2018 PRACTICES & SALARY REPORTTechnology & Operations Edition

▼ CLICK/TAP ICONS TO JUMP TO A SECTION





OPERATIONS



ABOUT THE REPORT

Technology

▼ Click/Tap Each Entry for Charts

- Type of devices supported
- O Technologies used to provide support
- O Must-have technologies for providing successful support
- O Key factors motivating new technology implementations/upgrades
- O Alignment between technologies and specific methodologies/frameworks
- O Positions involved in selecting new technologies for the support center
- O Incident/ticket management solutions used to provide support
- O Individuals/teams responsible for providing remote support
- O Percentage of tickets resolved remotely
- Remote support technologies used by support
- O Self-service (i.e., Tier 0, unassisted self-help) tools made available to end users/ customers
- O Application packaging software used by desktop support
- O Imaging systems used by desktop support
- O Systems management tools used by desktop support
- Hosting practices for support technologies
- O Licensing models for support technology

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Technical support organizations rely on technology to provide successful end-user support. This section reveals the current practices and plans around technology used to provide technical support.





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Desktops/laptops (PC, Mac, etc.)

91%



Audio/visual (presentation equipment, projectors, TVs, sound system, video walls, etc.)



Peripherals (printers, scanners, etc.)

89%



Network devices (routers, switches, WAPs, hubs, etc.)





Mobile devices (smartphones, tablets, etc.)

88%



Other (SIM client, POS, kiosk, etc.)

61%



Telecom (desk phones, PBX, headsets, VoIP, etc.)





Internet of Things devices (wearables, exercise equipment, smarthome devices, etc.)

42%

Types of devices supported:



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Technologies used to provide support:

	We use it and haveWe use it but areWe're planeno plans to replaceplanning to replace/to add itor update itupdate it		Ve're plann o add it	ing	We do and w plans	on't use /e have to add	e it e no it		
Remote control	83%						13%	5 1	% <mark>2</mark> %
Collaboration	72%					15%		8%	4%
Incident management	72%					23%		4	<mark>% 1%</mark>
Imaging systems	71%					13%	<mark>2%</mark>		15%
Alerts/monitoring	71%					21%		39	<mark>%</mark> 5%
Remote monitoring	70%					16%	7	%	7%
Systems management	69%					19%		6%	6%
Change management	65%				22%	,)		6%	6%
Request management	64%				25%	,)		5%	6%
Reporting/analytics	64%				28%	,)		6	<mark>% 2</mark> %
Application packaging	63%				15%		8%		14%
Application licensing	62%				18%		7%		13%
Service level management	61%				20%		12%		7%
Knowledge management	60%				27%			10%	3%
Problem management	58%				22%		13%		7%
Configuration management	58%				17%	12	2%		12%
Customer satisfaction surveying	57%				27%		11	%	5%
Asset management	54%			25%			12%		9%
Call recording (QA/QM)	51%			11%	11%				27%
Service catalog	48%		23	%		19%			9%
Self-help (i.e., Tier 0)	46%		26%			20%			9%
Workforce management	45%		13%		12%				30%
Chat for support	40%		13%	23%					24%
Social media	33%	7%	9%						52%
Video for support	25%	9% 11%	6						55%





Must-have technologies for providing successful support:







Key factors motivating new technology implementations/upgrades:





CLICK/TAP ▼ FOR SECTIONS Alignment between technologies and specific methodologies/frameworks: Technology 72% ITIL Operations 35% Knowledge-Centered Service (KCS) Demographics HDI Support Center Standard 31% About the Report 13% Lean 11% Six Sigma 11% DevOps 8% ISO/IEC 20000 ISO 9000 7% 6% Capability Maturity Model (CMMI) 6% COBIT 5% Kaizen Microsoft Operations Framework (MOF) 5% Total Quality Management (TQM) 4% Process Maturity Framework (PMF) 3% Other 2% 12% None



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Positions involved in selecting new technologies for the support center:

	Involved in ADVISING/ INFLUENCING	Involved in SELECTION PROCESS	Involved in PURCHASING DECISION	Involved in PURCHASE APPROVAL	Other involvement	No involvement
Supportstafflevel	68%	43%	11%	2%	12%	18%
Support manager/ director level	78%	90%	79%	52%	11%	1%
Executive level	40%	43%	73%	88%	8%	3%













Remote support technologies used by support:



Percentage of organizations (Only reporting solutions with >5% adoption)









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Percentage of organizations (Only reporting solutions with >5% adoption)



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Hosting practices for support technologies:

	In-house server(s)	Managed service provider's server(s)		We env	b-based co [,] ironment	mputir	ng	Other	ſ
Alerts/monitoring	61%				20%		18%		<mark>2</mark> %
Application licensing	67%				1	5%	16%		1%
Application packaging	78%						13%	8%	1%
Asset management	65%				16%	6	17%		<mark>2</mark> %
Call recording (Q/A)	62%				17%		18%		3%
Change management	58%			1	9%		22%		1%
Chat for support	48%		21	%		28%			3%
Collaboration	47%		19%	%	33	%			<mark>2</mark> %
Configuration management	67%				1	7%	16%		1%
Customer satisfaction surveying	42%	2	7%			29%			1%
Imaging systems	76%						13%	9%	1%
Incident management	49%		2	4%		25	%		<mark>2</mark> %
Knowledge management	46%		22%)		80%			3%
Problem management	52%			22%			24%		<mark>2</mark> %
Remote control	57%			1	9%		22%		<mark>2</mark> %
Remote monitoring	62%				19%		17%		<mark>2</mark> %
Reporting/analytics	54%			21%			23%		<mark>2</mark> %
Request management	52%			22%			25%		1%
Self-help (e.g., Tier 0)	51%			19%		29%			1%
Service catalog	45%		22%		2	9%			4%
Service level management	52%			21%		25	%		<mark>2</mark> %
Social media	28%	23%		44%					4%
Systems management	63%				20%		15%		<mark>2</mark> %
Video for support	43%	2	23%		32	%			<mark>2</mark> %
Workforce management	44%		22%_		30	%			4%



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Licensing models for support technology:

	Subscription (scheduled renewal)	One-time purchase for life (includes maintenance)	One-tim (ongoing	e purchase for life g maintenance costs)	Other	
Alerts/monitoring	53%		15%	28%	4%	
Application licensing	56%		18%	24%	2 <mark>%</mark>	
Application packaging	55%		16%	27%	2%	
Asset management	45%	17%	34	4%	4%	
Call recording (Q/A)	45%	15%	35%	6	5%	
Change management	55%		13%	29%	3%	
Chat for support	59%		13%	28%	1%	
Collaboration	59%		14%	23%	5%	
Configuration management	53%		16%	30%	1%	
Customer satisfaction surveying	61%		8%	6 25%	7%	
Imaging systems	46%	20%		28%	5%	
Incident management	57%		12%	29%	<mark>2</mark> %	
Knowledge management	53%		11%	29%	6%	
Problem management	55%		13%	28%	4%	
Remote control	56%		11%	31%	2 <mark>%</mark>	
Remote monitoring	56%		14%	26%	3%	
Reporting/analytics	54%		13%	29%	4%	
Request management	57%		12%	28%	3%	
Self-help (e.g., Tier 0)	50%	13	8%	28%	8%	
Service catalog	54%		11%	31%	4%	
Service level management	52%		11%	34%	3%	
Social media	50%	13	8%	22%	15%	
Systems management	51%	1	5%	30%	4%	
Video for support	56%		12%	26%	5%	
Workforce management	51%		7%	23%	9%	





Numerous methodologies, frameworks, and process guide the technical support industry. This section identifies those that are being used and reveals insights into the internal operations of the technical support organizations and its relation to the business.



Operations

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- O Current and planned use of specific methodologies, frameworks, and processes
- O Service management processes support organizations have adopted
- Techniques for enforcing compliance with support processes
- O Staff involvement in knowledge management
- O Problem management practices, processes, and roles
- Maintaining service level agreements
- O Percentage of tickets that meet SLA/OLA goals or targets
- O Process maturity in desktop support
- O Charging end users/customers for support services

Outsourcing

- O Expectations for outsourcing support services over the next year
- O Distribution of outsourced staff
- O Outsourcing status for support functions
- O Factors influencing the decision to outsource or consider outsourcing
- O Factors influencing the decision not to outsource





Current and planned use of specific methodologies, frameworks, and processes:











Techniques for enforcing compliance with support processes:

Closed-ticket review	68%
Open-ticket review/queue review	64%
Coaching/mentoring	62%
Individual performance review	60%
Customer surveying	59%
Audits	55%
Service improvement project	17%

Percentage of organizations

Staff involvement in knowledge management:

Use it: Search knowledge base to resolve issues	96%	
Add it: Contribute new articles to knowledge base for others to use	82%	
Flag it: Note articles that need improvement	77%	
Fix it: Modify articles that need improvement	74%	
Submit it: Review articles and make them available for use	68%	



Percentage of organizations

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Maintaining service level agreements:



Percentage of organizations

Percentage of tickets that meet SLA/OLA goals or targets:











Charging end users/customers for support services:



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Outsourcing

Expectations for outsourcing support services over the next year:



Percentage of organizations

72% of organizations that are currently outsourcing are outsourcing less than half of their support services.

Distribution of outsourced staff:







Outsourcing status for support functions:

	No plans to outsource	Currently outsourced	Being considered for outsourcing	Outsourced in the past	Br in	inging -house	J back e	
After-hours support	49%		34%		8	%	7%	2%
Asset management	82%				10	%	7%	2%
Desktop support	78%				9%	5%	5%	3%
Out-of-country support	73%			239	%			4%
Hardware support and repair	68%			23%			<mark>3%</mark> 5%	3%
Internet/web support	70%			21%			<mark>3%</mark> 4%	1%
Multilingual support	69%			21%		3	<mark>%</mark> 6%	1%
Network support	66%			18%		8%	4%	3%
Overflow support (peak call loads)	63%			22%		11%	3%	1%
Proprietary application support	73%			209	%		5%	2%
Software/application support	72%			20%		1	1 <mark>%</mark> 6%	1%
Support center management	81%				9%	5	5% 4%	1%
Support center staff	68%			20%		3%	7%	2%
Depot repair	59%			31%		4	4% <mark>3%</mark>	3%
Imaging	75%			9	%	9%	6%	1%
Printer support	40%		45%			8%	5%	1%
Deployments	72%			13%		7%	6%	2%
Local dispatch to deskside	80%				12%	1	1 <mark>%</mark> 6%	1%
Field dispatch to deskside	77%				13%	4	4 <mark>%</mark> 4%	1%
Mobile device support	76%				12%	5%	<u> </u>	2%





Factors influencing the decision to outsource or consider outsourcing:

Percentage of organizations

Factors influencing the decision not to outsource:



Demographics

Service and support organizations of every size, from more than twenty industries, participated in this year's survey. This section of the report includes the profile of the 303 survey responses included in the report.



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- O Industries supported
- O Size of the company/organization, by number of employees
- O Number of support centers and support center FTEs
- O Number of desktop support teams and desktop support FTEs
- O Location of support centers and desktop support teams
- O Type of support provided
- O Support organization's annual budget

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Size of the company/organization, by number of employees:



Percentage of organizations

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Number of support centers:



Number of support center FTEs:





CLICK/TAP ▼ FOR SECTIONS Number of desktop support FTEs: Number of desktop support teams: Technology Operations Demographics About the Report **49%** 1 **53%** 10 or fewer 8% 🧶 2 18% 🛑 11-20 8% – 3 **9% 2**1-30 4% • 4 **7% 3**1-50 6% 95 **4% 5**1-75 **6% 7**6-100 **11%** • 6-10 **14%** – More than 10 2% | 101-500 2% • 501-1,000 1% • More than 1,000









Type of support provided:



In blended support environments, 59% of the support provided is internal and 41% is external.









The HDI Practices & Salary Report is a tool used by service and support leaders to better understand the workings and state of the industry as a whole, and to provide them with the knowledge needed to make research-based decisions that will ultimately improve the support provided by their organizations and help them advance in their careers. This report illustrates current practices, processes, plans, and challenges related to technology and operations.

All survey responses were collected via a web-based survey, open from July to August 2018. This report compiles the responses from 303 service and support professionals in more than twenty vertical industries. One-quarter of respondents are at the director-level or above; 54% are either managers or specialist managers (knowledge, workforce, etc.). Nearly one-third of respondents are affiliated with the support center and desktop support; nearly two-thirds are affiliated exclusively with the support center.



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Defining the Support Organization

In this report, most of the information presented refers to the support organization as a whole. The illustration below should help to clarify some of the terminology used for the purposes of this report.







Job Titles

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're typically technical specialists and may also be responsible for participating in root cause analysis of problems. (This doesn't include desktop support technicians, who are reported on separately.)

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're involved when the ticket cannot be resolved by either level 1 or level 2, and when there's high business impact or urgency. Level 3 support is commonly provided by either an internal engineering/development team or an external vendor, by 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.

DESKTOP SUPPORT TEAM LEAD: An advanced DST who, in addition to DST responsibilities, provides training, mentoring, and/or coaching for a team of DSTs, but does not have direct staff management responsibilities. May have oversight responsibility for processes, project management tasks, and/or providing support to management.

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.

DESKTOP SUPPORT MANAGER: Manages a team of DSTs and/or supervisors while executing the operational and tactical plans of desktop support, and satisfying customer and business needs. Responsibilities may include performance management, monitoring/reporting metrics, audits, purchase approvals, and other similar job functions.

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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.

DESKTOP SUPPORT DIRECTOR: 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.

Salary Regions (US)

Where applicable, average US salaries are broken out by region. The fifty US states fall into three regions, as follows:

EAST: Connecticut, the District of Columbia, Florida, Georgia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, North Carolina, Pennsylvania, Rhode Island, South Carolina, Vermont, Virginia, 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



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About HDI

In 1989, HDI became the first membership association and certification body created for the service and support industry. Since then, HDI has remained the source for professional development by offering the resources needed to promote organization-wide success through exceptional customer service. In other words, we help professionals in service management better connect with customers, and that's just good business. We do this by facilitating collaboration and networking, hosting acclaimed conferences and events, producing renowned publications and research, and certifying and training thousands of professionals each year.

Service and support professionals love HDI because it provides them with a profound sense of community. At 190,000 people strong, HDI is a community built by industry peers and leaders that gives you the resources, knowledge, and drive to be great at what you do.

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