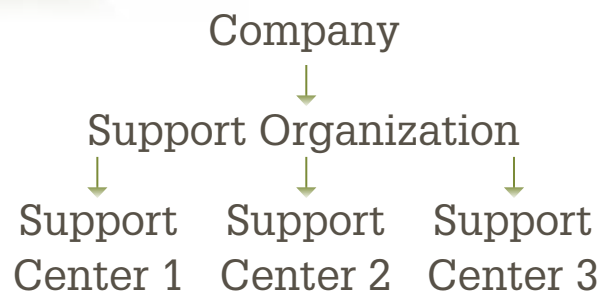


A Quick Guide to This Report:

Definitions for the job titles referred to in this report are listed on p. 7. The report begins with the Demographics section, which profiles the support centers participating in this year's survey. After the Demographics section, the body of the report begins, including sections on Ticket Management, Technology, Support Operations, Performance Metrics, and Support Staff. Throughout the report, the data are depicted graphically. Each section in the body of the report concludes with "A Closer Look," a deeper analysis of some key areas by industry, type of support, and support center size (based on the number of customers).

The final component of the report is *The 2013 HDI Support Center Salary Report*, which provides data on compensation practices, including bonuses and overtime, for the industry as a whole, as well as average salaries and salary ranges for the United States (reported in US dollars). The US salary data is further broken down by region, size of support center, and type of support.

The diagram at right should help clarify some of the terminology used for the purposes of this report. A few of the survey questions refer to the company and support organization; however, most of the information in this report refers to the individual support center.



In Conclusion: HDI's intention, through the creation of this report, is to provide technical support industry leaders with a valuable and convenient resource that not only looks at the state of the industry but also offers an inside look at support center practices and trends. This annual report provides managers and directors with information they need to validate existing practices, discover new ideas for improving methods and procedures in their support centers, and trigger discussions within their organizations, within their businesses, and with their peers.

Without the remarkable response we receive each year, this industry resource would not be possible. Your time and commitment to sharing your knowledge are truly valued.

Jenny Rains

Jenny Rains
Senior Research Analyst





Demographics: Who the Data Represent

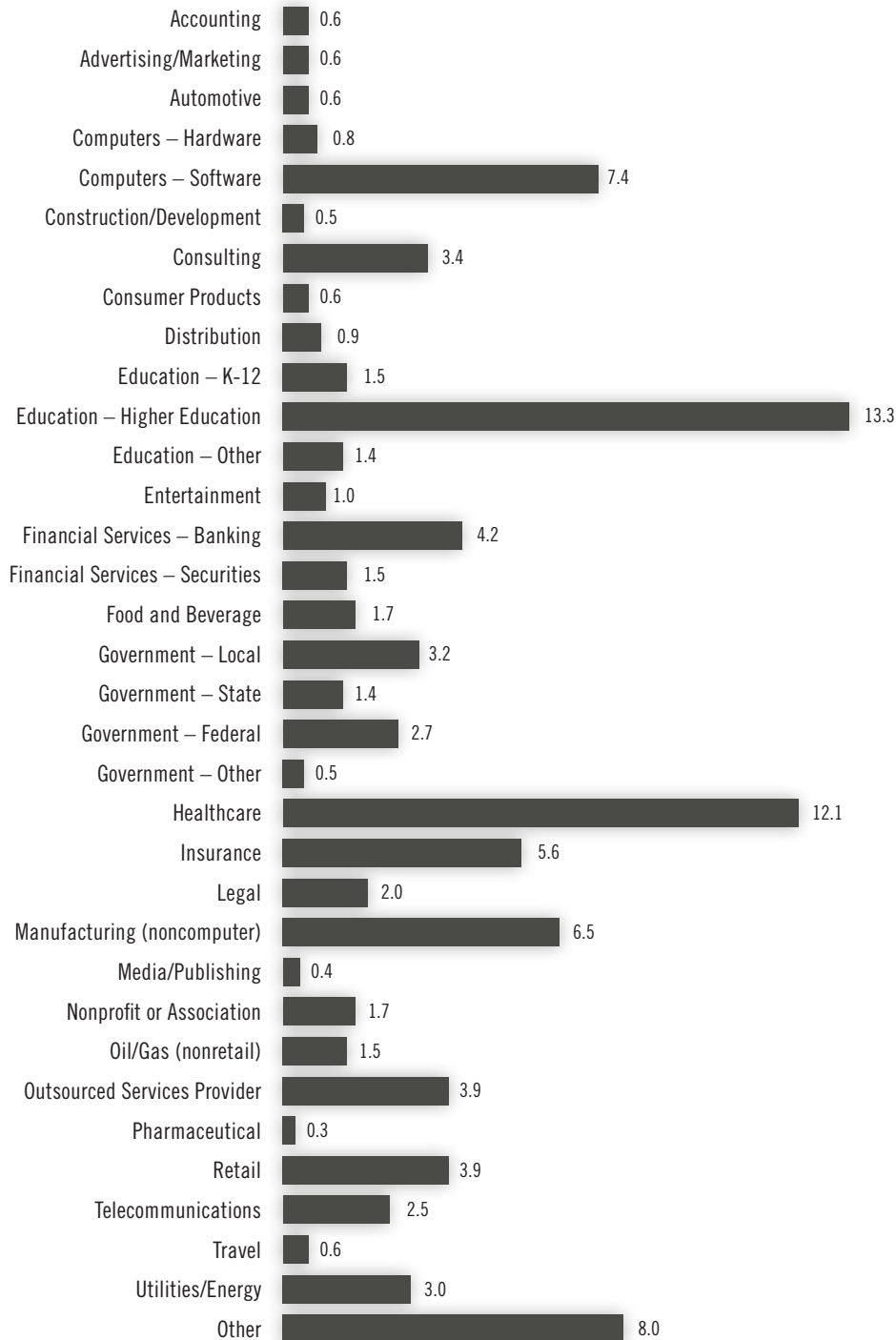
This year's results comprise responses from 754 technical support professionals in more than thirty vertical industries. The findings are based on responses submitted by support center managers and professionals in similar positions in support centers from around the world, with 86 percent (667) from the US, six percent (48) from Canada, and the remainder from other countries, such as India and Australia. These professionals represent

support centers of all sizes; about 32 percent of support centers are supporting more than 10,000 customers, while about one-quarter support fewer than 1,000 customers. The support centers in this study provide support both on site and globally, and to internal end users, external end users, or a blend of both. These and other details regarding the demographics of the survey sample can be viewed in the following section.



About the Companies

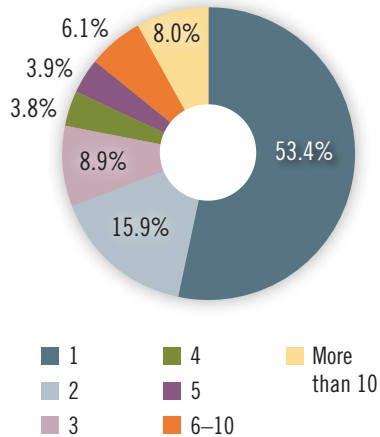
Industry:



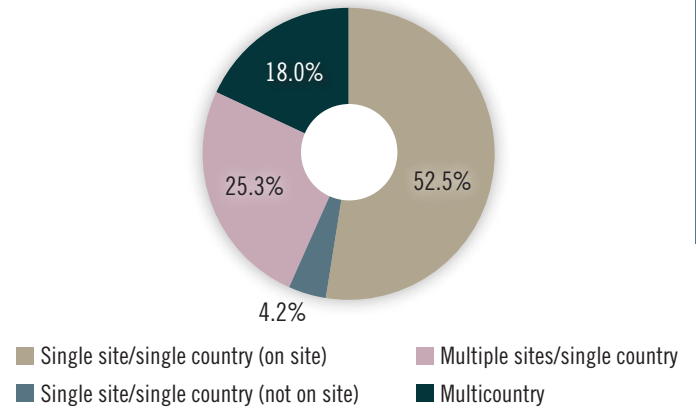
Percentage of support centers

About the Support Organizations

Number of support centers within the support organization:

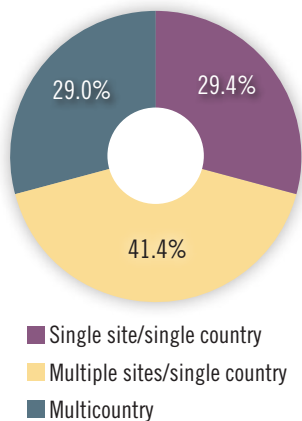


Location of support centers within the support organization:

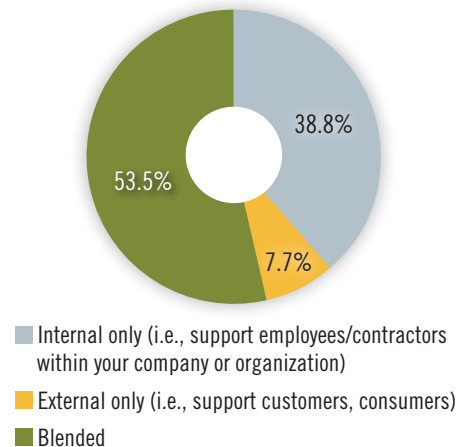


About the Support Centers

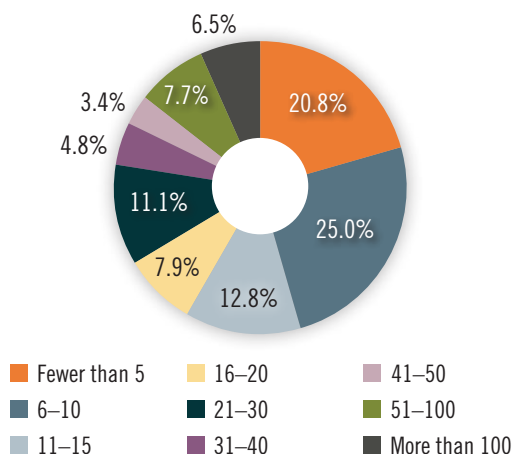
Location of the support center's customer base:



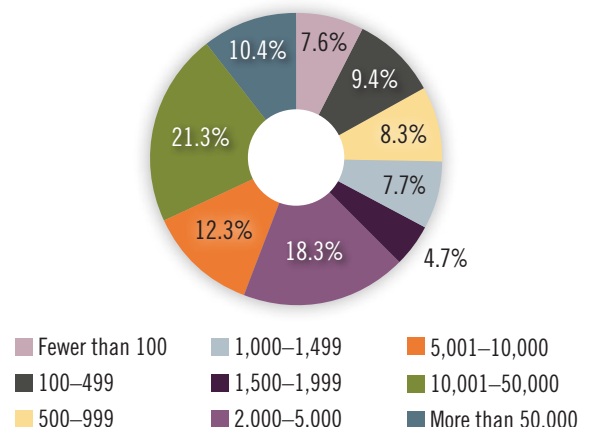
Type of support provided by the support center:



Size of the support center's staff:

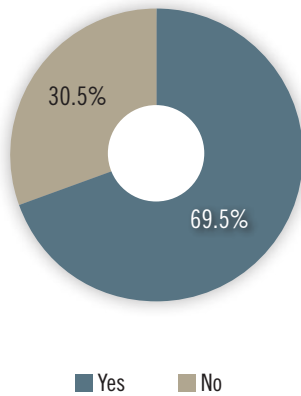


Number of end users supported by the support center:

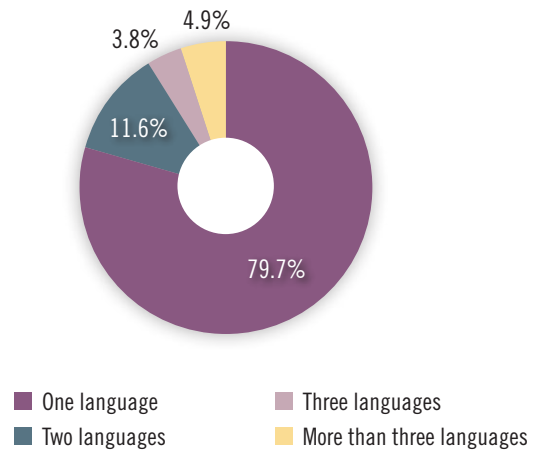




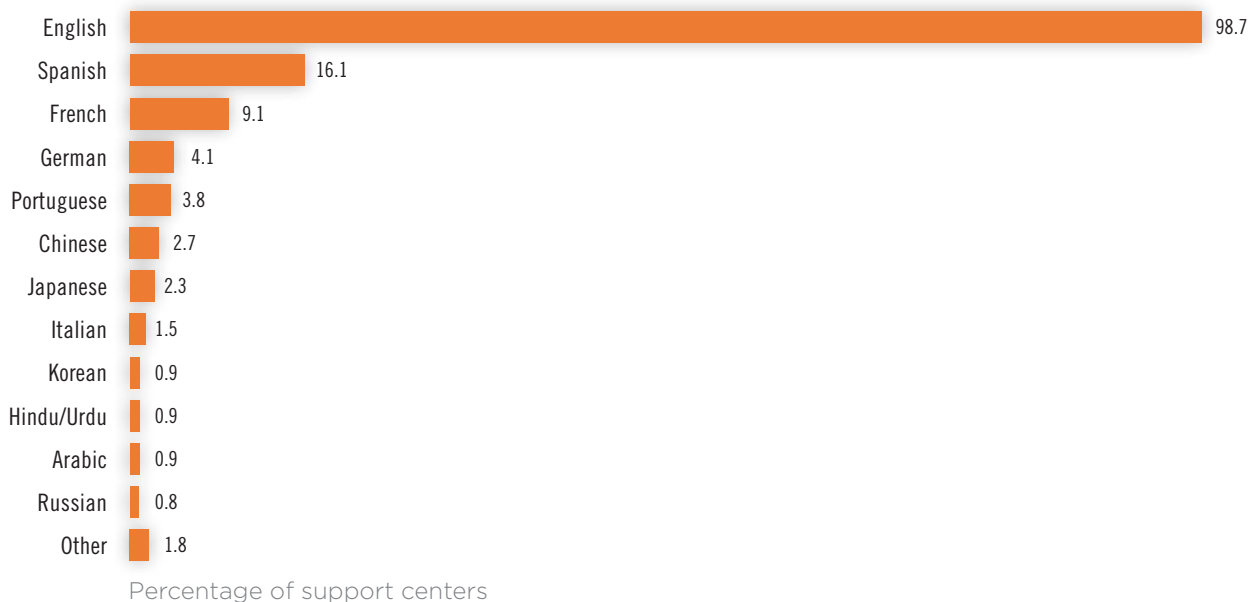
The support center provides desktop support in addition to frontline support:



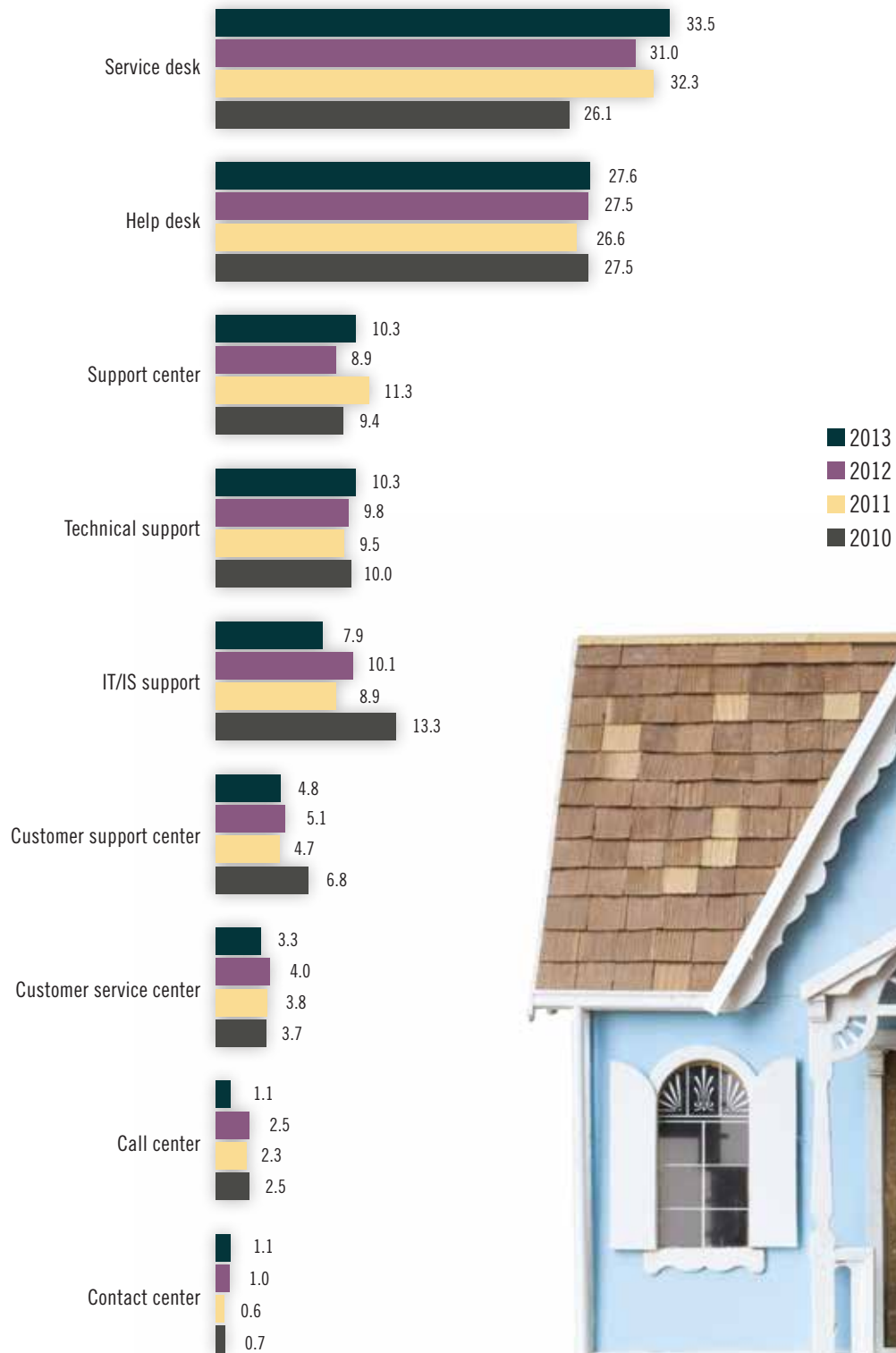
Number of languages in which the support center provides support:



Languages in which the support center provides support:



The support center is referred to as:



Percentage of support centers





Ticket Management

In 2013, support organizations have been focusing on supporting business growth: more customers, more equipment, and more applications; infrastructure changes; and a wider scope of services offered. Each of these factors has contributed to a continued increase in support center ticket volumes. Sixty-six percent of support centers reported an increase in ticket volumes over the previous year; this is on top of the 66 percent that reported an increase in 2012.

With regard to ticket volume, it's interesting to note that while supporting a more mobile workforce and BYOD are still in the top-ten list of factors contributing to ticket volume increases, their impact has decreased significantly. While recent HDI research revealed that workforce mobility and consumerization remain at the center of technical support managers' focus, consumers and the industry as a whole seem to be more comfortable or knowledgeable about mobility and its associated technologies.

To help manage increasing ticket volumes, many support centers offer multiple channels of support, with new options being added to meet customers' expectations and demands. For example, in general, there appear to be generational differences in preferences and expectations. While some customers just want to talk to a live person and work through their issues, others avoid the phone at all costs and expect to have other options for contacting the support center. For these reasons, phone continues to be available in 97 percent of support centers, and, while it's the most expensive channel at \$18 a ticket, the majority of support centers (56%) continue to provide walk-up support. In addition, chat (24%) and web requests

(63%) continue to grow in popularity. Fax, on the other hand, continues to decline in popularity, with only about nine percent continuing to offer that as a channel for contacting support. Similarly, few organizations are receiving tickets by social media; this channel is used primarily to push out and share information, though this has not increased its popularity in support centers.

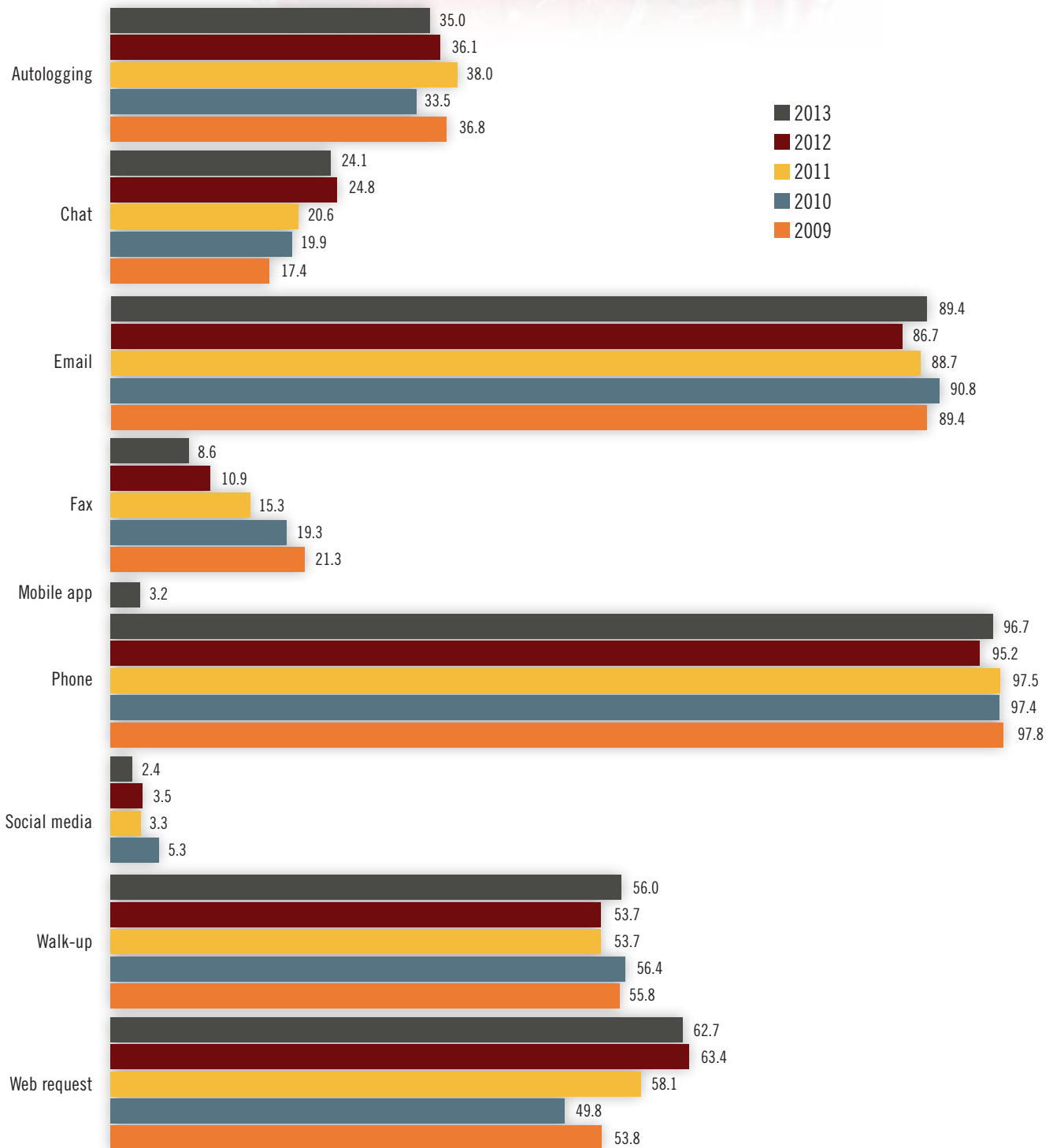
For the 13 percent of organizations that reported a decrease in ticket volumes over the last year, there seems to be common causes. Outside of changes in infrastructure, the next three most reported factors are knowledge management (35%), customer competency (32%), and self-service (32%). These organizations are empowering, educating, and enabling their customers, and it shows in lower ticket volumes.

In most organizations, the majority of tickets (58%) are resolved by level 1 support. Level 1 spends more than three-quarters of the day on customer tickets, while level 2 and desktop support technicians spend just over half of their time working on tickets. When the support staff is not available to respond to tickets (in centers that are not staffed 24 x 7), the most common practices are for customers to leave a voicemail (52%) or an email (48%), and just under half have staff on call during off-hours (46%).

About 64 percent of organizations distinguish between incidents and service requests when logging tickets, although only 39 percent are measuring them independently. About 59 percent of tickets received are incidents and 38 percent are service requests.



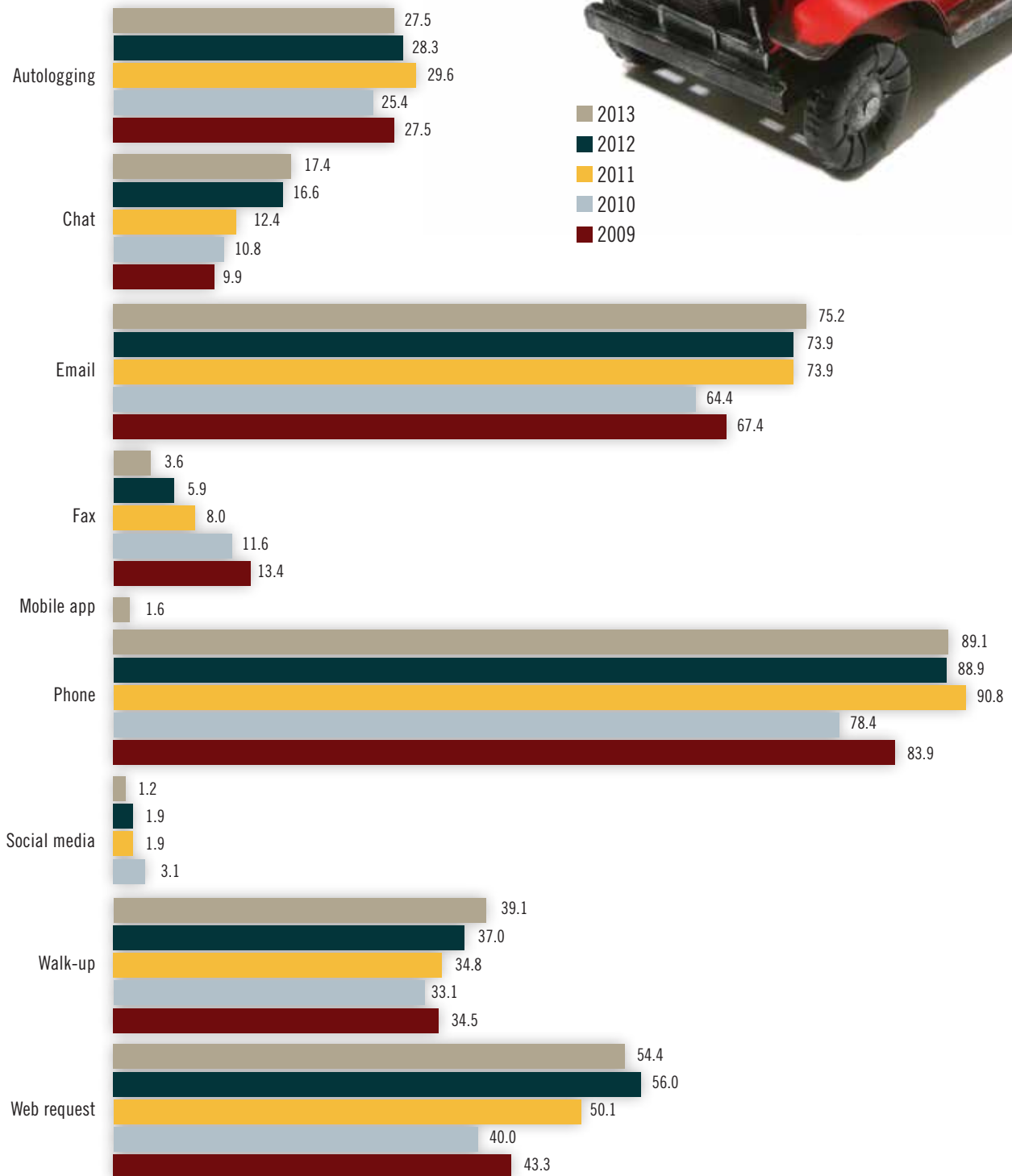
Support channels used:



Percentage of support centers using each channel to create tickets



Measurement of support channels:



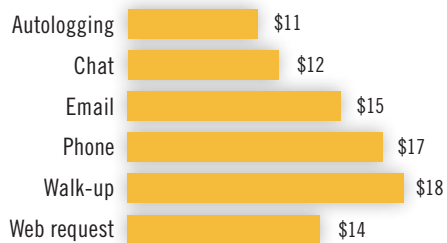
Percentage of support centers measuring tickets created through each channel

Ticket creation by channel:

	2013	2012	2011
Autologging	16%	14%	16%
Chat	7%	9%	7%
Email	27%	28%	24%
Fax	6%	5%	4%
Mobile app	Limited data		
Phone	55%	55%	57%
Social media	Limited data	4%	7%
Walk-up	8%	8%	8%
Web request	20%	20%	18%

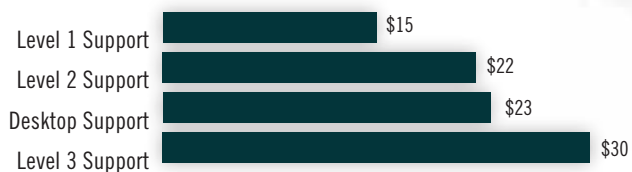
Percentage of tickets created through each channel (the data represent support centers that receive tickets through each channel; therefore, the columns will not sum to 100%)

Cost per ticket by channel:



Median fully-burdened cost for the support center, per ticket resolved for each channel (US data only)

Cost per ticket by level:



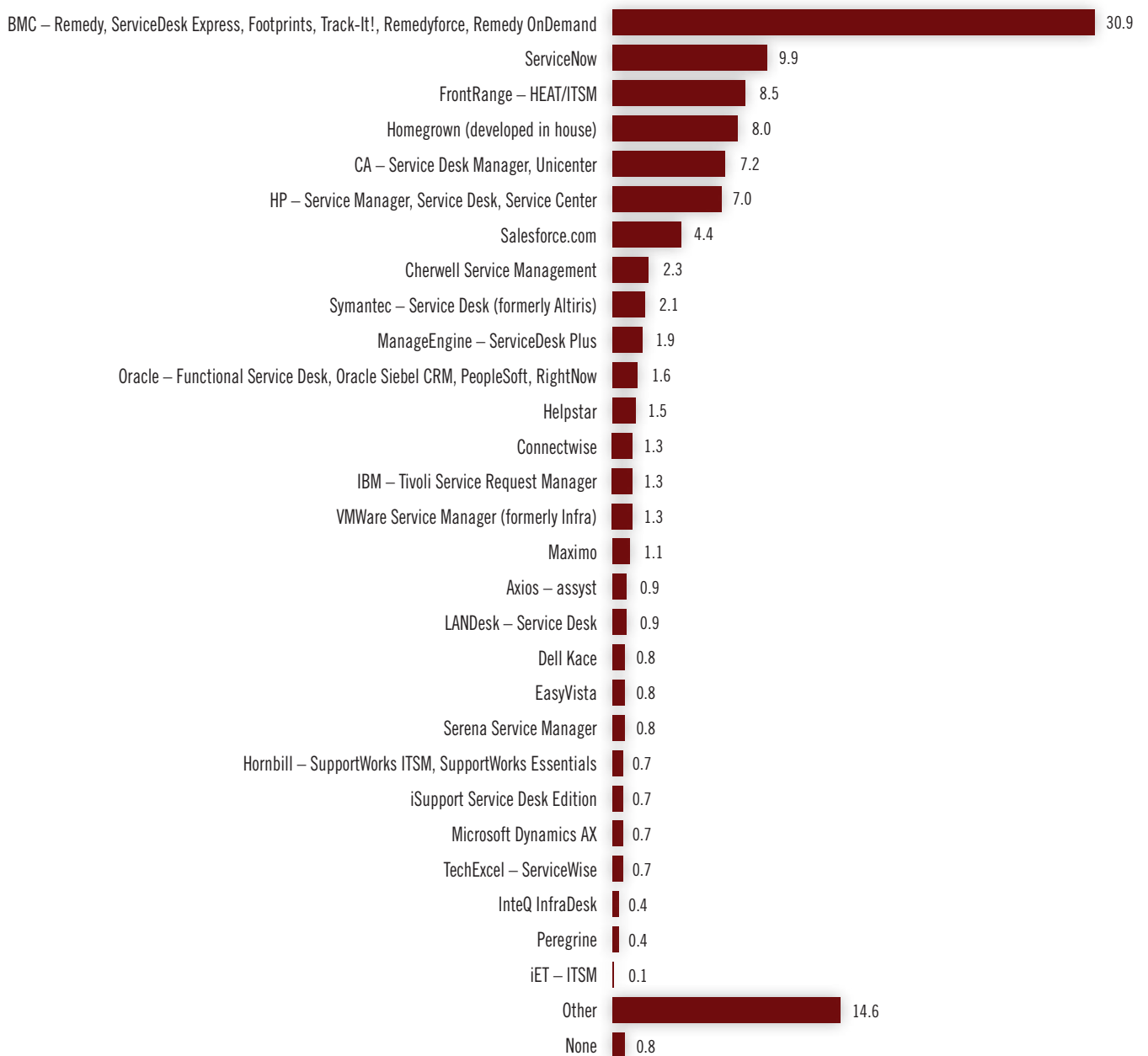
Median fully-burdened cost for the support center, per ticket resolved by each level (US data only)





Ticket management systems:

(Survey respondents were asked to select all options that applied to their support centers.)

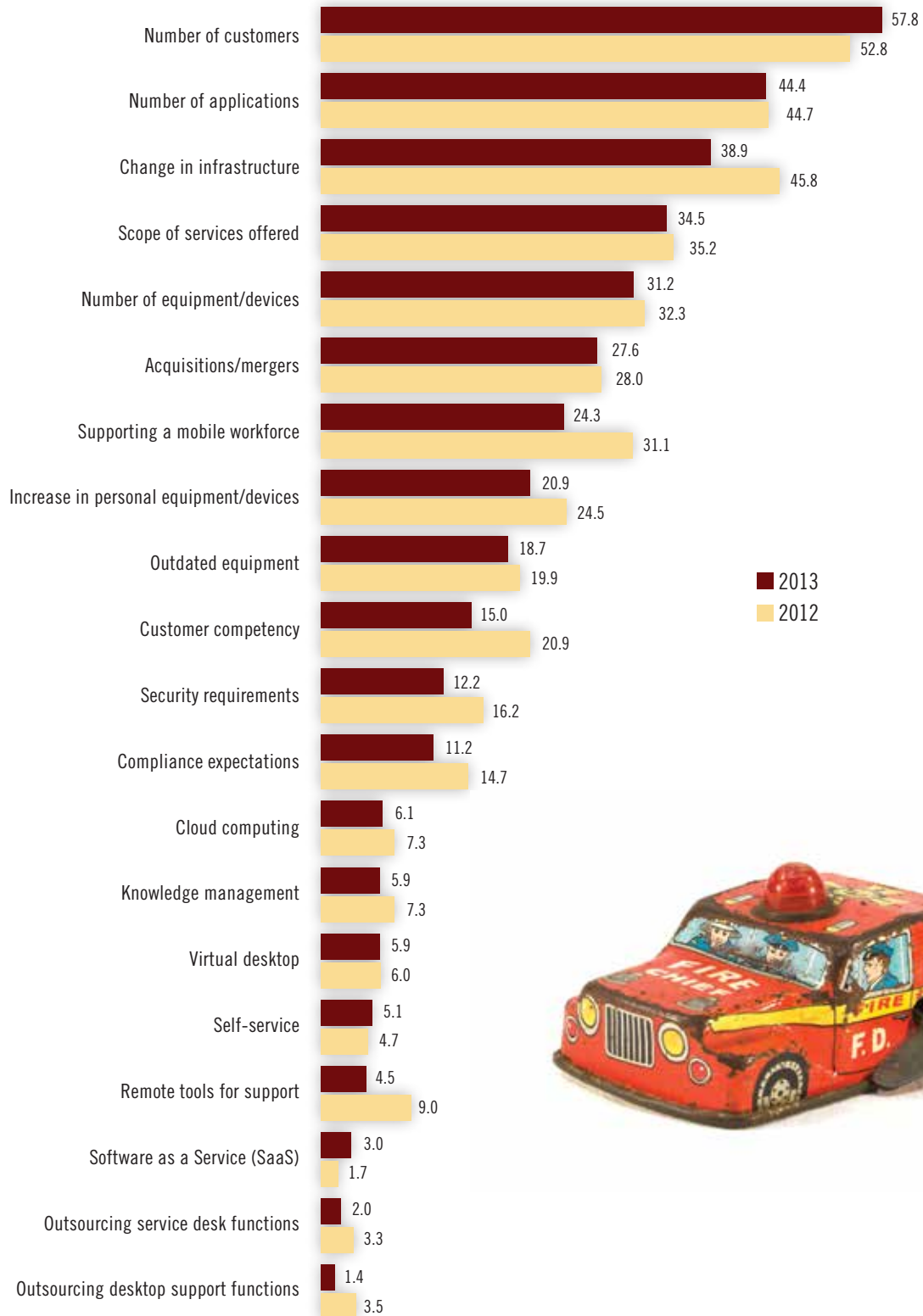


Percentage of support centers using each system

Ticket volumes have increased in 66% of support organizations.

Reasons for increased ticket volumes:

(Survey respondents were asked to select all options that applied to their support centers.)



■ 2013
■ 2012

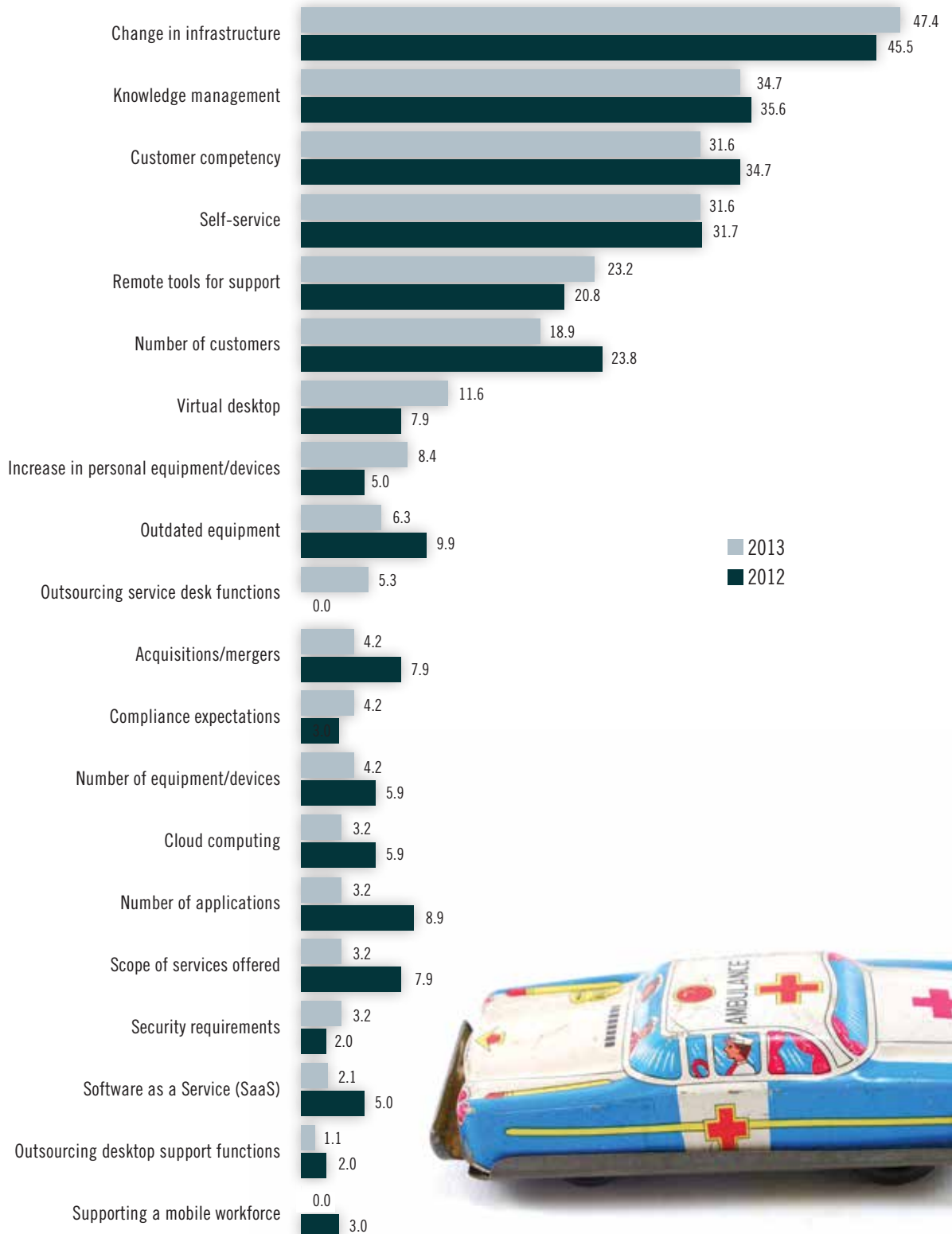


Percentage selecting each factor

Ticket volumes have decreased in 13% of support organizations.

Reasons for decreased ticket volumes:

(Survey respondents were asked to select all options that applied to their support centers.)



Percentage selecting each factor

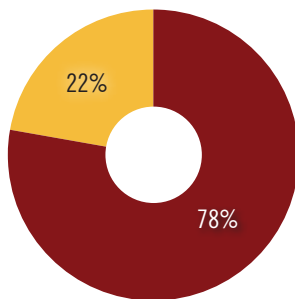




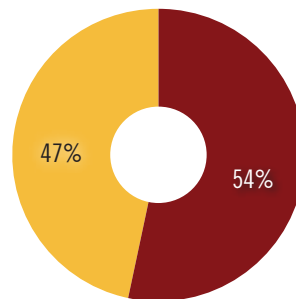
Time spent on customer tickets:

■ Customer tickets ■ Other activities (i.e., projects, research, meetings, training, etc.)

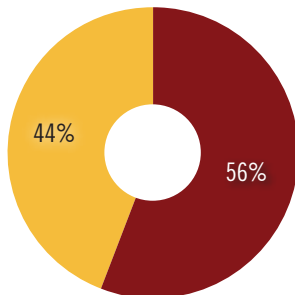
Level 1 Support



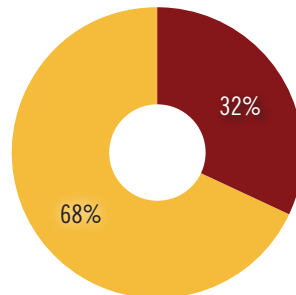
Level 2 Support



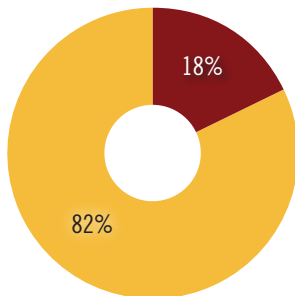
Desktop Support Technician



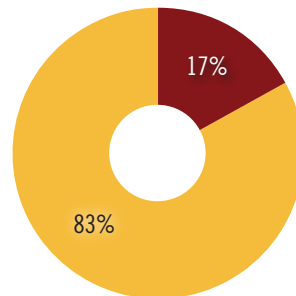
Level 3 Support



Support Center Manager

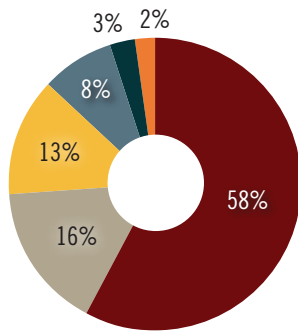


Desktop Support Manager

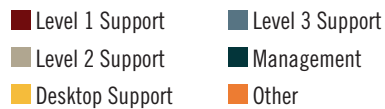


Percentage of day

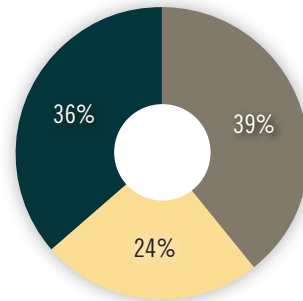
Ticket resolution by level:



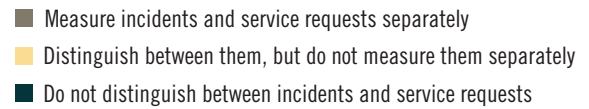
Percentage of tickets resolved at each level



Measuring incidents and service requests:



Percentage of support centers

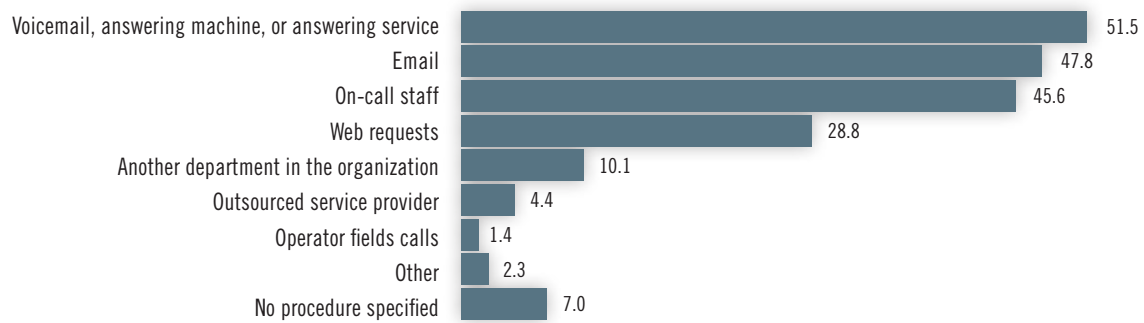


Tickets received by the support center:

59% Incidents ■ 38% Service requests ■ 4% Other



Handling tickets when support centers are unstaffed:



Percentage of support centers using each method

68% of support centers are not staffed 24 x 7.





A Closer Look at Ticket Management

Channels used to create tickets:

	Auto-logging	Chat	Email	Fax	Phone	App	Social media	Walk-up	Web request
INDUSTRY									
Computers – Software	30	25	89	4	100	7	4	9	77
Higher Education	27	28	98	7	98	3	6	83	74
Financial Services – Banking	42	21	97	6	97	0	0	58	48
Government	22	21	86	21	97	3	0	55	59
Healthcare	41	12	85	11	97	3	1	48	71
Insurance	44	17	76	7	100	2	2	59	49
Manufacturing (noncomputer)	40	40	96	8	98	4	2	63	60
Outsourced Services Providers	60	50	97	13	97	10	0	57	83
Retail (includes Food and Beverage)	42	19	84	5	100	2	0	56	56
TYPE OF SUPPORT									
Internal only	31	19	87	5	96	1	0	66	60
External only	29	26	90	10	98	0	5	14	67
Blended	39	27	91	11	97	5	3	55	64
NUMBER OF CUSTOMERS									
Small (fewer than 2,000 customers)	28	20	90	6	94	3	2	60	55
Medium (2,000–10,000 customers)	32	23	91	11	98	1	3	57	62
Large (more than 10,000 customers)	46	30	86	9	99	5	2	50	72

Percentage of support centers using each channel

Percentage of the day level 1 spends on customer tickets (average):

INDUSTRY	%
Computers – Software	76
Higher Education	78
Financial Services – Banking	85
Government	72
Healthcare	79
Insurance	85
Manufacturing (noncomputer)	74
Outsourced Services Providers	88
Retail (includes Food and Beverage)	81
TYPE OF SUPPORT	
Internal only	79
External only	82
Blended	77
NUMBER OF CUSTOMERS	
Small (fewer than 2,000 customers)	72
Medium (2,000–10,000 customers)	81
Large (more than 10,000 customers)	83



Percentage of support centers that have seen an increase in ticket volume:

INDUSTRY	%
Computers – Software	75
Higher Education	62
Financial Services – Banking	64
Government	66
Healthcare	75
Insurance	66
Manufacturing (noncomputer)	54
Outsourced Services Providers	70
Retail (includes Food and Beverage)	63
TYPE OF SUPPORT	
Internal only	60
External only	83
Blended	67
NUMBER OF CUSTOMERS	
Small (fewer than 2,000 customers)	64
Medium (2,000–10,000 customers)	63
Large (more than 10,000 customers)	70

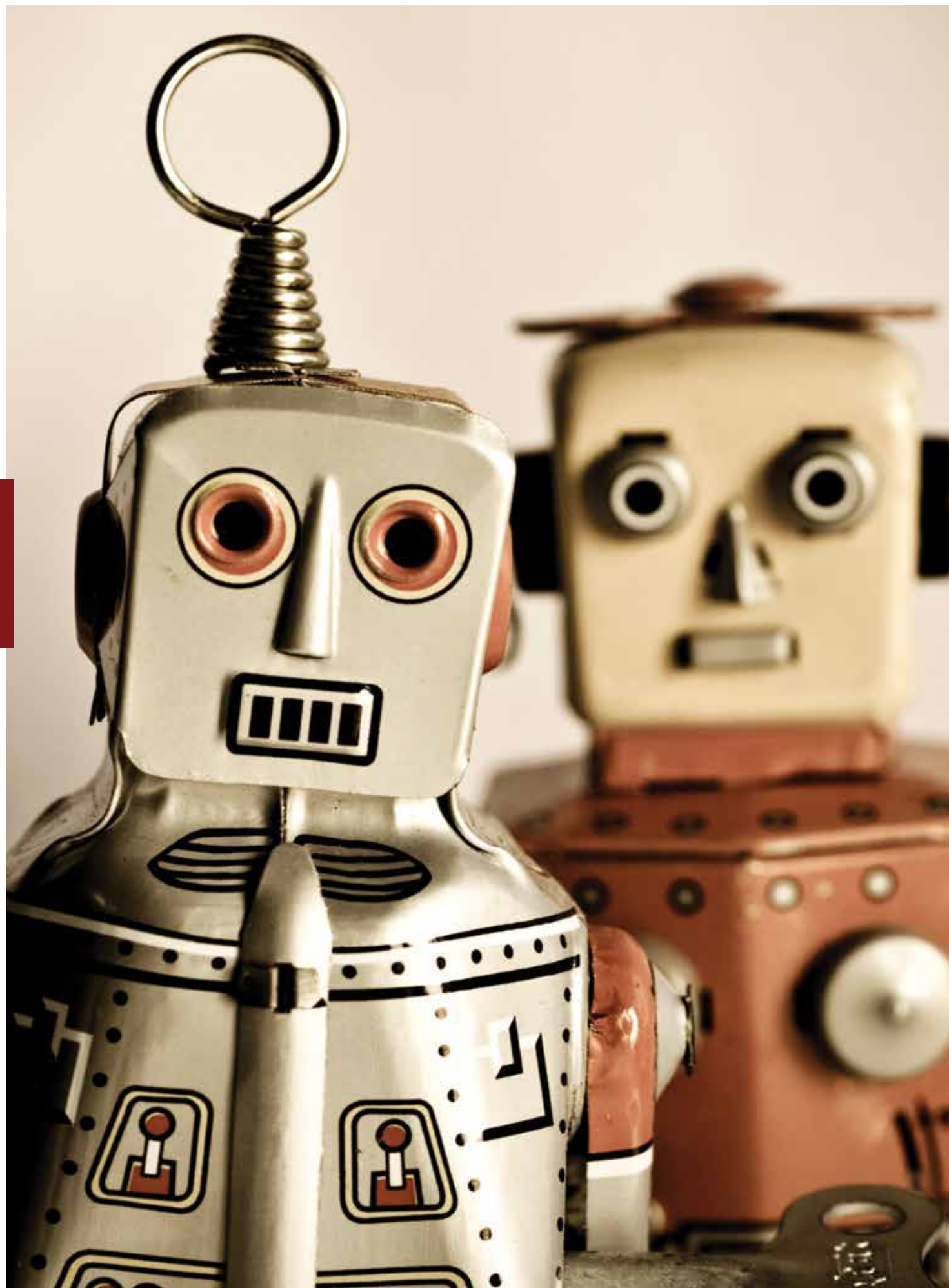
Percentage of support centers providing 24-hour support:

INDUSTRY	%
Computers – Software	27
Higher Education	13
Financial Services – Banking	27
Government	29
Healthcare	59
Insurance	27
Manufacturing (noncomputer)	31
Outsourced Services Providers	63
Retail (includes Food and Beverage)	44
TYPE OF SUPPORT	
Internal only	26
External only	33
Blended	35
NUMBER OF CUSTOMERS	
Small (fewer than 2,000 customers)	18
Medium (2,000–10,000 customers)	27
Large (more than 10,000 customers)	51

Most commonly used ticket tracking systems:

INDUSTRY	#1	#2
Computers – Software	Salesforce.com	ServiceNow
Higher Education	BMC – Remedy, ServiceDesk Express, Footprints, Track-It!, Remedyforce, Remedy OnDemand	FrontRange – HEAT, ITSM
Financial Services – Banking	FrontRange – HEAT, ITSM	BMC – Remedy, ServiceDesk Express, Footprints, Track-It!, Remedyforce, Remedy OnDemand
Government	BMC – Remedy, ServiceDesk Express, Footprints, Track-It!, Remedyforce, Remedy OnDemand	Cherwell Service Management FrontRange - HEAT, ITSM
Healthcare	BMC – Remedy, ServiceDesk Express, Footprints, Track-It!, Remedyforce, Remedy OnDemand	ServiceNow
Insurance	HP- Service Manager, Service Desk, Service Center	BMC – Remedy, ServiceDesk Express, Footprints, Track-It!, Remedyforce, Remedy OnDemand
Manufacturing (noncomputer)	BMC – Remedy, ServiceDesk Express, Footprints, Track-It!, Remedyforce, Remedy OnDemand	ServiceNow
Outsourced Services Providers	BMC – Remedy, ServiceDesk Express, Footprints, Track-It!, Remedyforce, Remedy OnDemand	ServiceNow
Retail (includes Food and Beverage)	BMC – Remedy, ServiceDesk Express, Footprints, Track-It!, Remedyforce, Remedy OnDemand	ServiceNow
TYPE OF SUPPORT		
Internal only	BMC – Remedy, ServiceDesk Express, Footprints, Track-It!, Remedyforce, Remedy OnDemand	ServiceNow
External only	Salesforce.com	Homegrown (developed in house)
Blended	BMC – Remedy, ServiceDesk Express, Footprints, Track-It!, Remedyforce, Remedy OnDemand	FrontRange – HEAT, ITSM
NUMBER OF CUSTOMERS		
Small (fewer than 2,000 customers)	BMC – Remedy, ServiceDesk Express, Footprints, Track-It!, Remedyforce, Remedy OnDemand	FrontRange – HEAT, ITSM
Medium (2,000–10,000 customers)	BMC – Remedy, ServiceDesk Express, Footprints, Track-It!, Remedyforce, Remedy OnDemand	ServiceNow
Large (more than 10,000 customers)	BMC – Remedy, ServiceDesk Express, Footprints, Track-It!, Remedyforce, Remedy OnDemand	ServiceNow





Technology

How can we support technology without our own technology? Incident management systems are a staple in the technical support industry (88%), and they continue to be a must-have technology for providing successful support, with 68 percent of organizations including it on their top-five lists. However, knowledge management, in second place for the last two years, continues to creep up on incident management, with 50 percent identifying it as a requirement for providing successful support in 2012, up to 57 percent in 2013. Finally, although remote control technologies have become more prevalent over the past few years (87%), they came in third once again this year: 52 percent, up from 43 percent in 2012.

More organizations are planning to replace or update their incident management system (25%) than their remote control tools (12%), and over a quarter of organizations report that they are planning to replace or update their current knowledge management tools, with 17 percent planning to add knowledge management technologies to their lineup.

In addition to shopping for incident management systems and knowledge management systems, organizations are shopping for self-service technologies: 47 percent of organizations are looking to add new self-service technologies or update/replace the ones they already have. The most common self-service tools in 2013 are password reset (47%), FAQs (46%), incident history (42%), and knowledge base (41%).

Social media has not gained the widespread industry popularity many anticipated, although some vertical industries have embraced it more than others. The most common use of social media is for sharing knowledge. Fifty-six percent of support centers are using SharePoint to share knowledge, while applications like Facebook and Twitter are used primarily to push support information out to the appropriate audience.

ITIL took a dip in 2012, but reports of its death are premature. In fact, in 2013, it came back as strong as ever. Thirty-four percent of organizations believe that ITIL alignment is essential when selecting new technologies, and an additional 29 percent believe it is important, though not a necessity. The following section provides more context for the highlights and trends discussed here.

Technology use:

	Asset management	Automated call distributor	Change management	Collaboration tools	Configuration management
Use it with no plans to replace or update	40	50	48	49	34
Use it, but planning to replace/update	18	14	20	15	12
Planning to add it	15	4	11	9	17
Don't use it	21	25	16	17	26
Don't know	7	6	6	11	11

	Customer satisfaction surveying	Email management	Incident management	Knowledge management	Chat
Use it with no plans to replace or update	54	58	64	47	37
Use it, but planning to replace/update	18	12	25	27	9
Planning to add it	15	6	3	17	21
Don't use it	10	18	5	8	31
Don't know	3	6	3	3	3

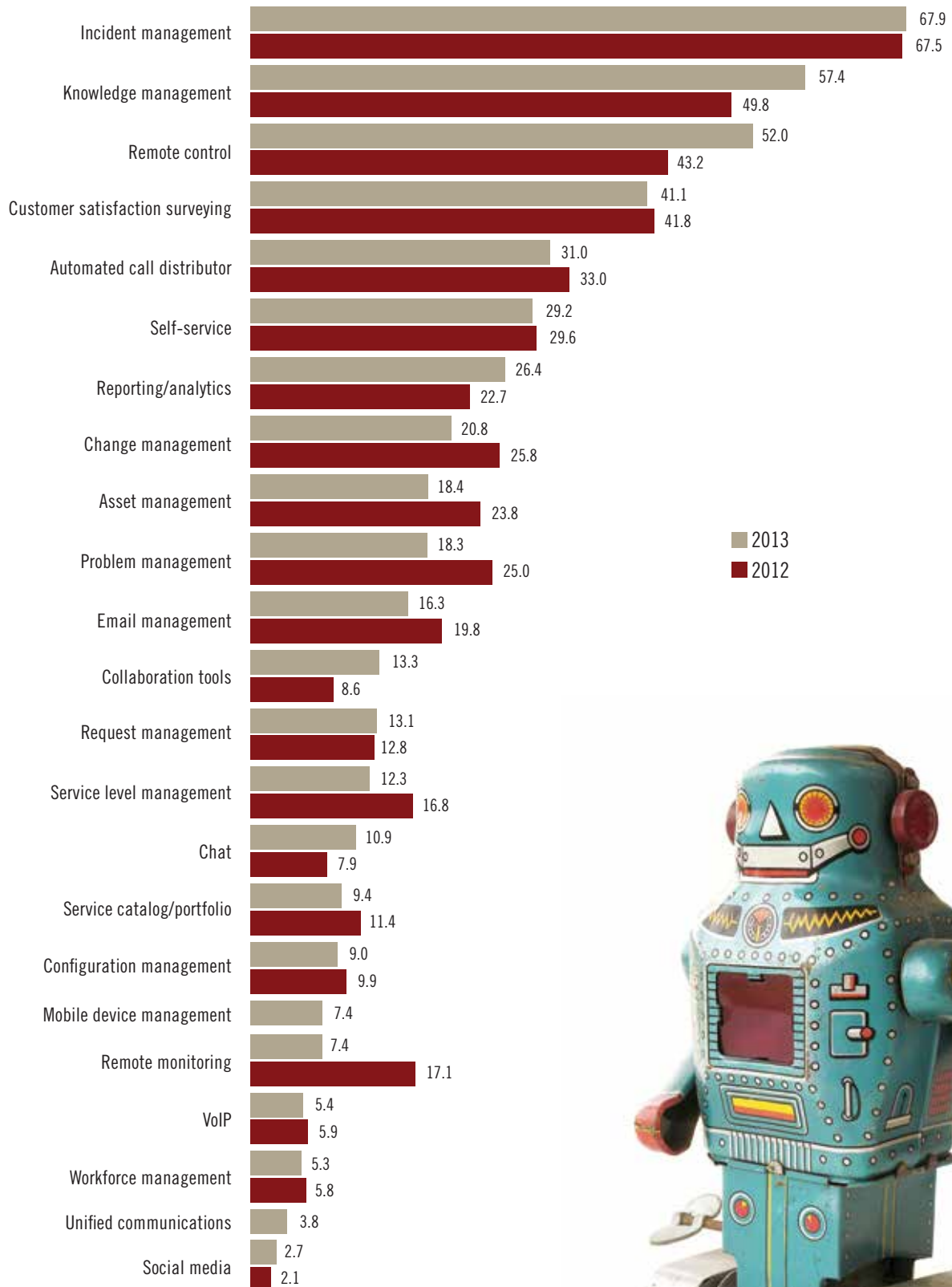
	Problem management	Remote control	Remote monitoring	Reporting/ analytics	Request management	Self-service
Use it with no plans to replace or update	40	75	55	58	47	36
Use it, but planning to replace/update	15	12	11	25	17	20
Planning to add it	19	4	5	7	11	27
Don't use it	19	5	22	6	16	15
Don't know	7	4	7	5	10	4

	Service catalog/ portfolio	Service level management	Social media	VoIP	Workforce management
Use it with no plans to replace or update	25	36	21	64	24
Use it, but planning to replace/update	15	16	5	8	5
Planning to add it	27	21	17	9	10
Don't use it	25	19	51	15	43
Don't know	9	8	7	5	18

Percentage of support centers

Technologies required to provide successful end-user support:

(Survey respondents were asked to select up to five options.)



Percentage of support organizations

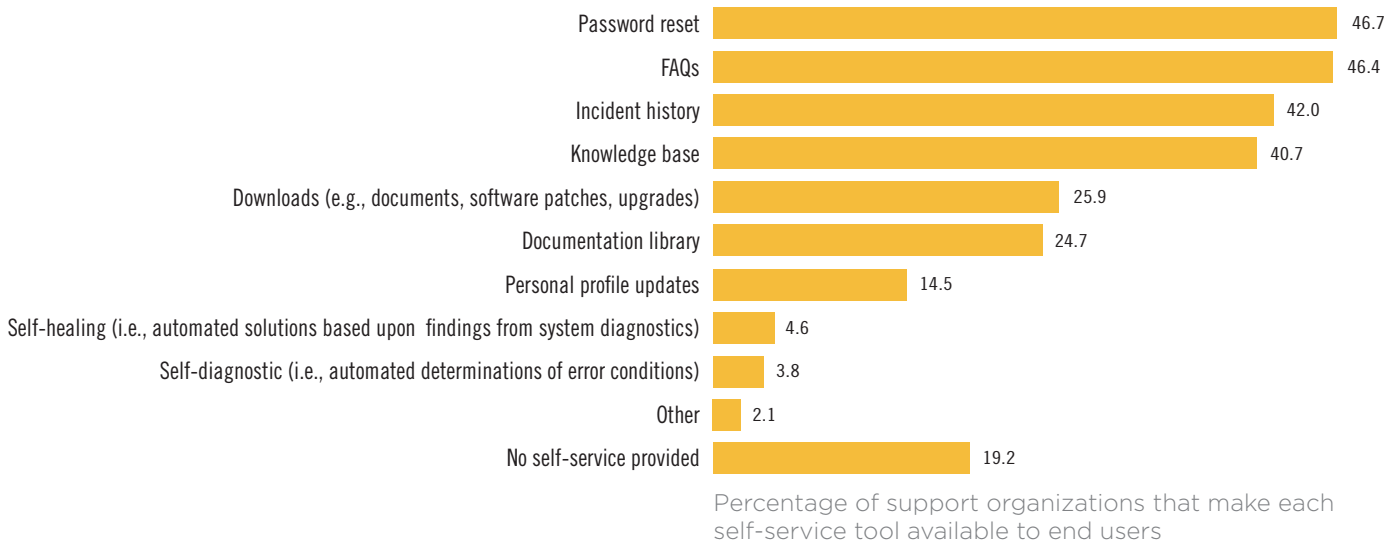


Social media applications:

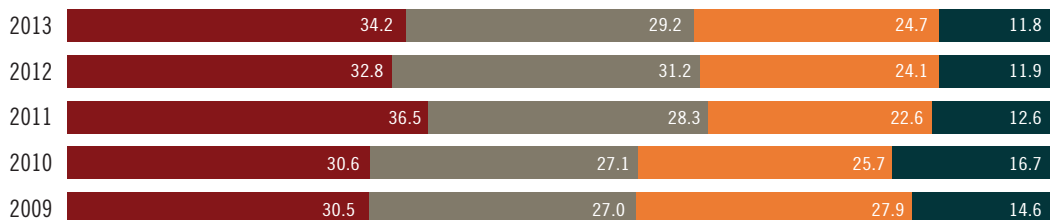
	SharePoint	Wikis	Forums/ discussion boards	Blogs	Facebook	Google+	Twitter	LinkedIn	Yammer	Chatter
Total percentage using each:	63.8	39.5	22.8	17.8	12.2	12.3	12.5	10.3	7.6	5.8
To push out information	21.0	8.9	8.1	8.2	8.9	4.0	8.9	4.1	2.9	2.3
To receive information	15.4	6.6	10.1	4.5	4.5	6.2	3.2	4.9	2.8	2.0
To share knowledge	56.1	33.2	14.3	9.7	3.2	5.0	3.7	4.2	4.9	3.7

Self-service tools:

(Survey respondents were asked to select all options that applied to their support centers.)



The importance of ITIL alignment when selecting new technologies:



Percentage of support organizations





A Closer Look at Technology

The top three must-have technologies:

INDUSTRY	#1	#2	#3
Computers – Software	Knowledge management	Incident management	Customer satisfaction surveying
Higher Education	Incident management	Knowledge management	Customer satisfaction surveying
Financial Services – Banking	Knowledge management	Incident management	Remote control
Government	Incident management	Remote control	Knowledge management
Healthcare	Knowledge management	Incident management	Remote control
Insurance	Incident management	Knowledge management	Customer satisfaction surveying
Manufacturing (noncomputer)	Incident management	Knowledge management	Remote control
Outsourced Services Providers	Remote control	Incident management	Reporting/analytics
Retail (includes Food and Beverage)	Incident management	Knowledge management	Remote control
TYPE OF SUPPORT			
Internal only	Incident management	Remote control	Knowledge management
External only	Incident management	Knowledge management	Automated call distributor
Blended	Incident management	Knowledge management	Remote control
NUMBER OF CUSTOMERS			
Small (fewer than 2,000 customers)	Incident management	Remote control	Knowledge management
Medium (2,000–10,000 customers)	Incident management	Knowledge management	Remote control
Large (more than 10,000 customers)	Incident management	Knowledge management	Remote control

Technologies organizations are using or planning to add:

	Chat	Customer satisfaction surveying	Incident management	Knowledge management
INDUSTRY				
Computers – Software	68	95	89	96
Higher Education	58	91	96	91
Financial Services – Banking	79	91	100	97
Government	64	88	90	88
Healthcare	65	87	93	90
Insurance	58	98	98	98
Manufacturing (noncomputer)	83	85	87	85
Outsourced Services Providers	80	100	100	100
Retail (includes Food and Beverage)	56	98	100	98
TYPE OF SUPPORT				
Internal only	66	88	96	91
External only	64	93	88	91
Blended	71	90	94	93
NUMBER OF CUSTOMERS				
Small (fewer than 2,000 customers)	68	84	91	89
Medium (2,000–10,000 customers)	68	90	97	92
Large (more than 10,000 customers)	71	96	97	97

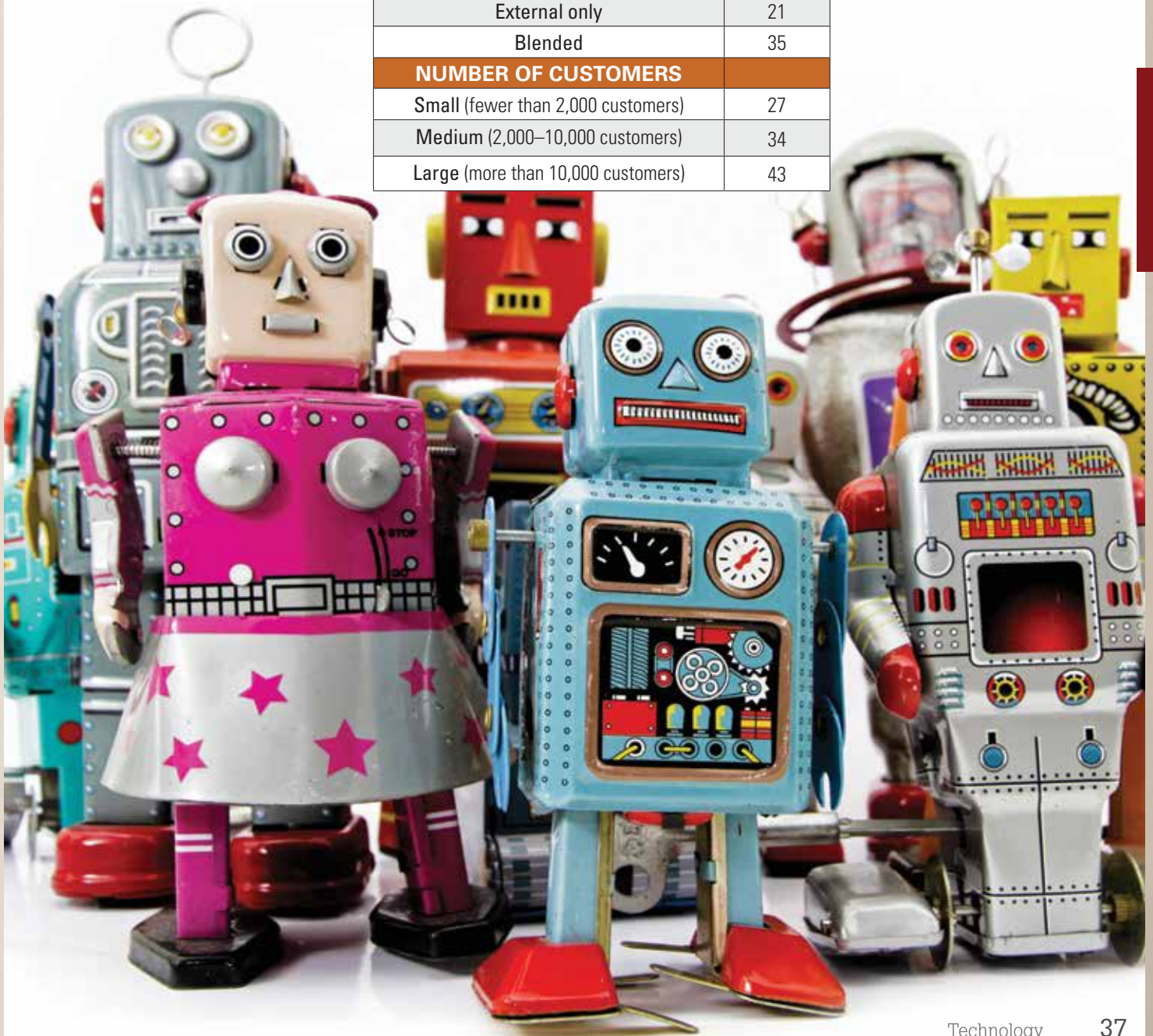
Percentage of support centers

	Remote control	Remote monitoring	Self-service	Social media	VoIP
INDUSTRY					
Computers – Software	95	62	87	71	79
Higher Education	97	77	89	69	83
Financial Services – Banking	97	97	94	30	94
Government	93	72	74	36	69
Healthcare	100	73	90	27	89
Insurance	98	88	85	51	85
Manufacturing (noncomputer)	94	77	79	56	92
Outsourced Services Providers	100	90	97	50	97
Retail (includes Food and Beverage)	98	91	88	44	77
TYPE OF SUPPORT					
Internal only	96	79	82	41	82
External only	84	60	83	60	76
Blended	95	80	88	52	89
NUMBER OF CUSTOMERS					
Small (fewer than 2,000 customers)	95	80	79	48	83
Medium (2,000–10,000 customers)	94	76	85	46	85
Large (more than 10,000 customers)	95	79	93	53	88

Percentage of support centers

Percentage of organizations that believe ITIL alignment is a necessity when selecting technology:

INDUSTRY	%
Computers – Software	14
Higher Education	32
Financial Services – Banking	39
Government	35
Healthcare	41
Insurance	49
Manufacturing (noncomputer)	38
Outsourced Services Providers	43
Retail (includes Food and Beverage)	30
TYPE OF SUPPORT	
Internal only	34
External only	21
Blended	35
NUMBER OF CUSTOMERS	
Small (fewer than 2,000 customers)	27
Medium (2,000–10,000 customers)	34
Large (more than 10,000 customers)	43





Support Operations

In the Demographics section, there was a chart that illustrated what support organizations call their support centers. For as far back as we have data, support centers have been called “help desks.” In 2011, that winning streak ended. “Service desk,” an ITIL term, began creeping up on “help desk” in 2010, and by 2011, it had taken the lead as the most common term for a support center. This year, it continues to hold that top spot, with 34 percent of support centers identifying themselves as “service desk”; “help desk” is still the runner-up, at 28 percent. While ITIL adoption rates have leveled out a bit over the last year or two, its presence and terminology remain ubiquitous within the technical support industry, specifically for those organizations that provide internal customer support.

In 2013, 51 percent of support organizations are using ITIL processes, with an additional 19 percent planning to implement them. The most commonly adopted ITIL processes are incident (67%), change (57%), knowledge (43%), and problem (42%) management. While a slight dip in ITIL adoption in 2012 seemed to indicate that ITIL was on its way out, this year’s results reveal that this is not the case. Next year’s survey results will reveal whether ITIL is able

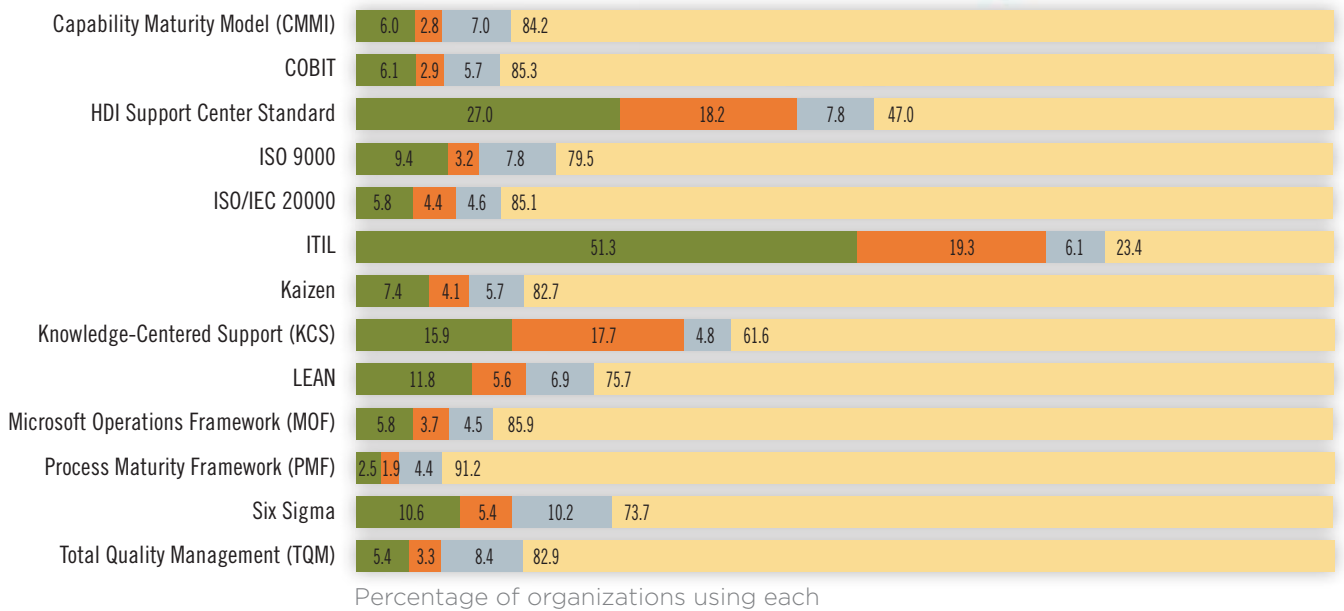
to hold on to that popularity, particularly in light of the commercialization of the British government’s portfolio of best management practice accreditation and publishing services, which includes ITIL.

Although only 28.5 percent of support organizations have implemented service level management, most support centers (74%) maintain service level agreements (SLAs), operational level agreements (OLAs) and/or underpinning contracts. In addition, most organizations report that more than 80 percent of tickets are meeting SLA/OLA targets, and 43 percent report that more than 90 percent of tickets are meeting their targets.

Meeting defined targets will continue to be important as the support center’s value to the business grows. Supporting business growth continues to be the factor with the greatest influence on support center spending. In 2013, supporting business growth was the highest priority by a wide margin over other factors, such as reducing costs and improving customer service. This margin will only increase as the support center’s role evolves.

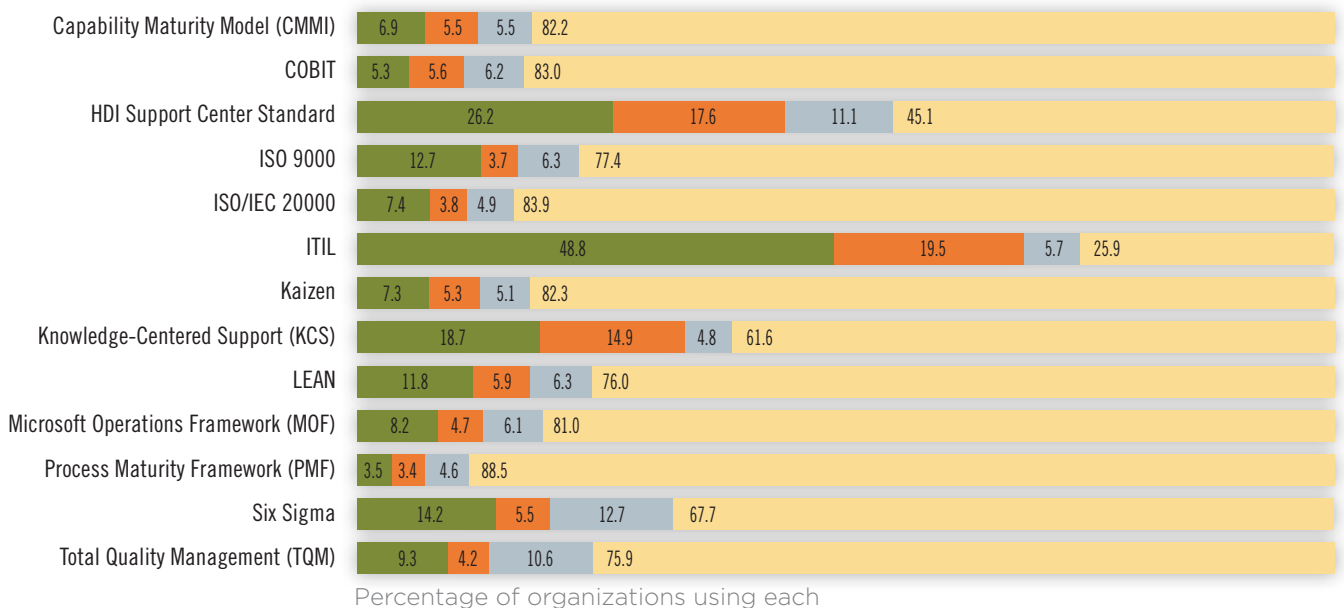
Methodologies, frameworks, and processes:

2013



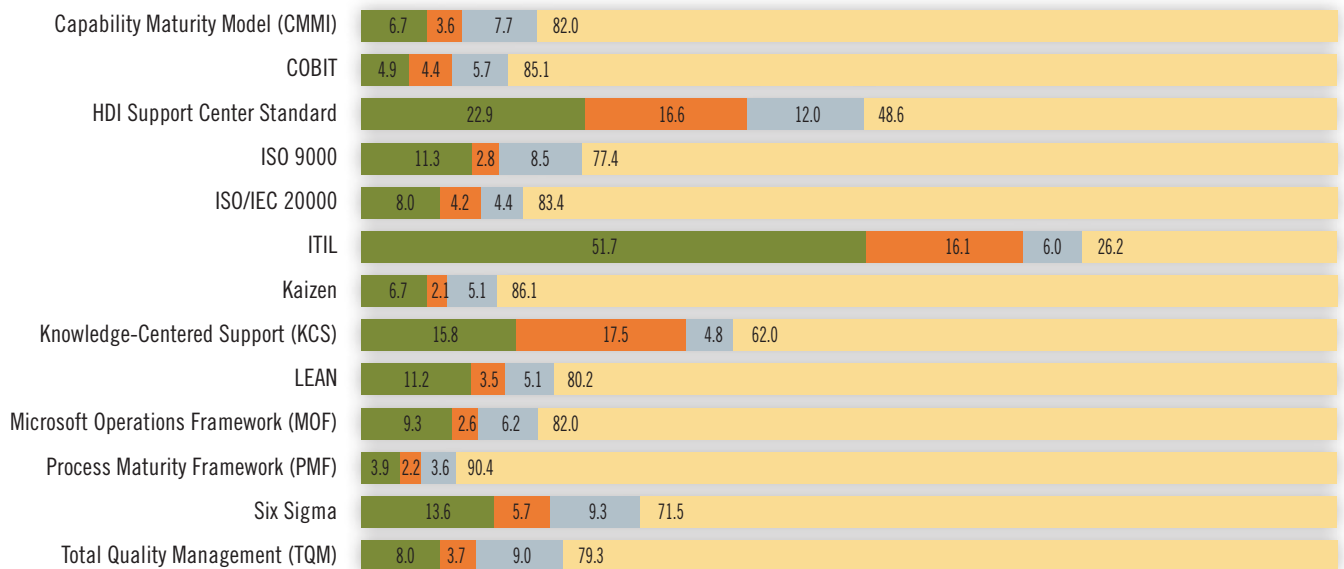
■ Currently use ■ Planning to use ■ Have used in the past ■ Have not used and do not plan to use

2012





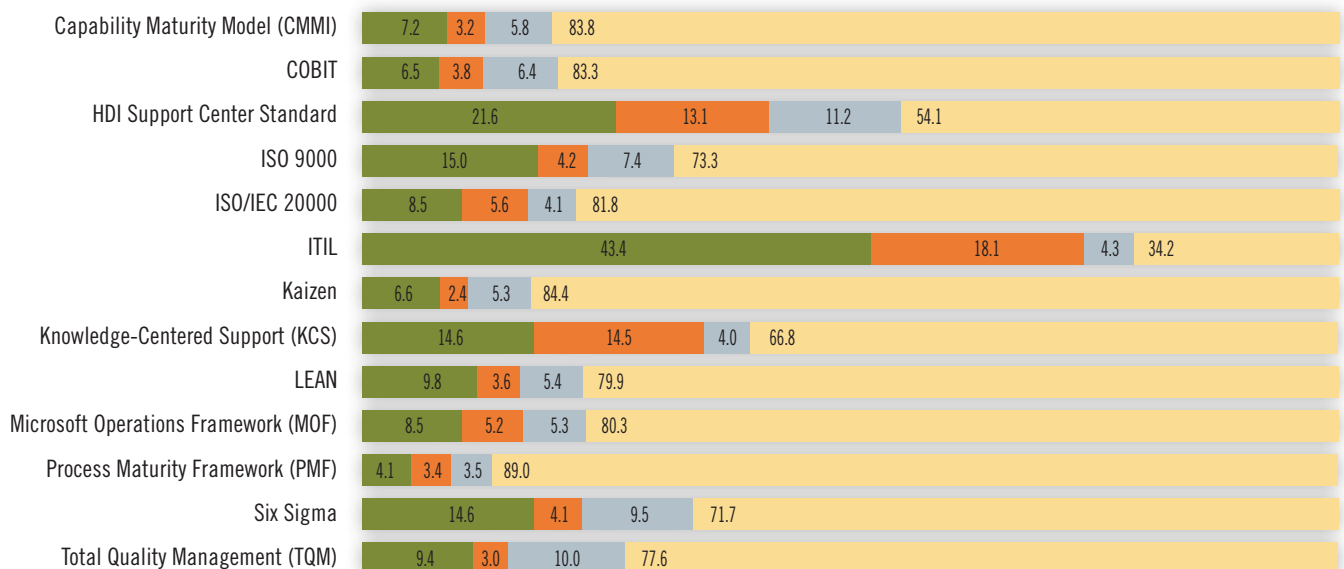
2011



Percentage of organizations using each

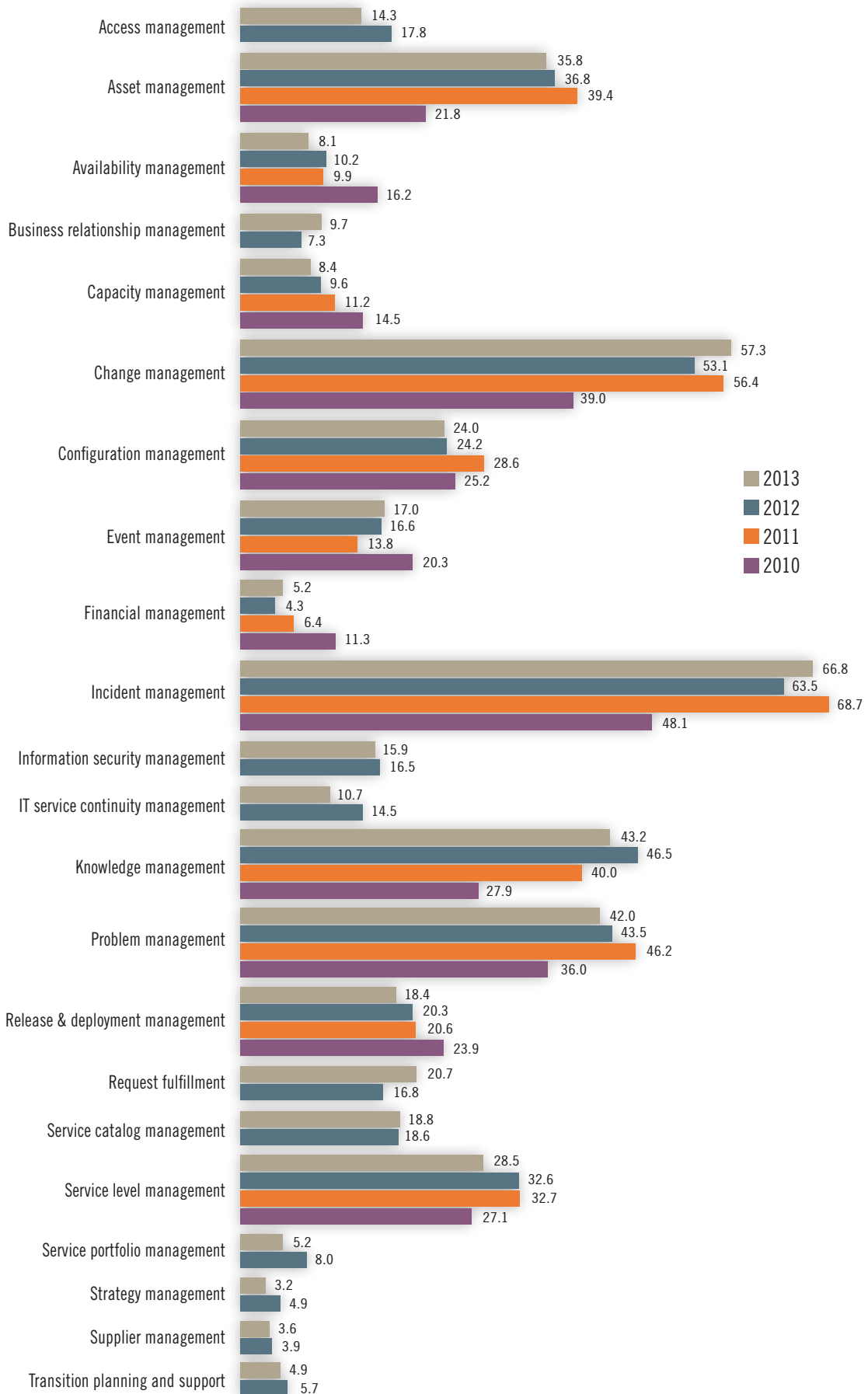
■ Currently use ■ Planning to use ■ Have used in the past ■ Have not used and do not plan to use

2010



Percentage of organizations using each

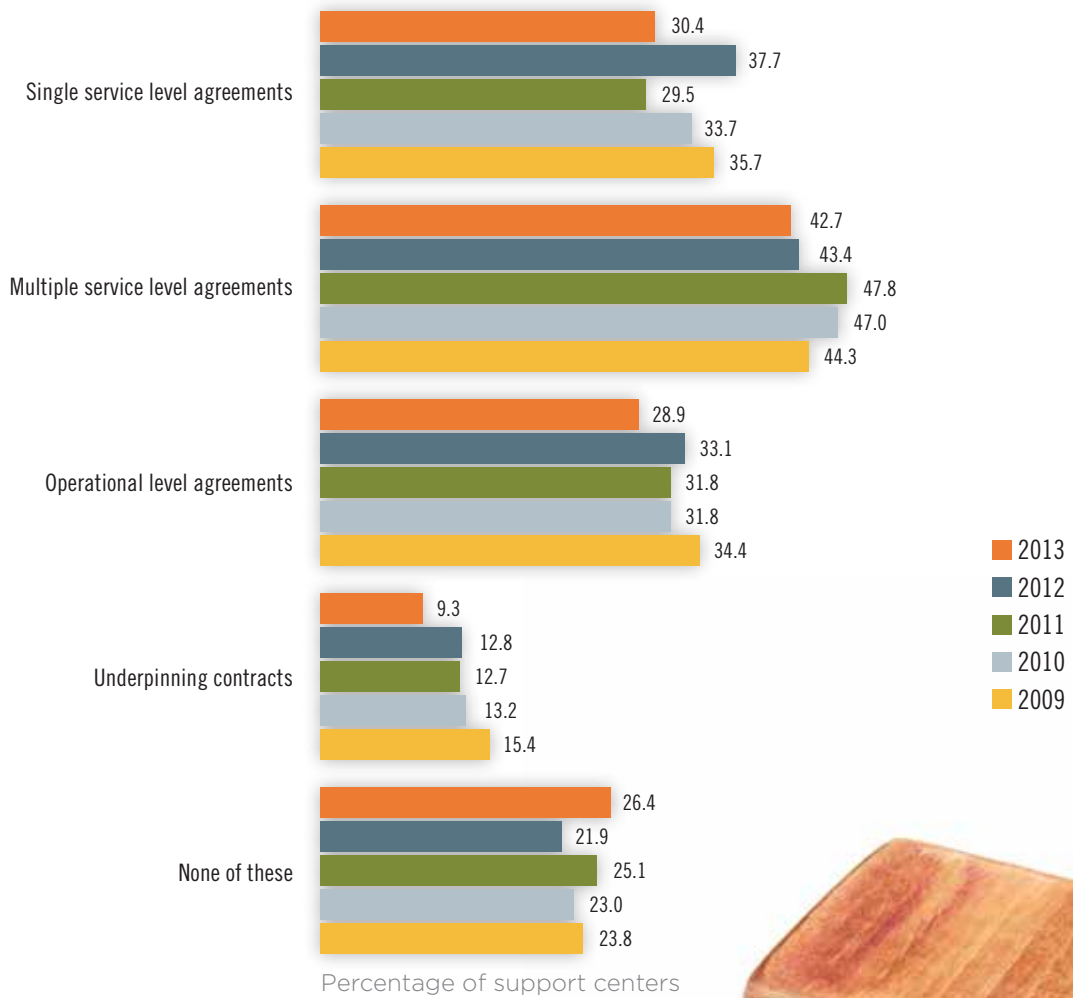
ITIL processes:



Percentage of organizations that have implemented each process

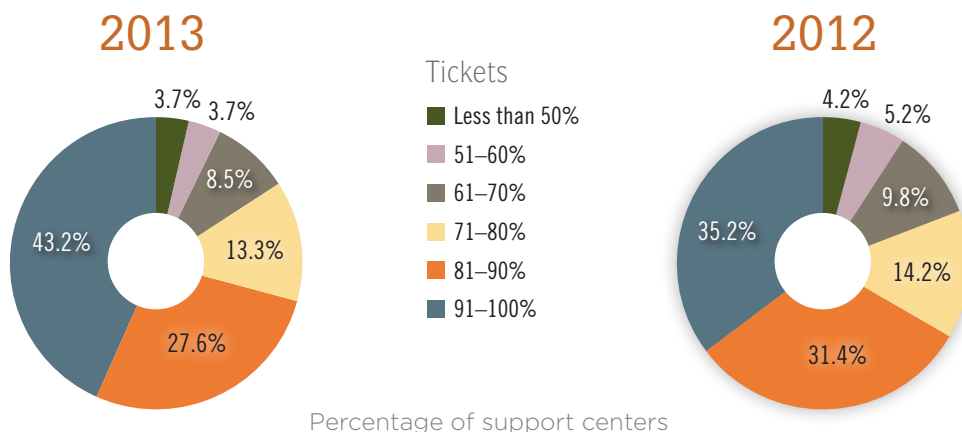
Maintaining service level agreements:

(Survey respondents were asked to select all options that applied to their support centers.)





Tickets meeting SLA/OLA goals or targets:



Percentage of support centers

Support center spending priorities:

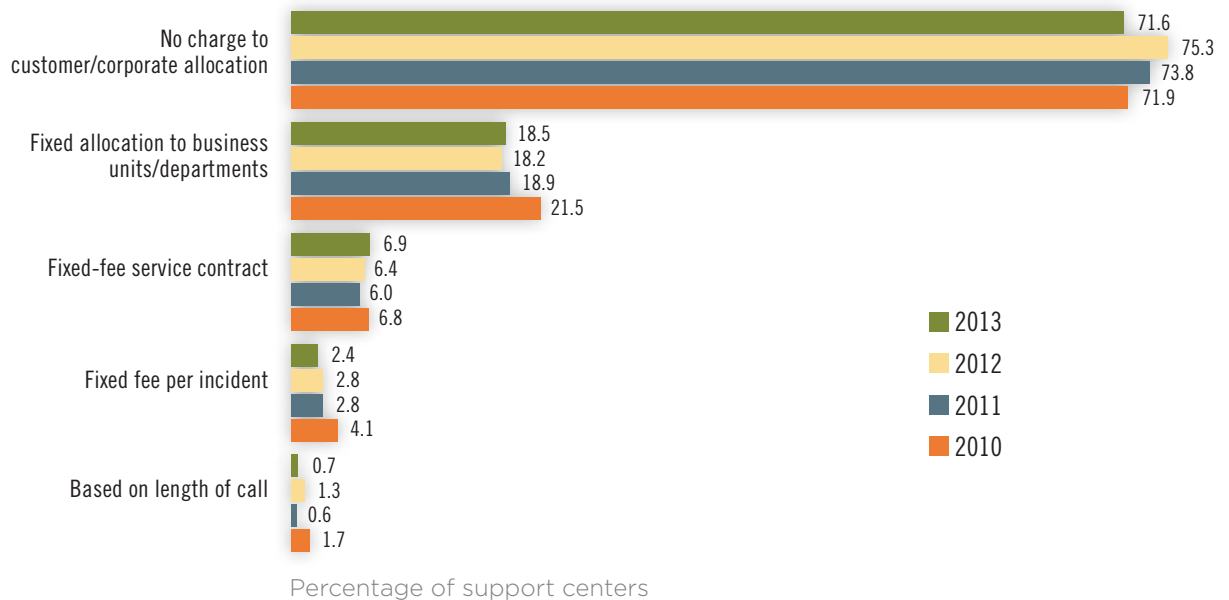


Percentage of organizations that selected each factor as the top factor influencing their spending priorities

Charging internal customers for support services:

(Includes support centers that provide either internal or blended support.)

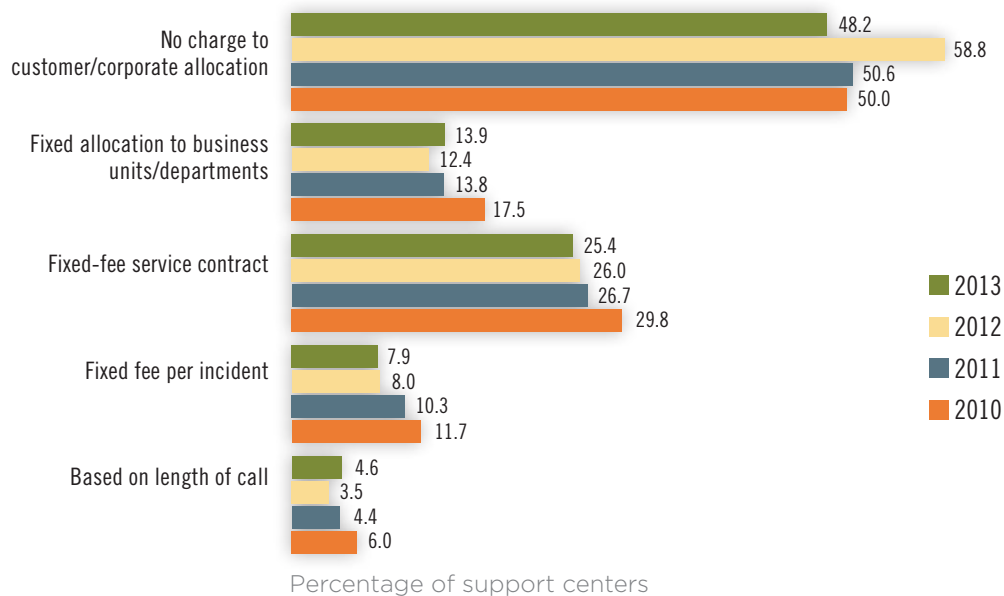
Survey respondents were asked to select all options that applied to their support centers.)



Charging external customers for support services:

(Includes support centers that provide either external or blended support.)

Survey respondents were asked to select all options that applied to their support centers.)





A Closer Look at Support Operations

Percentage of support centers currently using the following:

	Capability Maturity Model (CMMI)	COBIT	HDI Support Center Standard	ISO 9000	ISO/IEC 20000	ITIL	Kaizen	Knowledge-Centered Support (KCS)	LEAN	Microsoft Operations Framework (MOF)	Process Maturity Framework (PMF)	Six Sigma	Total Quality Management (TQM)
INDUSTRY													
Computers – Software	2	2	14	7	5	27	11	20	18	5	2	16	5
Higher Education	2	4	28	3	2	48	7	18	4	5	0	7	3
Financial Services – Banking	3	15	30	6	3	55	0	6	9	6	6	6	6
Government	5	9	24	5	3	59	0	5	2	3	2	3	2
Healthcare	11	4	33	12	10	55	11	20	29	13	3	14	10
Insurance	7	5	37	12	7	76	15	17	15	10	7	22	15
Manufacturing (noncomputer)	4	6	13	17	4	40	21	15	25	2	4	25	8
Outsourced Services Providers	13	10	43	20	20	70	0	27	13	3	3	23	7
Retail (includes Food and Beverage)	9	2	23	9	5	63	9	23	19	2	5	14	5
TYPE OF SUPPORT													
Internal only	5	7	26	7	4	55	6	13	8	5	2	8	4
External only	10	5	21	14	10	36	7	19	12	3	3	12	3
Blended	6	6	29	11	7	51	9	18	15	7	3	12	7
NUMBER OF CUSTOMERS													
Small (fewer than 2,000 customers)	6	8	22	9	8	43	7	12	9	7	4	8	4
Medium (2,000–10,000 customers)	4	3	31	7	3	49	7	15	12	6	1	10	4
Large (more than 10,000 customers)	8	8	29	12	6	64	8	21	15	4	3	15	8

Top factors influencing support center spending priorities:

INDUSTRY	#1	#2
Computers – Software	Support business growth	Improve customer service
Higher Education	Improve efficiency	Improve customer service
Financial Services – Banking	Support business growth	Expand services Improve efficiency Reduce costs
Government	Reduce costs	Improve customer service Improve efficiency
Healthcare	Support business growth	Improve customer service
Insurance	Support business growth	Improve customer service
Manufacturing (noncomputer)	Support business growth	Improve customer service
Outsourced Services Providers	Support business growth	Reduce costs
Retail (includes Food and Beverage)	Reduce costs	Improve efficiency
TYPE OF SUPPORT		
Internal only	Support business growth	Reduce costs
External only	Support business growth	Improve customer service
Blended	Support business growth	Improve efficiency
NUMBER OF CUSTOMERS		
Small (fewer than 2,000 customers)	Support business growth	Improve customer service
Medium (2,000–10,000 customers)	Support business growth	Improve customer service
Large (more than 10,000 customers)	Support business growth	Improve efficiency

Percentage of organizations maintaining SLAs and OLAs:

	Single SLAs	Multiple SLAs	OLAs
INDUSTRY			
Computers – Software	41	59	18
Higher Education	36	39	25
Financial Services – Banking	45	36	30
Government	21	38	24
Healthcare	29	46	27
Insurance	32	46	46
Manufacturing (noncomputer)	27	35	25
Outsourced Services Providers	17	80	50
Retail (includes Food and Beverage)	23	47	42
TYPE OF SUPPORT			
Internal only	29	31	27
External only	29	55	29
Blended	32	49	30
NUMBER OF CUSTOMERS			
Small (fewer than 2,000 customers)	33	36	22
Medium (2,000–10,000 customers)	27	39	28
Large (more than 10,000 customers)	30	54	38



Performance Metrics

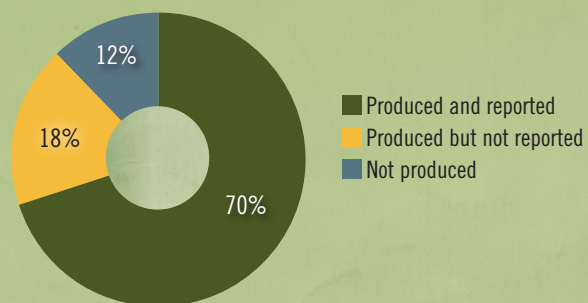
As the industry matures and becomes more proficient at providing multichannel support, its metrics tracking and reporting practices will need to mature as well. Eighty-eight percent of support organizations are tracking their performance using metrics, and if your organization is like those organizations, you can use this section to compare your performance, struggles, and goals with organizations in similar environments, facing similar challenges. At the beginning of this section, we have provided a quick reference for industry metrics that identifies individual metrics and their respective goals. The remaining charts in this section paint a more detailed picture of how support centers are performing and measuring performance across all channels of support, and then specifically for phone, email, chat, and web requests.

Many of the metrics reported in this section are reported by type of ticket (i.e., incidents and service requests). Thirty-nine percent of the industry measures incidents and service requests separately, and for good reason. Incidents (i.e., unplanned work required to fix something) tend to elicit more of an urgent response; service requests (i.e., nothing is broken but a service is needed), while still important, have different goals and therefore tend to have different response and resolution times. For example, the average time to resolve an incident is 4–8 hours (median), but that increases to 1–2 days (median) for service requests. However, the majority of the industry does not measure incidents and

service requests independently, even if they distinguish between them in their ticket tracking systems. The data for those organizations can be found in the charts labeled “Combined.”

Performance and the metrics used to track it should reflect an organization’s budget, resources, and goals, as well as its customers’ expectations and priorities. For example, if an organization’s customers need and expect to have their issues resolved before they hang up the phone, even at the expense of having to wait a bit longer in the queue before speaking to an analyst, that support center’s first call resolution may be higher than the industry average of 68.8 percent. On the other hand, their average speed to answer might also be longer than the median (21–30 seconds). The metrics reported in this section are a summary of actual performance, but they are not best or suggested practices. Instead, they provide insight into what is most common in the industry as far as goals and actual performance.

Reporting performance metrics:



Percentage of support centers

Frequency of reporting to stakeholders:

	Customers	Support partners	Support staff	Support managers	Executives
Daily	6	6	24	32	10
Weekly	6	10	31	33	17
Monthly	26	22	43	45	50
Quarterly	9	8	9	10	19
Semiannually	2	1	2	3	3
Annually	9	4	5	9	12
Upon request	20	21	10	10	16
Do not report metrics to this group	39	39	6	2	5

Percentage of support organizations (includes the 530 organizations that report metrics)



Quick Reference for Industry Metrics

Customer satisfaction	87% of customers are satisfied with support center services		
Reopen rate	2%	Median	
	<i>Less than 1%</i>	<i>Most common goal</i>	
	INCIDENTS*		SERVICE REQUESTS**
Average time to resolve	4–8 hours	Median	1–2 days
	8–24 hours	<i>Most common goal</i>	3–5 days
First level resolution rate	65.6%	Average	68.6%
	72.2%	<i>Average goal</i>	73.7%
First contact resolution rate	65.5%	Average	65.8%
	72.2%	<i>Average goal</i>	73.0%
Phone			
Average speed to answer	21–30 seconds	Median	
	21–30 seconds	<i>Most common goal</i>	
Abandonment rate	4%	Median	
	5%	<i>Most common goal</i>	
	INCIDENTS*		SERVICE REQUESTS**
Average talk time	3–5 minutes	Median	5–8 minutes
	3–5 minutes	<i>Most common goal</i>	3–5 minutes
Average handle time	8–10 minutes	Median	8–10 minutes
	10–15 minutes	<i>Most common goal</i>	10–15 minutes
First call resolution rate	68.8%	Average	68.0%
	73.4%	<i>Average goal</i>	72.1%
Voicemail			
Time to respond	15–60 minutes	Median	
	15–60 minutes	<i>Most common goal</i>	

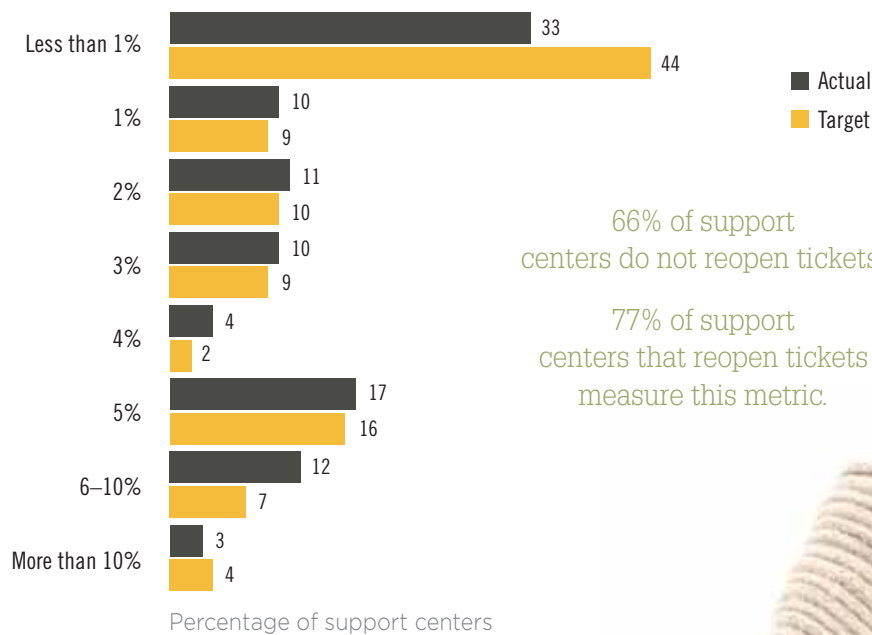
Email			
Time to respond	1–4 hours	Median	
	1–4 hours	Most common goal	
Tickets transferred to another channel	10–20%	Median	
	5%	Most common goal	
	INCIDENTS*		SERVICE REQUESTS**
Average handle time	8–10 minutes	Median	8–10 minutes
	3–5 minutes	Most common goal	3–5 minutes
Chat			
Time to respond	Less than 60 seconds	Median	
	Less than 60 seconds	Most common goal	
Tickets transferred to another channel	Less than 10%	Median	
Average handle time	8–10 minutes	Median	
Web requests			
Time to respond	1–4 hours	Median	
	1–4 hours	Most common goal	
Tickets transferred to another channel	10–20%	Median	
	INCIDENTS*		SERVICE REQUESTS**
Average handle time	8–10 minutes	Median	8–10 minutes
	3–5 minutes	Most common goal	3–5 minutes



* **INCIDENTS:** Results for tickets that require unplanned work to fix something.

** **SERVICE REQUESTS:** Results for tickets where nothing is broken but a service is needed.

Percentage of tickets reopened after being closed (all channels):



Percentage of tickets resolved without hierarchical escalation (first level resolution):

	AVERAGE	TARGET
Incidents*	65.6	72.2
Service requests**	68.6	73.7
Combined***	69.3	74.3

Percentage of tickets resolved by the person who initially opens the ticket (first contact resolution):

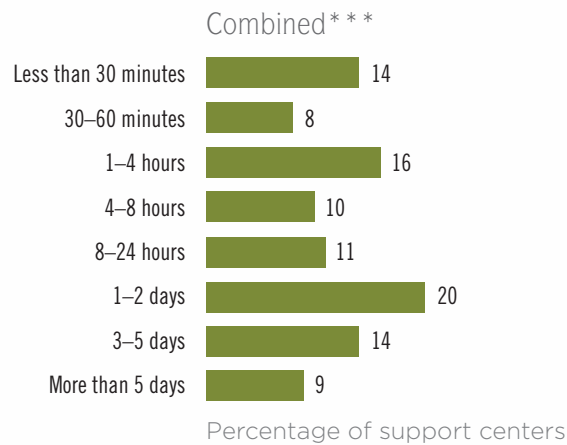
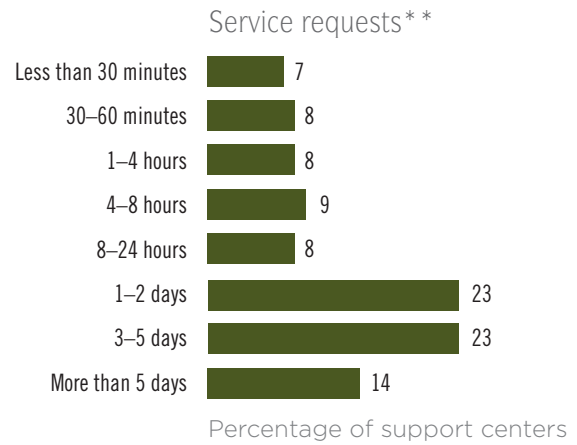
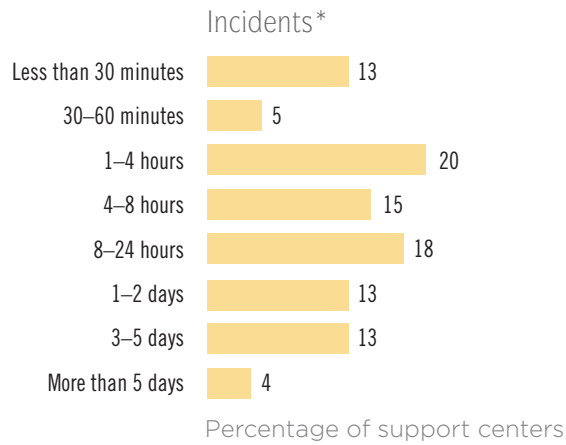
	AVERAGE	TARGET
Incidents*	65.5	72.2
Service requests**	65.8	73.0
Combined***	70.7	75.7

* **INCIDENTS:** Results for tickets that require unplanned work to fix something.

** **SERVICE REQUESTS:** Results for tickets where nothing is broken but a service is needed.

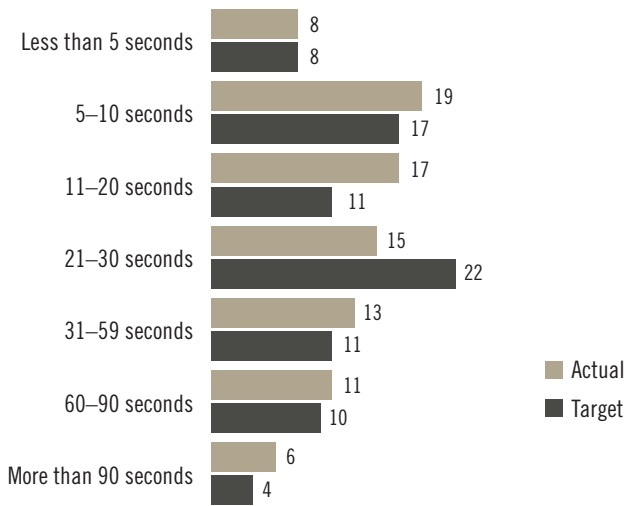
*** **COMBINED:** Results represent support centers that do not measure incidents and service requests independently. Includes all tickets.

Average time to resolve tickets (from open to final resolution):
(Includes only nonurgent tickets.)



Phone Metrics

Average speed to answer the phone (i.e., speak to a person):

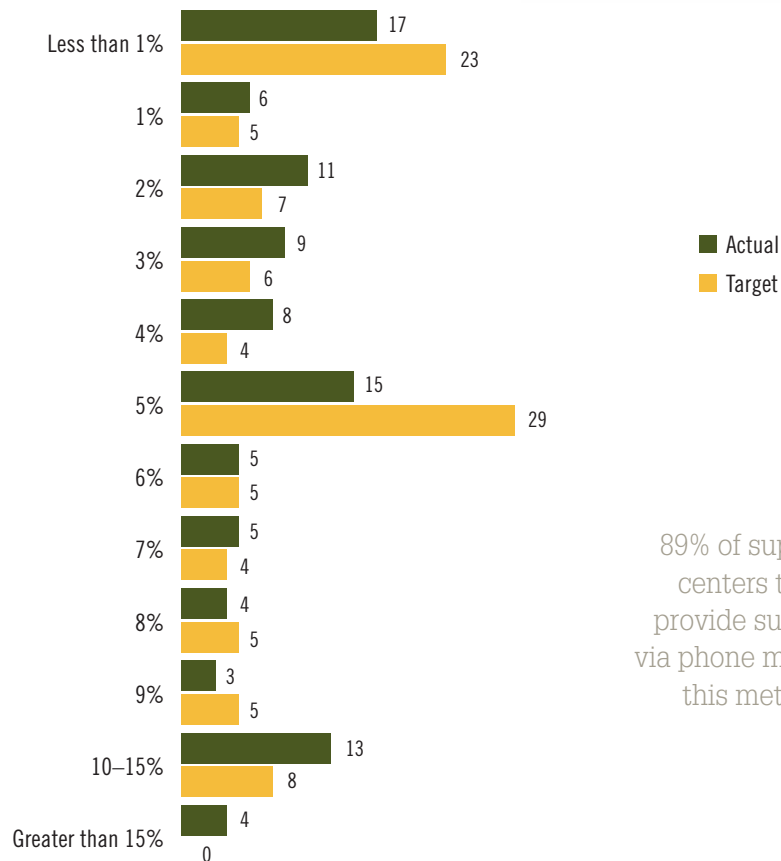


Percentage of support centers

93% of support centers that provide support via phone measure this metric.



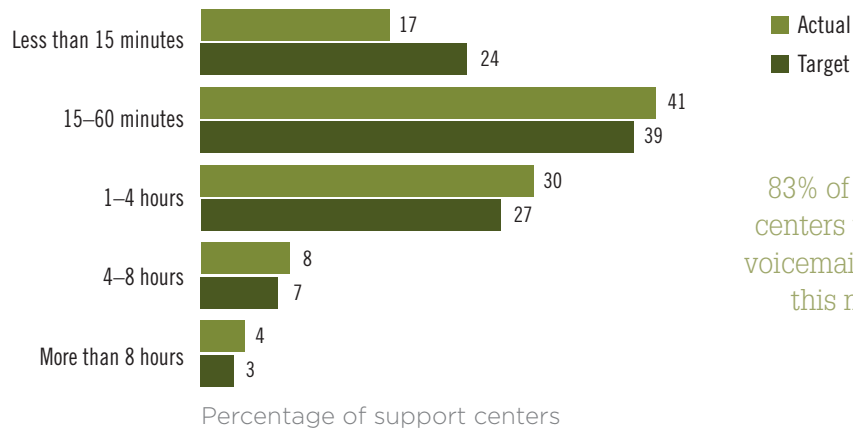
Percentage of phone calls that are abandoned (i.e., not answered):



Percentage of support centers

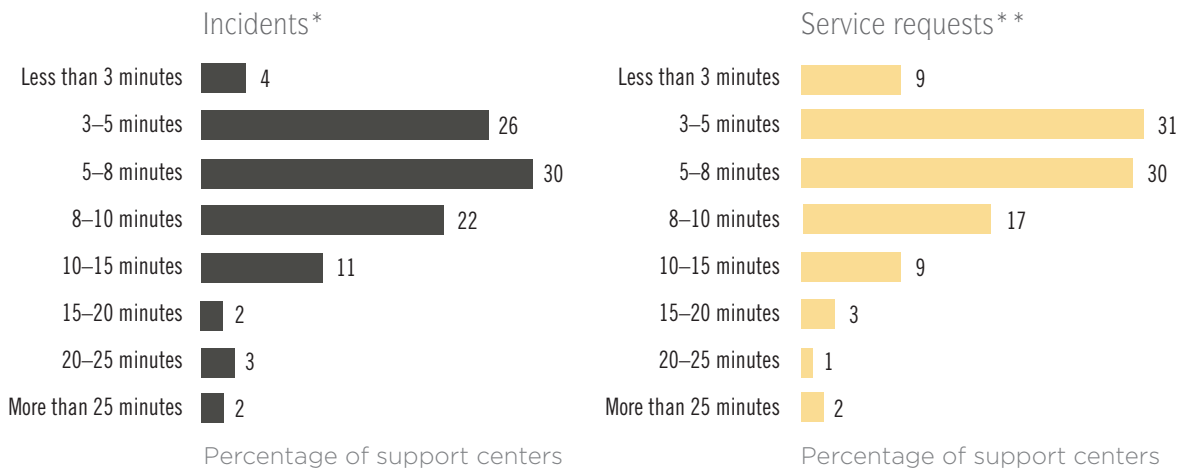
89% of support centers that provide support via phone measure this metric.

Average time to respond to voicemail:
(Includes support centers with voicemail option.)

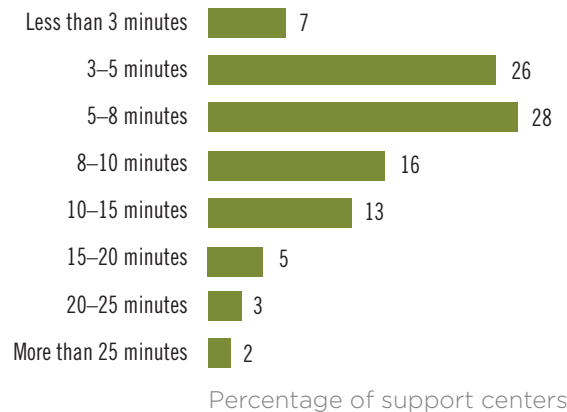


83% of support centers that offer voicemail measure this metric.

Average talk time (from answer to hang up):



Combined***

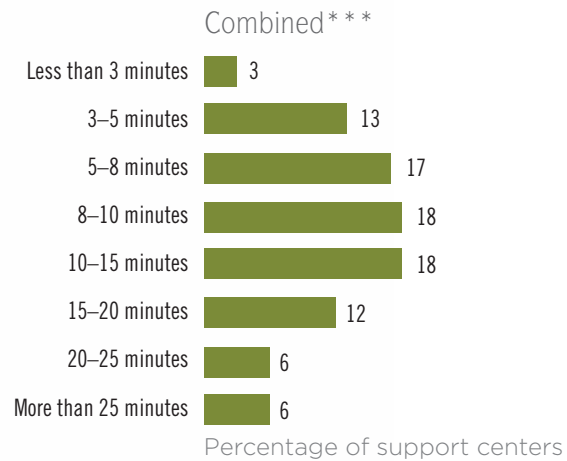
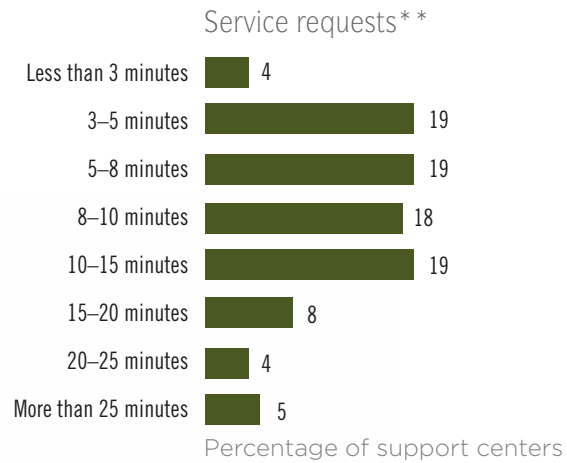
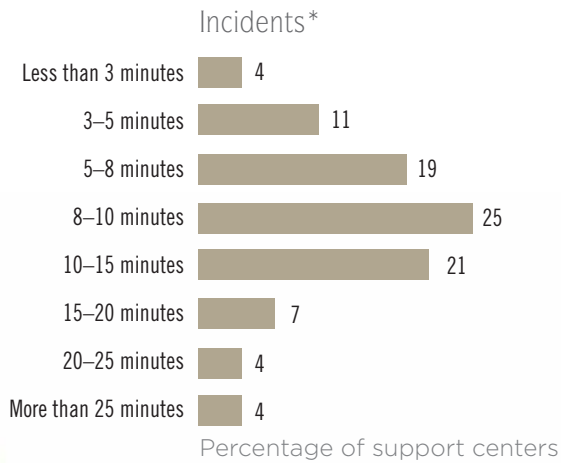


* **INCIDENTS:** Results for tickets that require unplanned work to fix something.

** **SERVICE REQUESTS:** Results for tickets where nothing is broken but a service is needed.

*** **COMBINED:** Results represent support centers that do not measure incidents and service requests independently. Includes all tickets.

Average handle time (talk time and wrap-up time [i.e., effort]):



Percentage of tickets resolved by any level as long as they are resolved on the initial call (first call resolution):

	AVERAGE	TARGET
Incidents*	68.8	73.4
Service requests**	68.0	72.1
Combined***	68.8	75.0

* **INCIDENTS:** Results for tickets that require unplanned work to fix something.

** **SERVICE REQUESTS:** Results for tickets where nothing is broken but a service is needed.

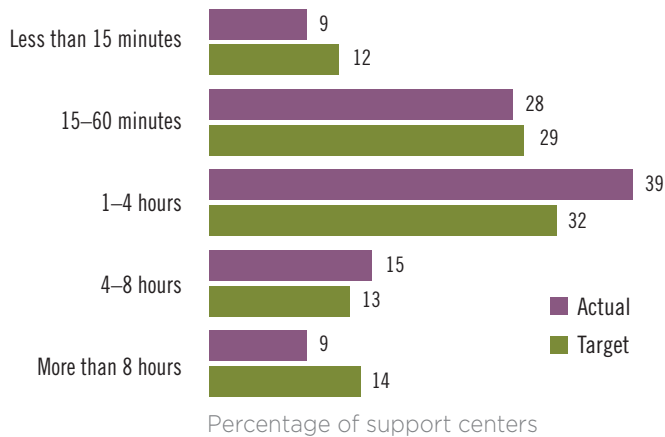
*** **COMBINED:** Results represent support centers that do not measure incidents and service requests independently. Includes all tickets.

Email Metrics

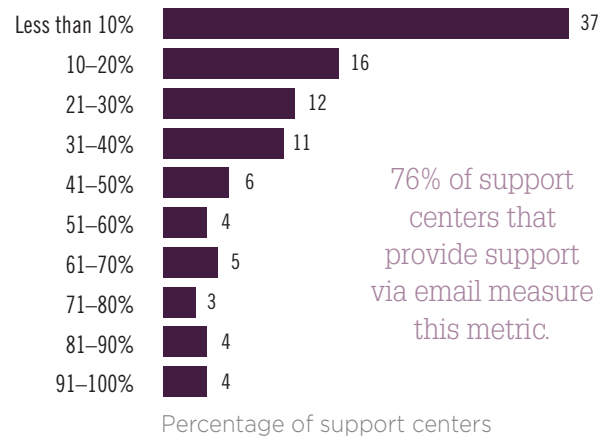
Average time to respond:

(Does not include automatic receipt acknowledgment.)

Includes business hours only.)



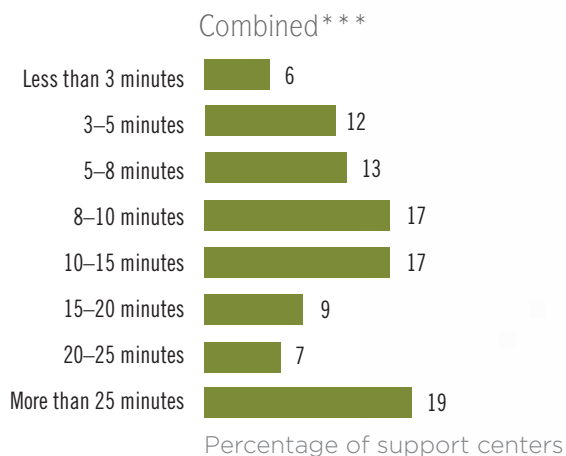
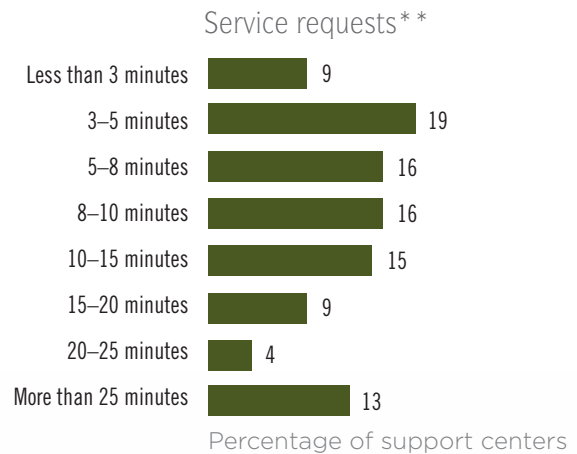
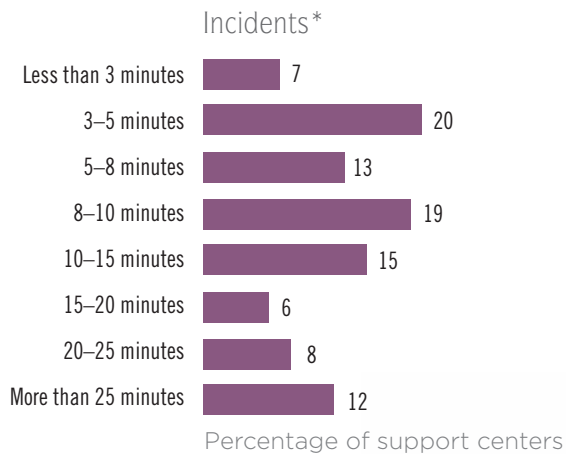
Percentage of tickets converted to another channel (e.g., phone) before being resolved:



76% of support centers that provide support via email measure this metric.

93% of support centers that provide support via email measure this metric.

Average handle time for tickets received through email (i.e., effort):

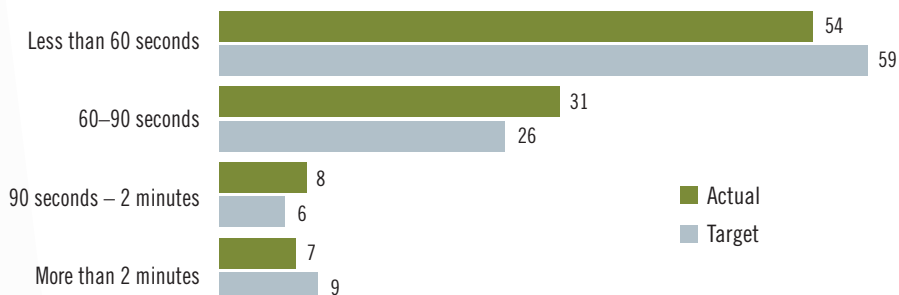


Chat Metrics



Average time to respond:

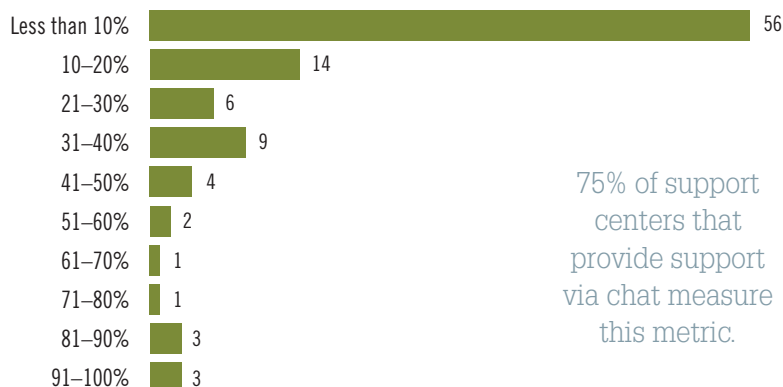
(Does not include automatic receipt acknowledgment.)



Percentage of support centers

86% of support centers that provide support via chat measure this metric.

Percentage of tickets converted to another channel (e.g., phone) before being resolved:

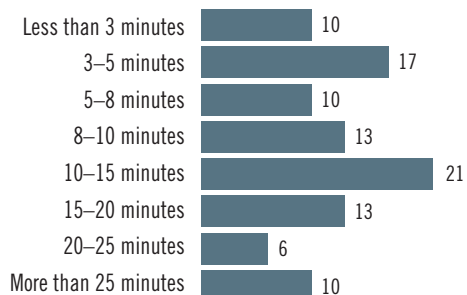


Percentage of support centers

75% of support centers that provide support via chat measure this metric.

Average handle time (chat time and wrap-up time [i.e., effort]):

Combined***

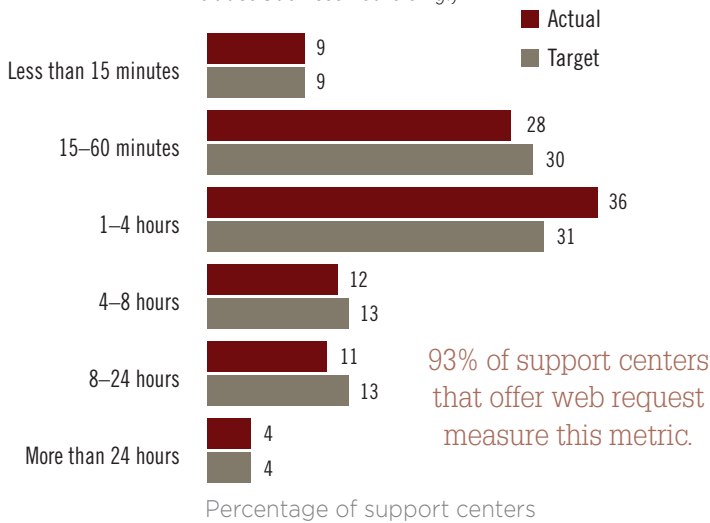


Percentage of support centers

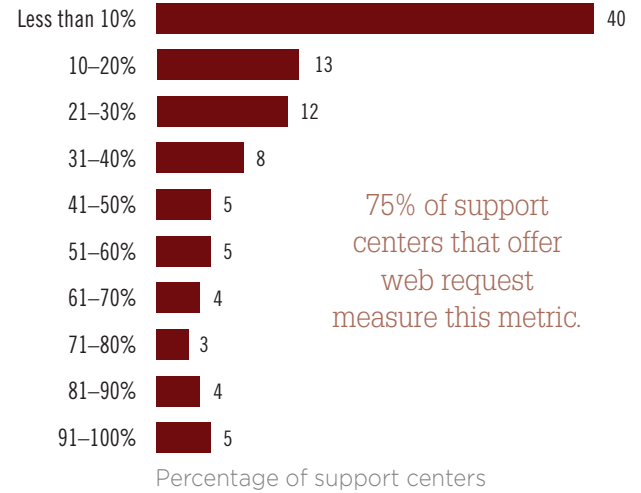
Web Request Metrics

Average time to respond:

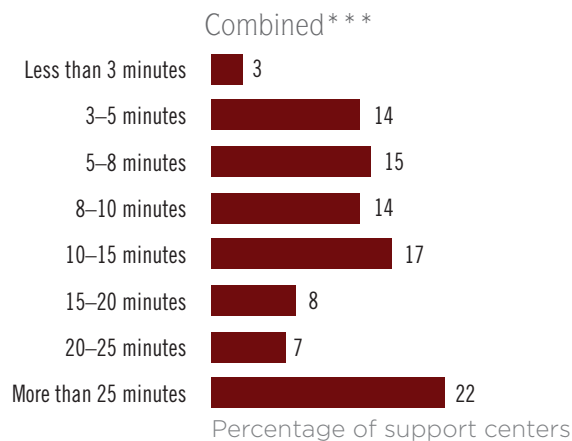
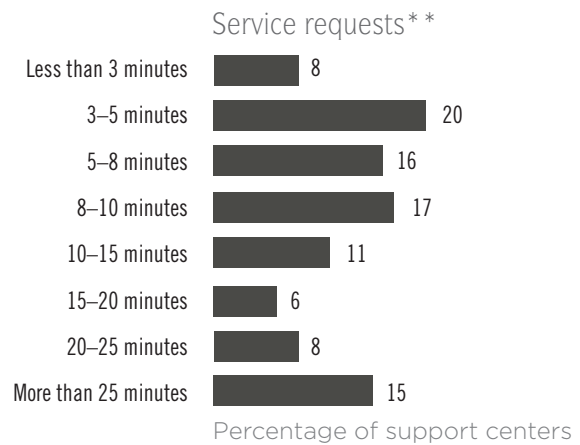
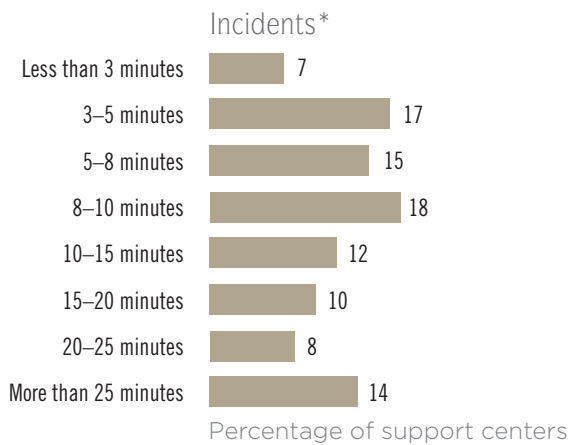
(Does not include automatic receipt acknowledgment.
Includes business hours only.)



Percentage of tickets converted to another channel (e.g., phone) before being resolved:



Average handle time (i.e., effort):



* **INCIDENTS:** Results for tickets that require unplanned work to fix something.

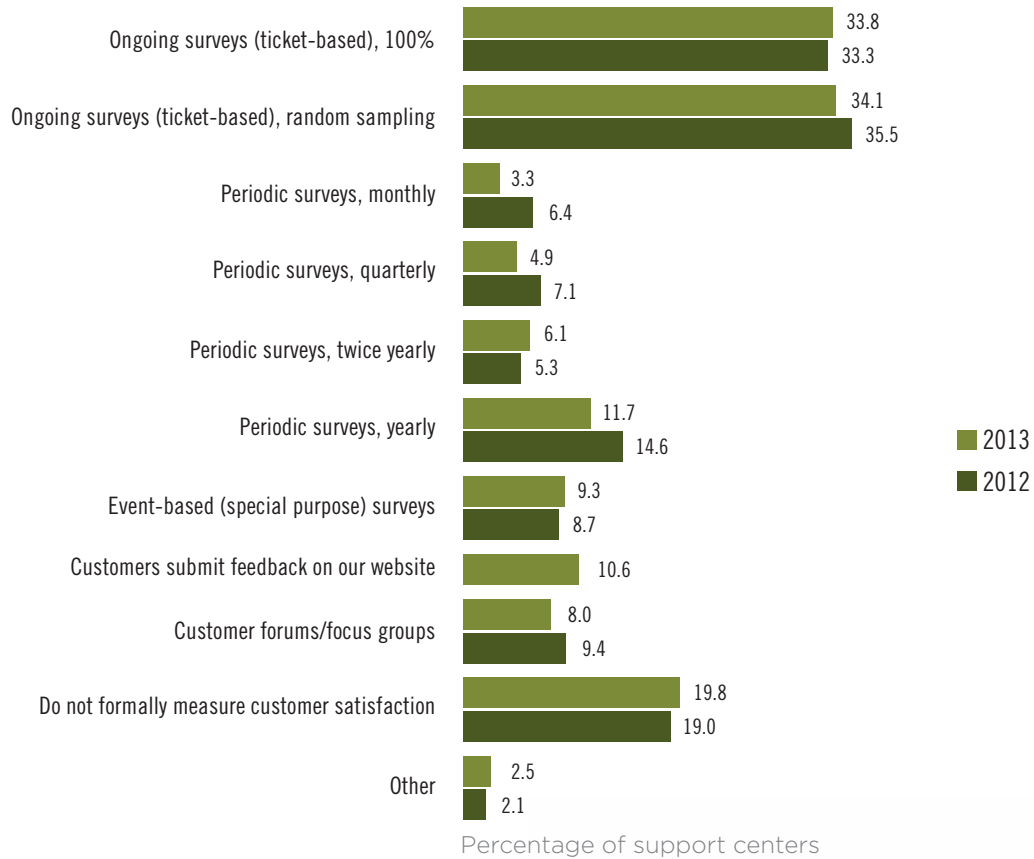
** **SERVICE REQUESTS:** Results for tickets where nothing is broken but a service is needed.

*** **COMBINED:** Results represent support centers that do not measure incidents and service requests independently. Includes all tickets.

Customer Satisfaction

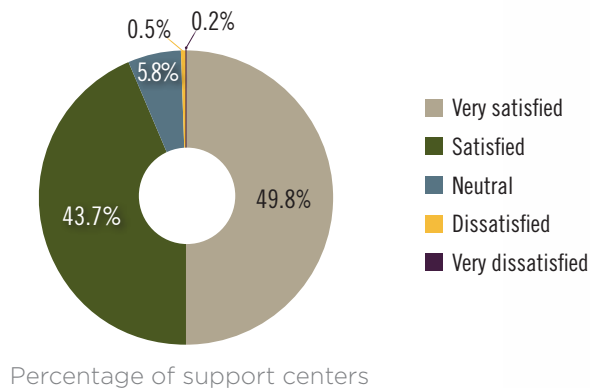
Customer satisfaction is measured using the following:

(Survey respondents were asked to select all options that applied to their support centers.)



Average level of customer satisfaction:

(Includes 604 support centers that measure customer satisfaction.)



86.9% of end users are satisfied (above neutral)
with support center services.

A Closer Look at Performance Metrics

Percentage of support organizations that report performance metrics:

INDUSTRY	%
Computers – Software	80
Higher Education	53
Financial Services – Banking	70
Government	59
Healthcare	79
Insurance	85
Manufacturing (noncomputer)	73
Outsourced Services Providers	90
Retail (includes Food and Beverage)	86
TYPE OF SUPPORT	
Internal only	72
External only	88
Blended	67
NUMBER OF CUSTOMERS	
Small (fewer than 2,000 customers)	60
Medium (2,000–10,000 customers)	73
Large (more than 10,000 customers)	80

Median abandonment rate
(i.e., percentage of calls not answered):

INDUSTRY	%
Computers – Software	4
Higher Education	5
Financial Services – Banking	6
Government	6
Healthcare	8
Insurance	5
Manufacturing (noncomputer)	6
Outsourced Services Providers	4
Retail (includes Food and Beverage)	9
TYPE OF SUPPORT	
Internal only	6
External only	5
Blended	5
NUMBER OF CUSTOMERS	
Small (fewer than 2,000 customers)	5
Medium (2,000–10,000 customers)	5
Large (more than 10,000 customers)	5

Percentage of satisfied customers:

INDUSTRY	%
Computers – Software	86
Higher Education	86
Financial Services – Banking	87
Government	84
Healthcare	89
Insurance	88
Manufacturing (noncomputer)	87
Outsourced Services Providers	93
Retail (includes Food and Beverage)	85
TYPE OF SUPPORT	
Internal only	87
External only	89
Blended	87
NUMBER OF CUSTOMERS	
Small (fewer than 2,000 customers)	86
Medium (2,000–10,000 customers)	88
Large (more than 10,000 customers)	87

Average speed to answer the phone
(i.e., speak to a person):

INDUSTRY	Median
Computers – Software	21–30 seconds
Higher Education	11–20 seconds
Financial Services – Banking	21–30 seconds
Government	11–20 seconds
Healthcare	21–30 seconds
Insurance	21–30 seconds
Manufacturing (noncomputer)	21–30 seconds
Outsourced Services Providers	21–30 seconds
Retail (includes Food and Beverage)	31–59 seconds
TYPE OF SUPPORT	
Internal only	21–30 seconds
External only	21–30 seconds
Blended	21–30 seconds
NUMBER OF CUSTOMERS	
Small (fewer than 2,000 customers)	11–20 seconds
Medium (2,000–10,000 customers)	21–30 seconds
Large (more than 10,000 customers)	21–30 seconds



Support Center Staff: Training, Certification, and Satisfaction

The phones are ringing, the emails are rolling in, chat windows are appearing, the queue is filling up, and your staff is addressing customer issues: As the eyes, ears, voice, and face of technical support, the people who provide that support are your support center's most valuable resource.

Up until 2007, training support staff on technology was the most common use of professional development resources. After 2007, there was a shift toward using professional development resources to provide customer service training. Since then, these "soft skills" have been the most common area of focus for the front line (i.e., level 1 support). Customer service skills are the most sought-after skills when hiring for and promoting staff into both frontline and desktop support positions. For desktop support, troubleshooting/problem-solving skills come in second, owing to the unique nature of this position.

But who is filling positions this year? Most support centers are hiring in 2013: 44 percent are filling current positions as they become available, and an additional 29 percent are expanding to create and fill new positions. Once frontline positions have been filled, it is not uncommon for new hires to require more than two months of training before they can work proficiently on their own (26% of organizations). Frontline support professionals typically spend about two years in those positions, and attrition for level 1 support is about twice as high as level 2 support, both for those staying in the company

and those leaving the company. Management-level support professionals have typically held those positions for more than ten years.

The cost associated with finding skilled professionals and then training and coaching new hires suggests that support organizations would benefit greatly from retaining their current staff. Satisfaction factors in to retention, but many organizations are not assessing their employees' satisfaction levels. This year, 31 percent of organizations report that they are not formally measuring support staff satisfaction; those that do typically measure satisfaction annually.

Although many organizations are not measuring satisfaction, several are making changes that influence staff satisfaction. For example, a large section of the industry is allowing at least some of their staff to work from home. This year, 41 percent have at least some staff working from home at least part of the time, and an additional seven percent plan to implement this practice in the next year. These numbers have held steady since 2012.

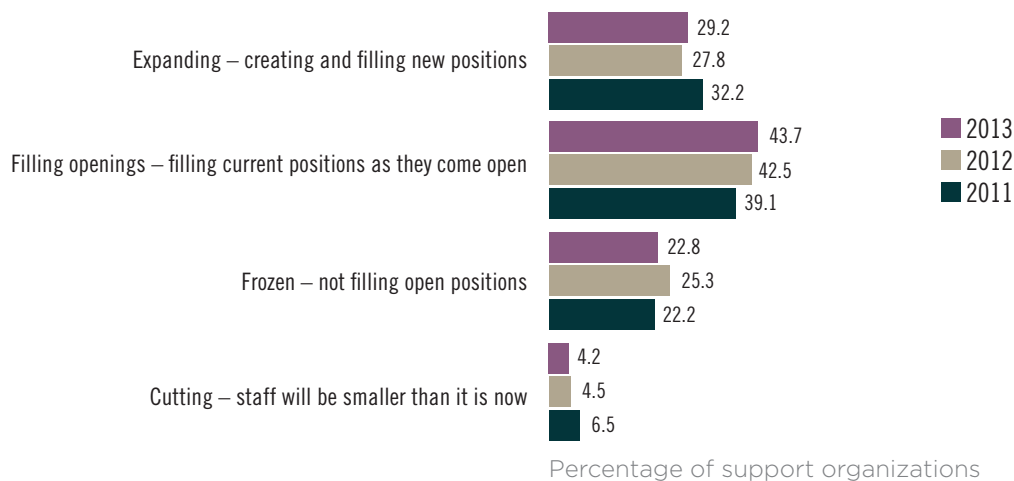
Thirty-one percent of organizations have taken to outsourcing some of their support center services, such as after-hours service and hardware support/repair. The most common reason for outsourcing is cost (53%), followed by expanding the scope of support (28%) and needing additional expertise, such as skills or language requirements (23%).



Median: 327 end users for every support center staff member.

See “A Closer Look” for ratios by industry and size.

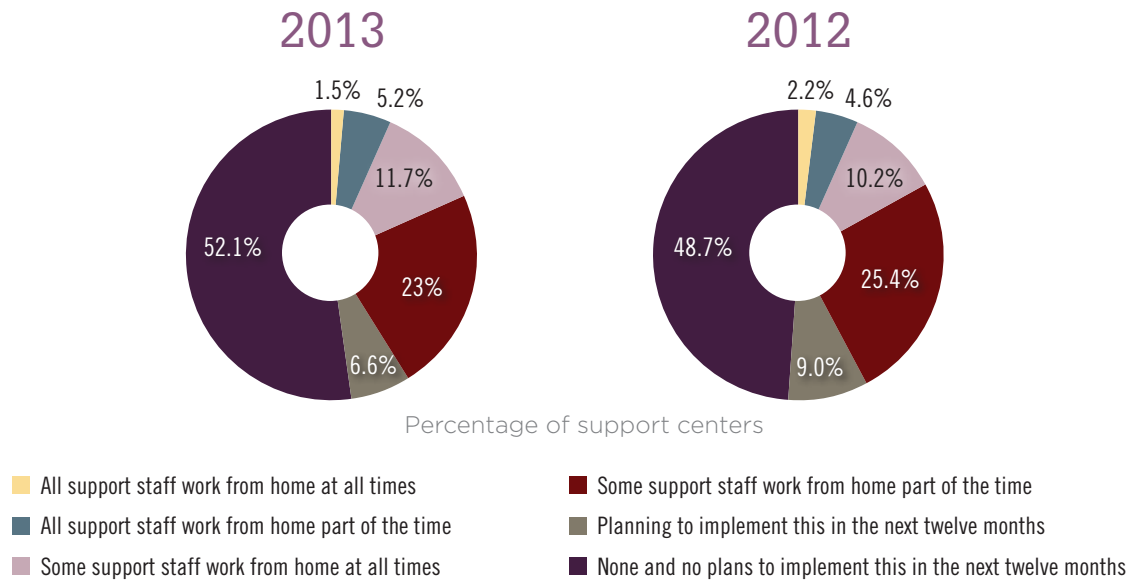
Staffing expectations over the next twelve months:



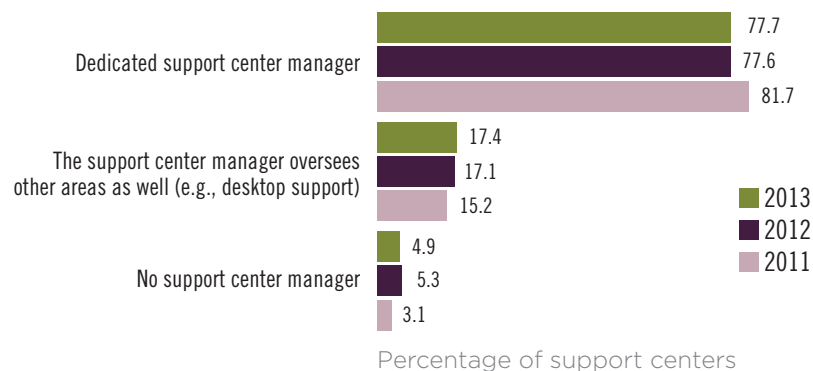
The top ten sought-after skills for hiring and promoting staff:

	Frontline Support	Desktop Support	Management
1	Customer service	Customer service	Leadership skills
2	Communication skills	Troubleshooting/problem-solving	Management skills
3	Ability to learn quickly	Communication skills	Communication skills
4	Troubleshooting/problem-solving	Ability to learn quickly	Business knowledge
5	Ability to work under pressure	Ability to work under pressure	Customer service
6	Interpersonal skills	Self-motivated, independent worker	Integrity
7	Teamwork skills	Support experience	Ability to work under pressure
8	Support experience	Interpersonal skills	Interpersonal skills
9	Adaptability	Adaptability	Strategic thinking
10	Integrity	Teamwork skills	Adaptability

Staff working from home:



Managing the support center:



Training

Support staff training areas:

(Includes only those organizations that have each position.)

	Customer service (e.g., communication, what to ask, how to ask, etc.)	Leadership	People management	Project management	Self-management (e.g., stress, time, assertiveness, interpersonal skills, etc.)	Service management process skills	Teamwork skills	Technologies used by customers	Technologies used to provide support	Troubleshooting/ problem solving	Other	No formal training
Call Screener/Dispatch	42	6	8	2	17	14	24	23	29	25	9	46
Level 1 Support	73	11	11	6	38	27	47	63	66	59	12	15
Level 2 Support	54	20	15	14	37	22	36	49	54	47	12	17
Desktop Support Technician	44	12	11	11	30	22	36	49	54	47	11	24
Level 3 Support	30	20	15	22	28	21	33	47	50	43	11	27
Support Center Team Lead	42	65	56	33	42	39	49	45	50	38	13	18
Support Center Manager	36	70	66	45	44	42	45	36	40	28	13	18

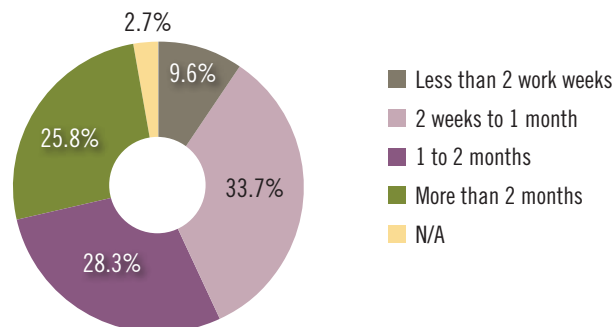
Percentage of support centers training staff in each area

Days per year spent on formal training (excluding new-hire training):

	None	1–5 days	6–10 days	11–15 days	16–20 days	More than 20 days
Call Screener/Dispatch	47.2	35.4	9.4	3.8	1.9	2.4
Level 1 Support	12.5	48.7	21.3	8.2	4.0	5.3
Level 2 Support	13.7	44.7	22.3	10.1	5.0	4.3
Desktop Support Technician	18.9	44.9	20.3	8.0	4.0	3.8
Level 3 Support	19.6	35.5	21.8	13.4	5.8	4.0
Support Center Team Lead	14.2	35.2	28.1	9.2	7.3	6.0
Support Center Manager	13.3	34.6	27.0	13.3	5.6	6.2

Percentage of support centers

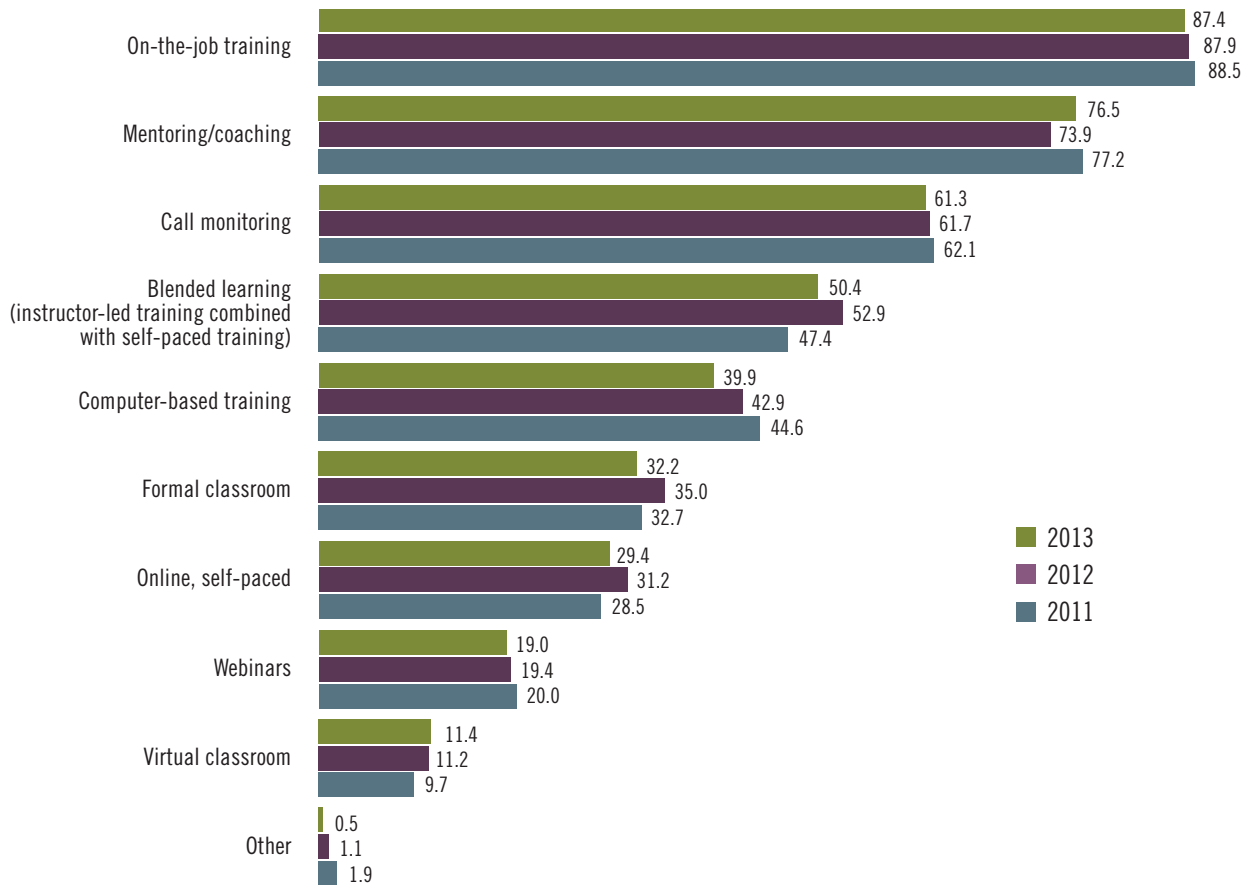
Time needed for new frontline hires to work proficiently on their own:



Percentage of support centers

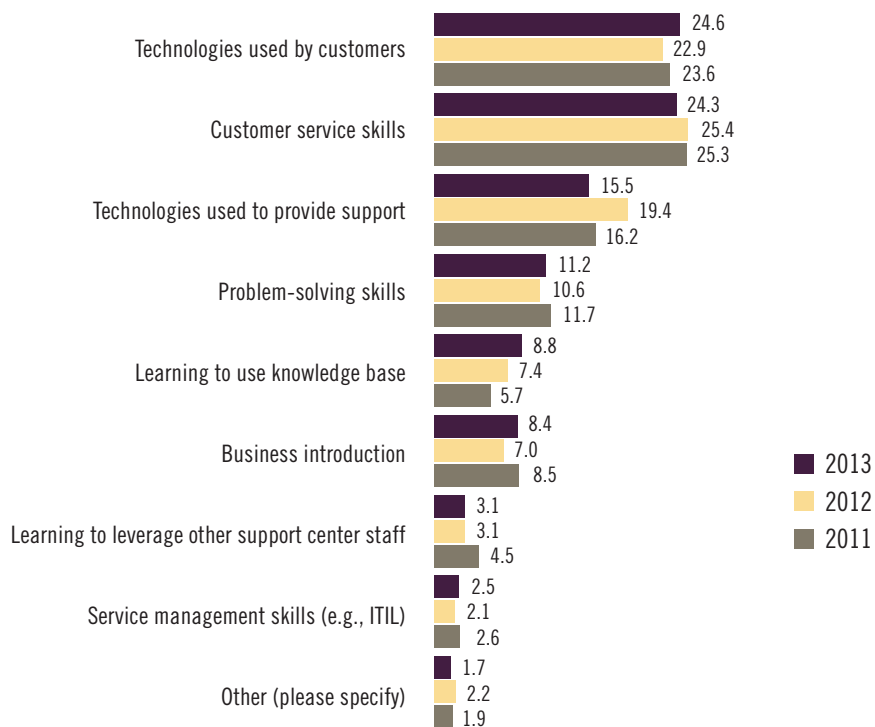
Methods used to train new hires to the front line:

(Respondents were asked to select all options that apply to their support organizations.)



Percentage of support centers using each method

Primary training focus for new frontline hires:



Percentage of support centers

Certification

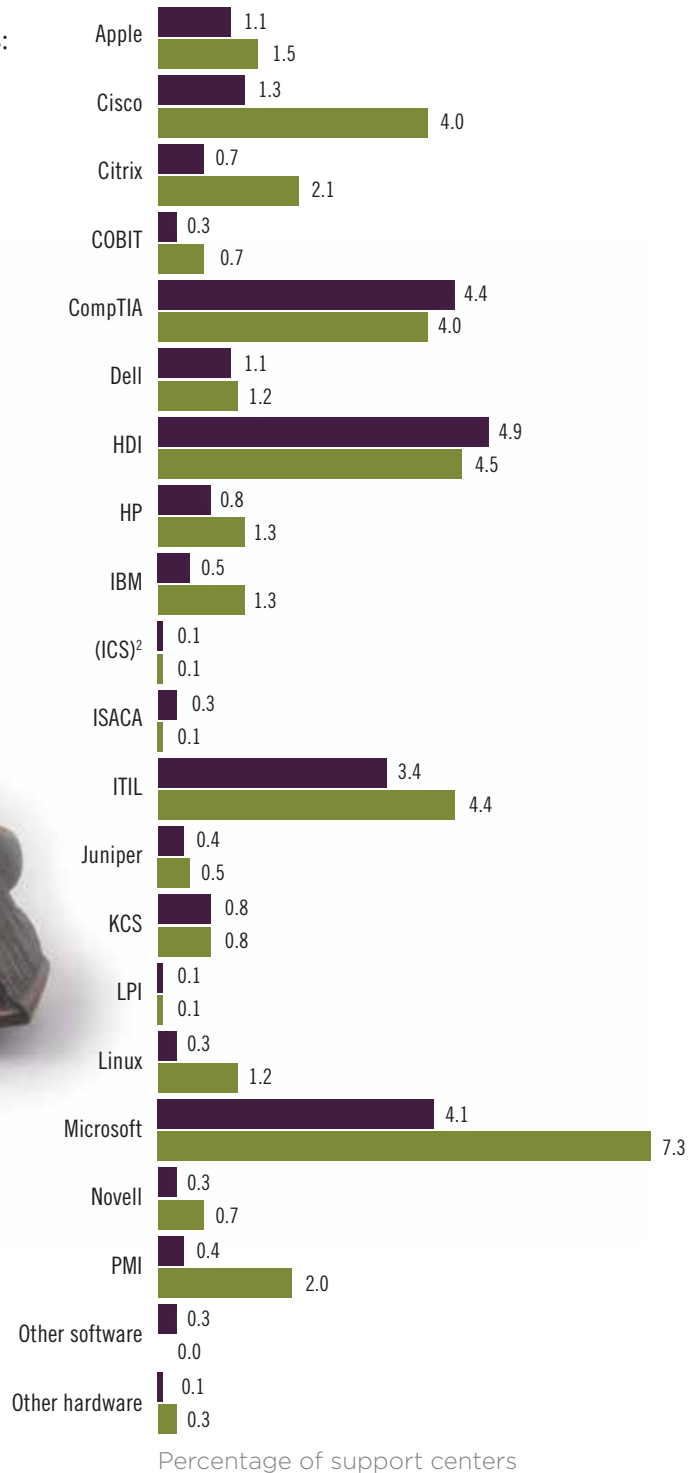
The industry's position on frontline staff certification:

(Respondents were asked to select all options that apply to their support centers.)



Frontline staff certifications:

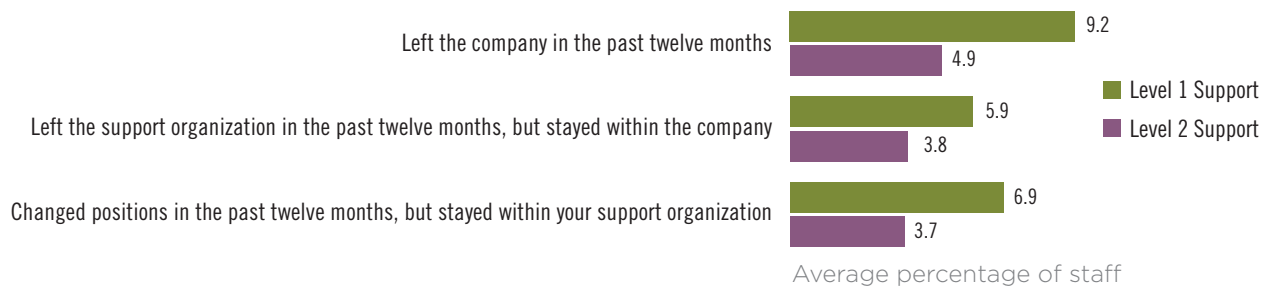
■ Required
■ Paid more for having





Employee Satisfaction

Support staff attrition rates:



Average tenure for each position in the support center:

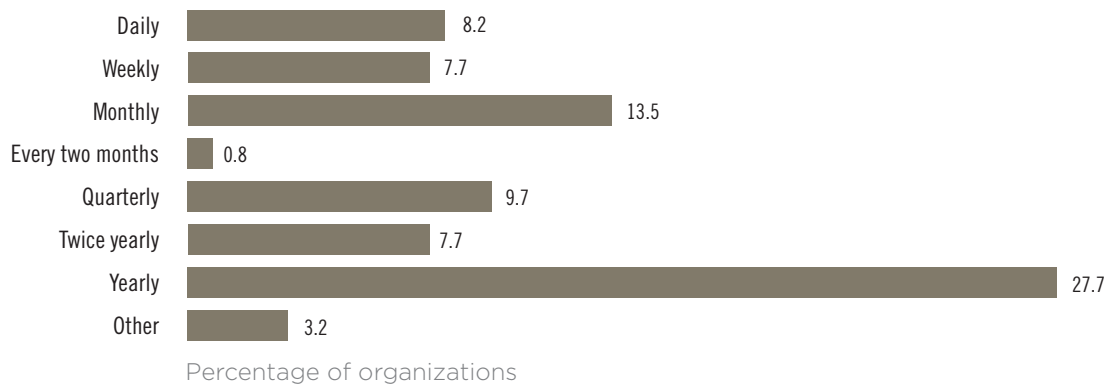
	Call Screener/ Dispatch	Level 1 Support/ Support Center Analyst	Level 2 Support	Desktop Support Technician	Level 3 Support	Support Center Team Lead	Support Center Manager
NUMBER OF RESPONSES	124	647	518	422	382	488	657
Less than 1 year	19	6	2	2	1	5	4
1 year	25	10	3	4	3	5	3
2 years	20	28	17	13	8	10	9
3 years	10	18	17	20	10	13	6
4 years	1	6	10	9	8	9	4
5 years	5	9	16	11	17	11	11
5–8 years	7	12	17	20	22	17	16
8–10 years	5	6	11	13	15	11	13
More than 10 years	7	6	7	9	16	19	33

Percentage of support centers

69.4% of support organizations formally measure staff satisfaction.

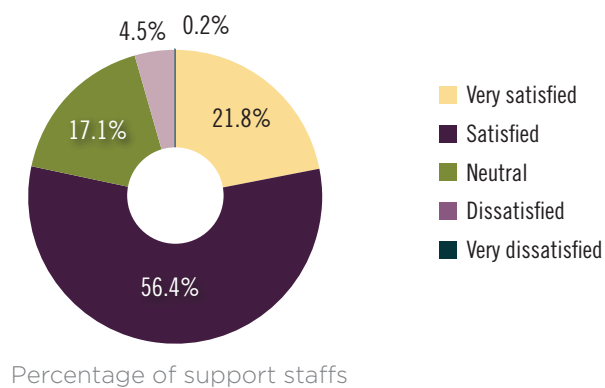
Frequency of formal measurement of support staff satisfaction:

(Survey respondents were asked to select all options that applied to their support centers.)



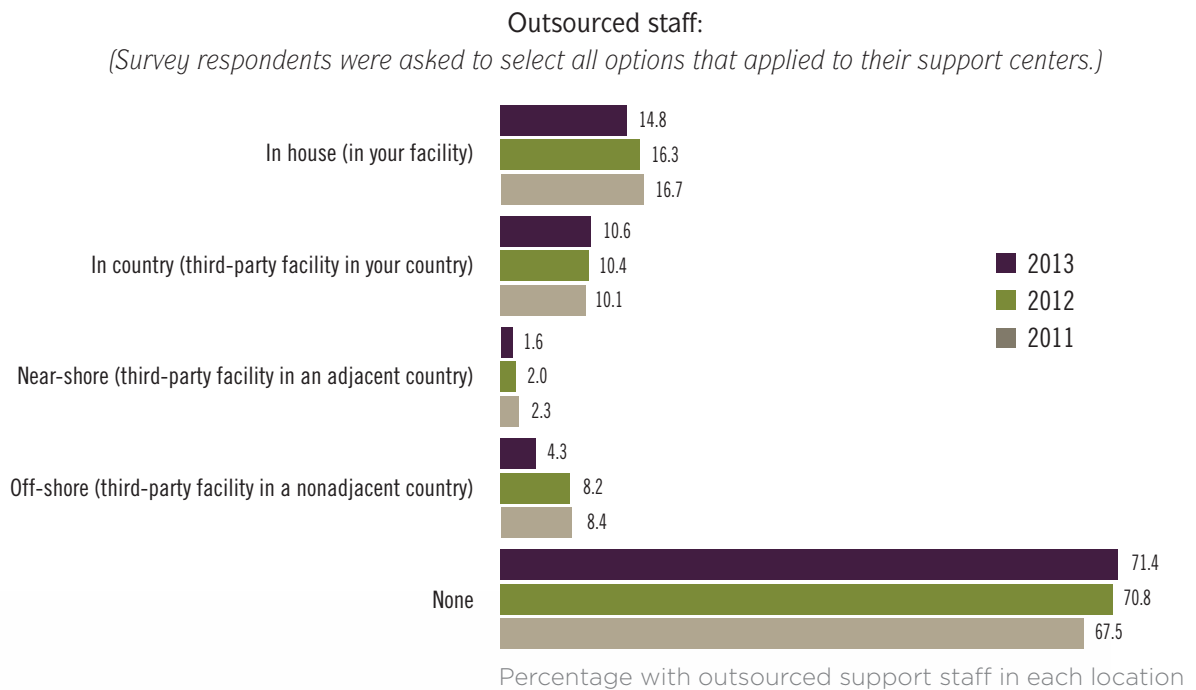
Average level of support staff satisfaction:

(Includes only those support centers that measure support staff satisfaction.)



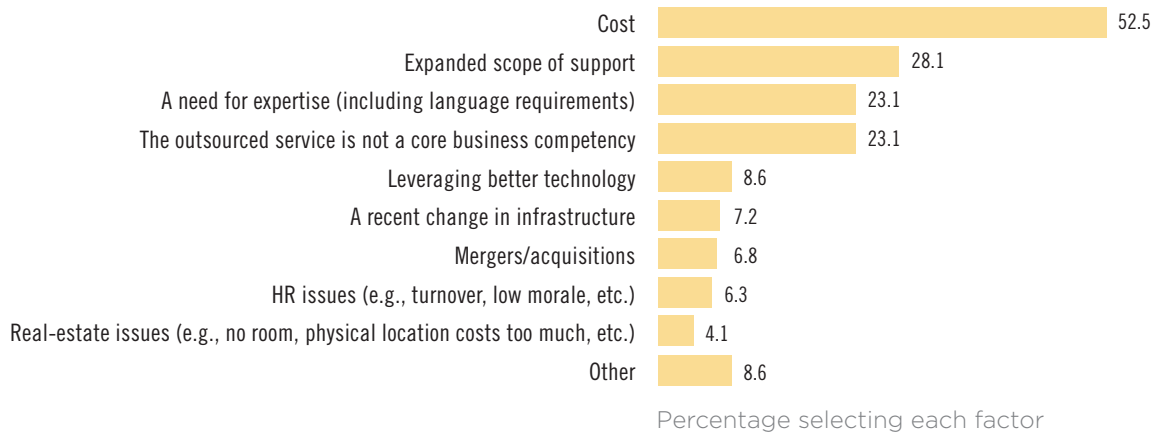
Outsourcing

This section includes responses from organizations that are not outsourced services providers.



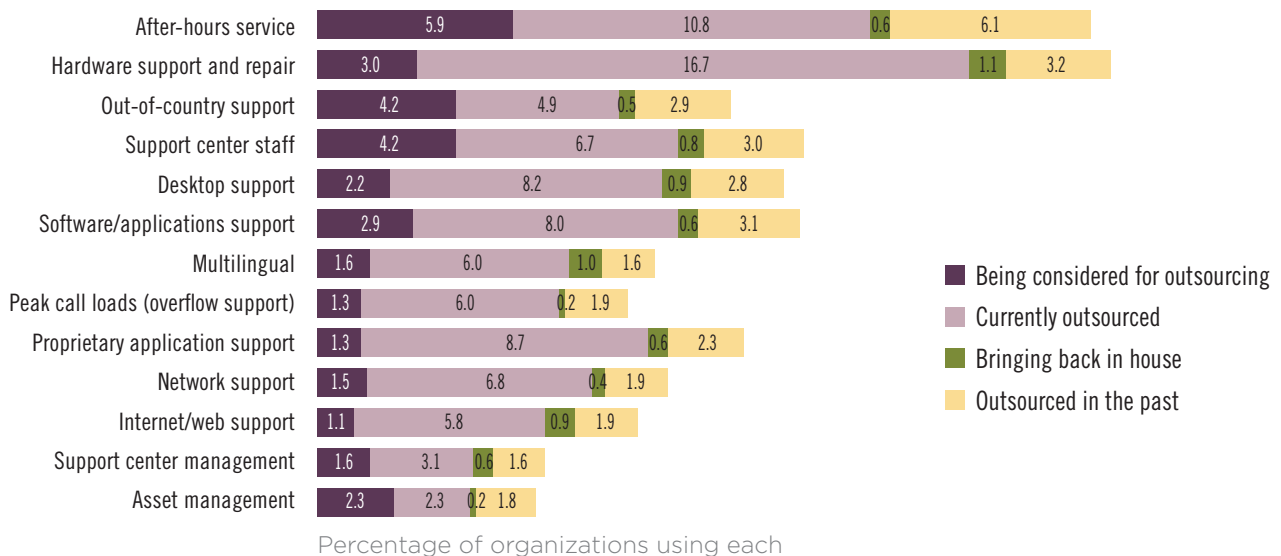
Reasons for outsourcing or considering outsourcing:

(Includes support centers that are currently outsourcing or are considering outsourcing.)



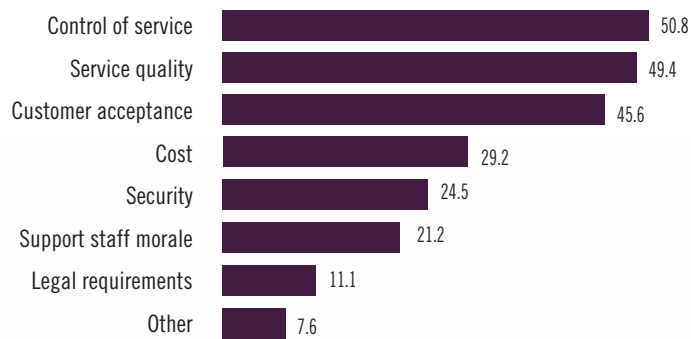
Outsourced functions:

(Includes only those who did not respond "Does not apply" on each category.)



Reasons support organizations don't outsource more:

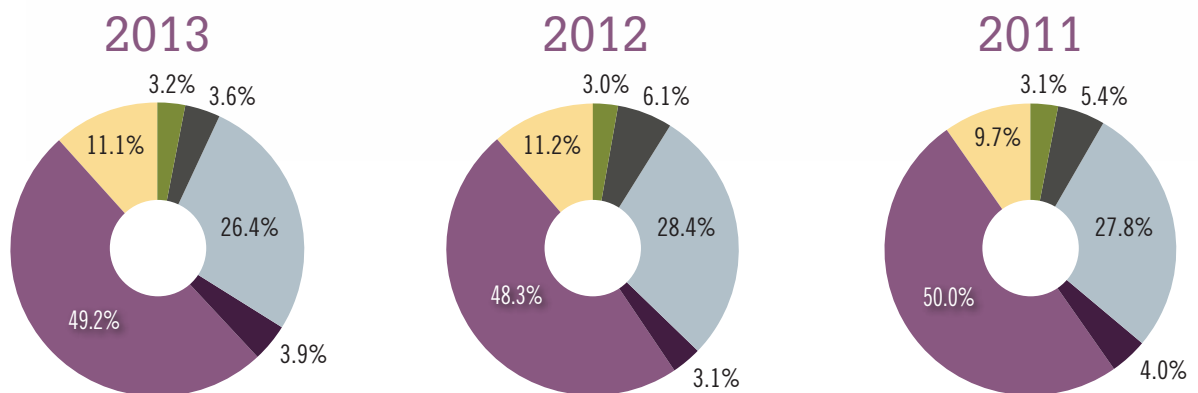
(Survey respondents were asked to select all options that applied to their support centers.)



Percentage selecting each factor



Outsourcing expectations for the next year:



Percentage of support centers



A Closer Look at Support Center Staff

Hiring (expanding and filling openings)
in the next twelve months:

INDUSTRY	%
Computers – Software	80
Higher Education	74
Financial Services – Banking	79
Government	67
Healthcare	76
Insurance	83
Manufacturing (noncomputer)	71
Outsourced Services Providers	93
Retail (includes Food and Beverage)	81
TYPE OF SUPPORT	
Internal only	65
External only	85
Blended	77
NUMBER OF CUSTOMERS	
Small (fewer than 2,000 customers)	67
Medium (2,000–10,000 customers)	72
Large (more than 10,000 customers)	81

Percentage of support centers

Percentage of support centers that have staff
working from home at least part-time:

INDUSTRY	%
Computers – Software	68
Higher Education	26
Financial Services – Banking	39
Government	26
Healthcare	31
Insurance	61
Manufacturing (noncomputer)	36
Outsourced Services Providers	47
Retail (includes Food and Beverage)	47
TYPE OF SUPPORT	
Internal only	33
External only	62
Blended	45
NUMBER OF CUSTOMERS	
Small (fewer than 2,000 customers)	40
Medium (2,000–10,000 customers)	37
Large (more than 10,000 customers)	46

Staffing ratios:

Customers per FTE

INDUSTRY	Median
Computers – Software	250
Higher Education	1121
Financial Services – Banking	204
Government	352
Healthcare	450
Insurance	375
Manufacturing (noncomputer)	394
Outsourced Services Providers	429
Retail (includes Food and Beverage)	390
TYPE OF SUPPORT	
Internal only	214
External only	284
Blended	450
NUMBER OF CUSTOMERS	
Small (fewer than 2,000 customers)	68
Medium (2,000–10,000 customers)	404
Large (more than 10,000 customers)	1212

Employee satisfaction:

Formally
measuring

Staff are very
satisfied

INDUSTRY	%	%
Computers – Software	73	24
Higher Education	60	23
Financial Services – Banking	64	32
Government	59	19
Healthcare	84	17
Insurance	81	26
Manufacturing (noncomputer)	67	12
Outsourced Services Providers	63	7
Retail (includes Food and Beverage)	77	45
TYPE OF SUPPORT		
Internal only	65	22
External only	72	26
Blended	72	21
NUMBER OF CUSTOMERS		
Small (fewer than 2,000 customers)	65	25
Medium (2,000–10,000 customers)	71	18
Large (more than 10,000 customers)	73	23

Percentage of organizations

Level 1 turnover rates:

	Left the company in the past twelve months	Left the support organization in the past twelve months, but stayed within the company	Changed positions in the past twelve months, but stayed within the support organization
INDUSTRY	%	%	%
Computers – Software	7.4	5.8	8.2
Higher Education	10.1	5.1	5.5
Financial Services – Banking	8.6	6.9	7.7
Government	9.2	8.9	5.4
Healthcare	9.6	7.3	8.0
Insurance	10.0	4.5	5.4
Manufacturing (noncomputer)	6.8	7.8	3.4
Outsourced Services Providers	11.7	4.2	5.4
Retail (includes Food and Beverage)	7.6	6.6	8.1
TYPE OF SUPPORT			
Internal only	8.6	5.8	6.7
External only	9.3	5.4	8.2
Blended	9.5	5.9	6.9
NUMBER OF CUSTOMERS			
Small (fewer than 2,000 customers)	8.7	4.9	4.9
Medium (2,000–10,000 customers)	8.7	5.6	8.3
Large (more than 10,000 customers)	10.2	6.5	7.8

Primary training focus:

INDUSTRY	#1	#2
Computers – Software	Technologies used by customers	Problem-solving skills
Higher Education	Customer service skills	Technologies used to provide support
Financial Services – Banking	Technologies used by customers	Customer service skills
Government	Customer service skills	Problem-solving skills
Healthcare	Customer service skills	Problem-solving skills
Insurance	Customer service skills	Learning to use knowledge base
Manufacturing (noncomputer)	Customer service skills	Technologies used to provide support
Outsourced Services Providers	Technologies used by customers	Technologies used to provide support
Retail (includes Food and Beverage)	Technologies used by customers	Customer service skills Problem-solving skills
TYPE OF SUPPORT		
Internal only	Technologies used by customers	Customer service skills
External only	Technologies used by customers	Customer service skills
Blended	Customer service skills	Technologies used by customers
NUMBER OF CUSTOMERS		
Small (fewer than 2,000 customers)	Technologies used by customers	Customer service skills
Medium (2,000–10,000 customers)	Customer service skills	Technologies used by customers
Large (more than 10,000 customers)	Technologies used by customers	Customer service skills



The 2013 HDI Support Center Salary Report

Over 73 percent of the technical service and support industry is hiring, either filling positions as they become open or expanding to create new positions, and compensation is one of the issues organizations must address when seeking new talent.

In 2011, 34 percent of support centers were anticipating increasing salaries within the year. In 2012, this was down slightly to 32 percent, rising four percent in 2013, to 36 percent. Less than one percent of organizations expect to see salary decreases in the next twelve months, and 50 percent plan to stay about the same.

This year's survey results revealed that, on average, salaries increased by about two percent from 2012 levels (based on US data only). The average salaries fall right around the midpoint of the low and high ranges, whereas in 2012 they fell closer to the low end of the range for each position.

In this section, average salaries (US data only)* are listed for each position by size of support center (based on number of customers supported). Consistent with previous years, smaller support centers (fewer than 2,000 customers) are paying more at each staff level, while director-level salaries do not appear to be related to support center size.

Average salaries (again, US data only) have also been broken out by the type of support provided (internal only, external only, or blended) and the region of the United States in which the support center is located. The fifty US states fall into three regions, as follows:

East: Connecticut, Delaware, Florida, Georgia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, North Carolina, Pennsylvania, Rhode Island, South Carolina, Vermont, Virginia, Washington, DC, and West Virginia

Central: Alabama, Arizona, Arkansas, Colorado, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Ohio, Oklahoma, South Dakota, Tennessee, Texas, Utah, Wisconsin, and Wyoming

West: Alaska, California, Hawaii, Oregon, and Washington

Consistent with previous years, support staffs located in the western region are typically paid more than those in the central and eastern regions.

The number-one factor that determines salary increases for call screener/dispatch, customer service representatives, and level 1 support is customer service skills. Customer service skills drop to the number-two spot, after quality of work, for level 2 and desktop support technicians. For level 3, customer service skills make the top-five list, but are beaten out by quality of work, increased job responsibilities, and technical knowledge. For team leads and above, management and leadership skills are the top factors influencing salaries.

In 62 percent of support centers, managers receive bonuses, compared to 44 percent for support staffs. In addition, one percent of support centers will be adding bonuses in the next twelve months, while six percent are increasing bonuses and three percent are decreasing or eliminating them. Most organizations (83%) base manager bonuses on company or organization performance, while 60 percent base them on individual performance. Organizations also use department/team performance to determine bonuses for both staff and management, although this is less common (47% and 33%, respectively).

* The data included in this section encompasses all survey responses, except where specific salary amounts are reported. All compensation amounts are reported in US dollars for US data only.

The top five factors that influence salary increases for each position:

CALL SCREENER/DISPATCH



CUSTOMER SERVICE REPRESENTATIVE



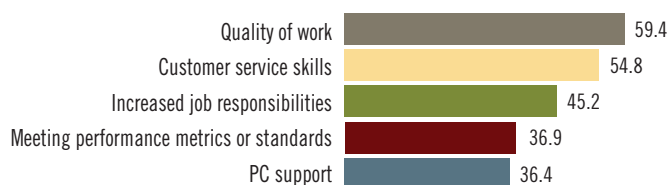
LEVEL 1 SUPPORT



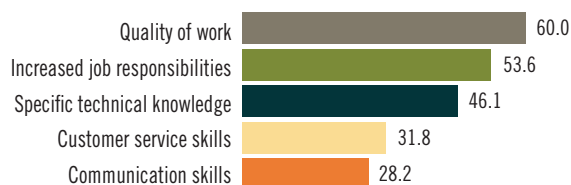
LEVEL 2 SUPPORT



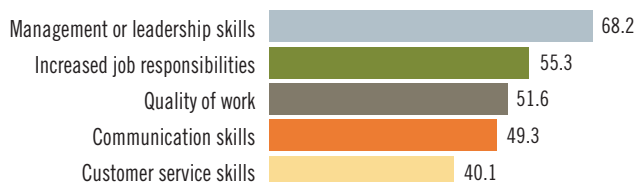
DESKTOP SUPPORT TECHNICIAN



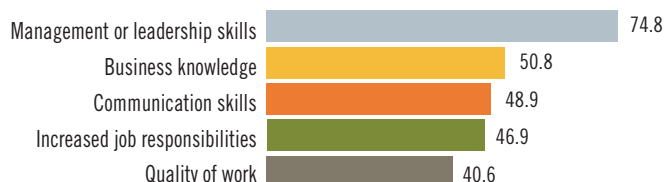
LEVEL 3 SUPPORT



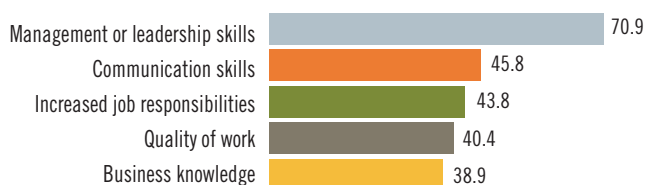
SUPPORT CENTER TEAM LEAD



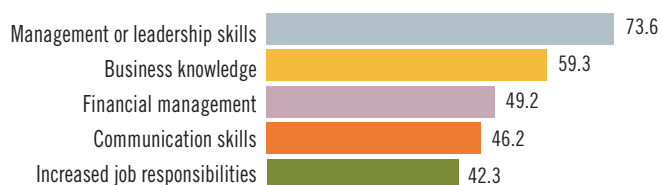
SUPPORT CENTER MANAGER



DESKTOP SUPPORT MANAGER

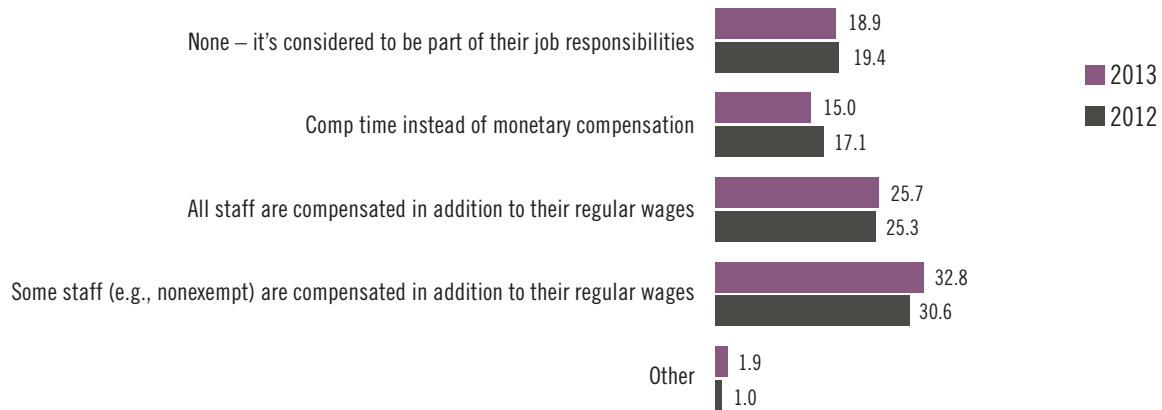


SUPPORT CENTER DIRECTOR



Percentage that selected each factor

Overtime compensation:



Percentage of organizations that provide monetary compensation for work performed outside of an employee's normally scheduled working hours (e.g., on-call coverage, holiday coverage, etc.)





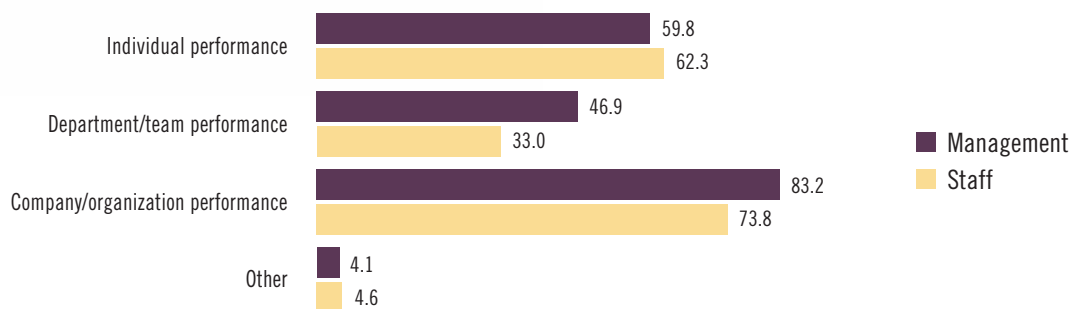
Bonuses:



Percentage of organizations that issue bonuses to each level

Of those organizations that offer them, bonuses are based on:

(Respondents were allowed to select all applicable options.)

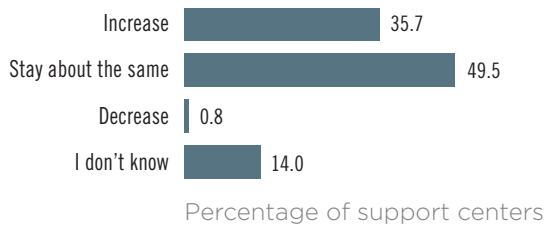


Percentage of organizations

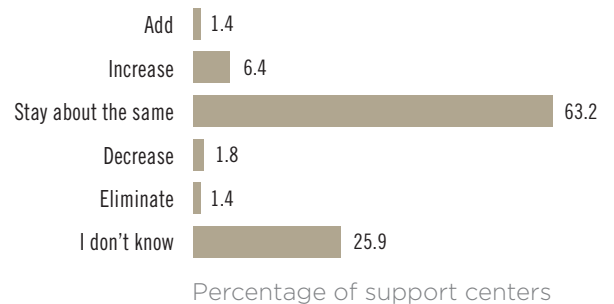


Support center compensation plans for the next twelve months:

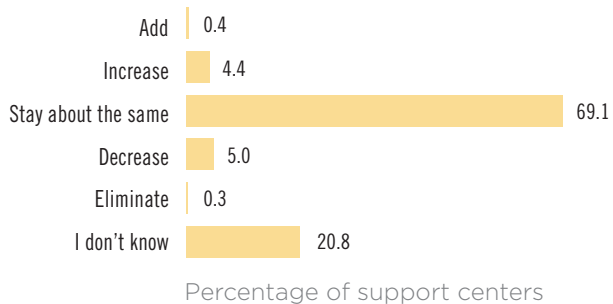
SALARIES



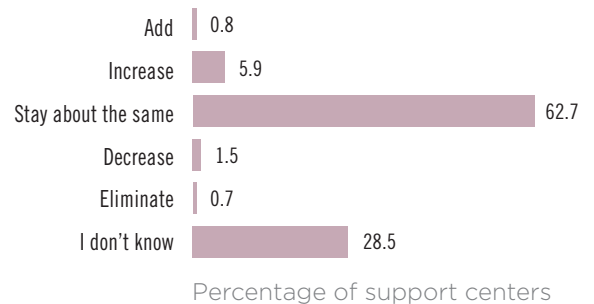
BONUSES



BENEFITS



PAY DIFFERENTIALS





Average annual salaries (US data only):

JOB LEVEL	NUMBER OF RESPONSES	Average Annual Salary Range		CURRENT AVERAGE SALARY
		LOW	HIGH	
Call Screener/Dispatch	54	\$31,066	\$40,393	\$35,758
Customer Service Representative	61	\$31,732	\$43,064	\$36,192
Level 1 Support	420	\$35,590	\$49,111	\$41,635
Level 2 Support	307	\$42,566	\$58,481	\$50,130
Desktop Support Technician	287	\$42,308	\$58,585	\$49,834
Level 3 Support	175	\$53,678	\$77,602	\$64,715
Support Center Team Lead	279	\$51,574	\$68,217	\$59,487
Support Center Manager	345	\$69,450	\$92,054	\$81,165
Desktop Support Manager	100	\$70,964	\$91,920	\$81,398
Support Center Director	196	\$91,657	\$121,551	\$107,415

Average salary by region (US data only):

	East	Central	West
NUMBER OF RESPONSES	132	234	50
Level 1 Support	\$40,994	\$40,931	\$47,680
Level 2 Support	\$50,206	\$48,895	\$56,570
Desktop Support Technician	\$50,454	\$48,930	limited data
Level 3 Support	\$66,892	\$62,933	limited data
Support Center Team Lead	\$57,316	\$58,666	\$69,567
Support Center Manager	\$84,161	\$78,131	\$87,603
Desktop Support Manager	\$83,103	\$78,328	limited data
Support Center Director	\$108,717	\$104,389	limited data

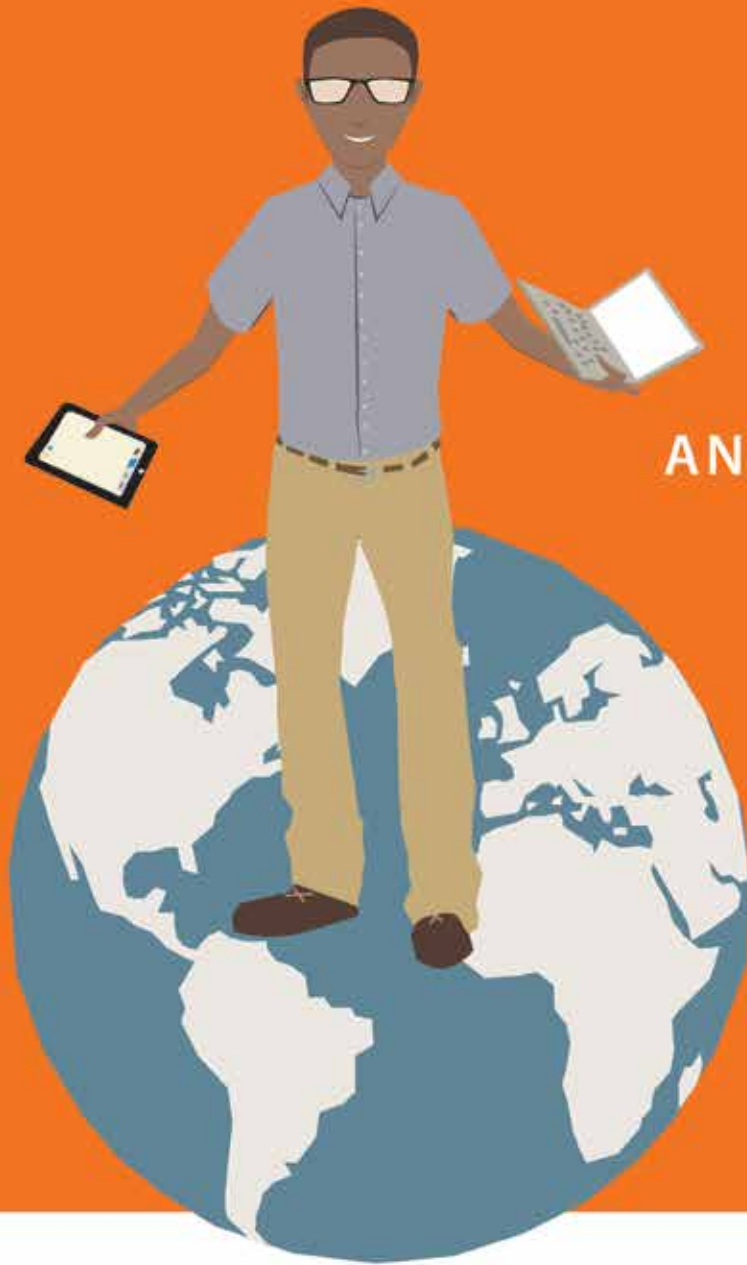
Average salary by size of customer base (US data only):

	Small (fewer than 2,000 customers)	Medium (2,000–10,000 customers)	Large (more than 10,000 customers)
NUMBER OF RESPONSES	121	147	153
Level 1 Support	\$43,540	\$42,364	\$39,388
Level 2 Support	\$53,109	\$49,473	\$48,213
Desktop Support Technician	\$51,375	\$51,512	\$46,080
Level 3 Support	\$66,379	\$63,344	\$63,886
Support Center Team Lead	\$63,216	\$60,377	\$56,543
Support Center Manager	\$80,665	\$83,277	\$79,744
Desktop Support Manager	limited data	\$84,862	\$77,935
Support Center Director	\$107,018	\$105,802	\$109,066

Average salary by type of support (US data only):

	Internal only	External only	Blended
NUMBER OF RESPONSES	162	36	219
Level 1 Support	\$36,586	\$39,678	\$40,485
Level 2 Support	\$51,729	\$50,032	\$49,189
Desktop Support Technician	\$50,920	limited data	\$49,086
Level 3 Support	\$68,158	limited data	\$63,039
Support Center Team Lead	\$62,298	\$57,561	\$57,536
Support Center Manager	\$83,777	\$79,979	\$79,300
Desktop Support Manager	\$80,538	limited data	\$81,647
Support Center Director	\$109,598	limited data	\$105,008





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