2018 PRACTICES & SALARY REPORT
Technology & Operations Edition

▼ CLICK/TAP ICONS TO JUMP TO A SECTION

TECHNOLOGY

OPERATIONS

DEMOGRAPHICS

ABOUT THE REPORT

Technology

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.

Click/Tap Each Entry for Charts

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

Types of devices supported:

Desktops/laptops (PC, Mac, etc.)
91%

Peripherals (printers, scanners, etc.)
89%

Mobile devices (smartphones, tablets, etc.)
88%

Telecom (desk phones, PBX, headsets, VoIP, etc.)
75%

Audio/visual (presentation equipment, projectors, TVs, sound system, video walls, etc.)
72%

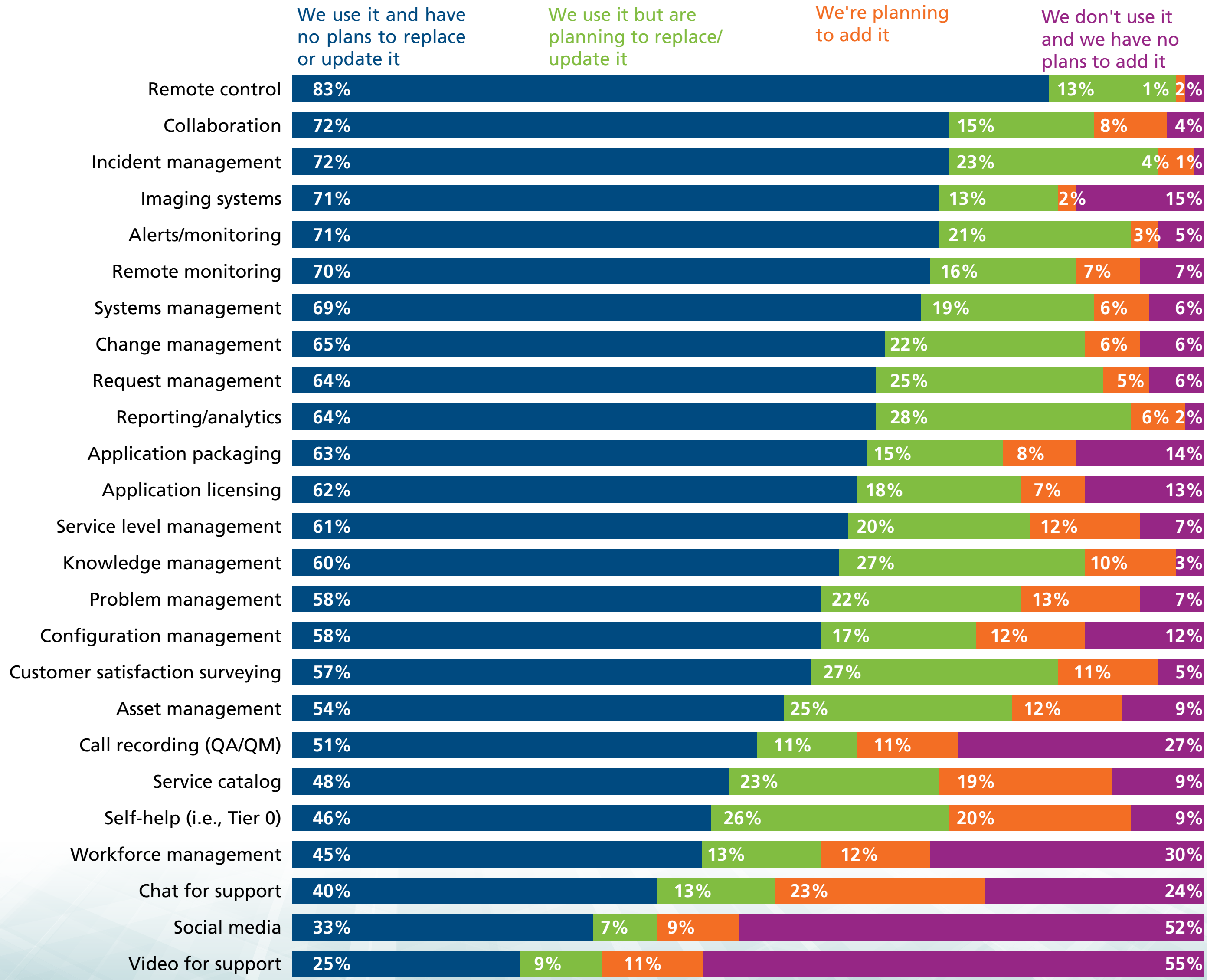
Network devices (routers, switches, WAPs, hubs, etc.)
65%

Other (SIM client, POS, kiosk, etc.)
61%

Internet of Things devices (wearables, exercise equipment, smarthome devices, etc.)
42%

Percentage of organizations

Technologies used to provide support:



Percentage of organizations

Must-have technologies for providing successful support:

Percentage of organizations

CLICK/TAP
▼ FOR SECTIONS

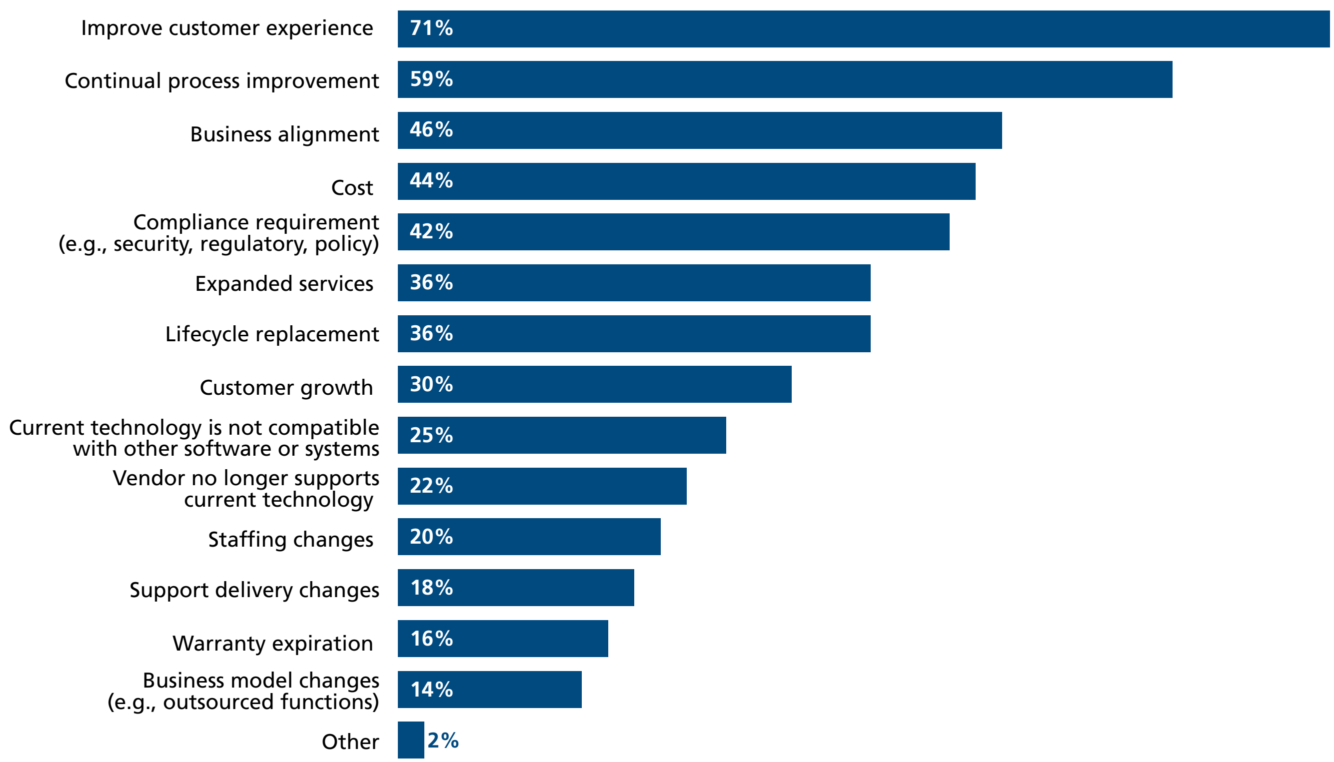
Technology

Operations

Demographics

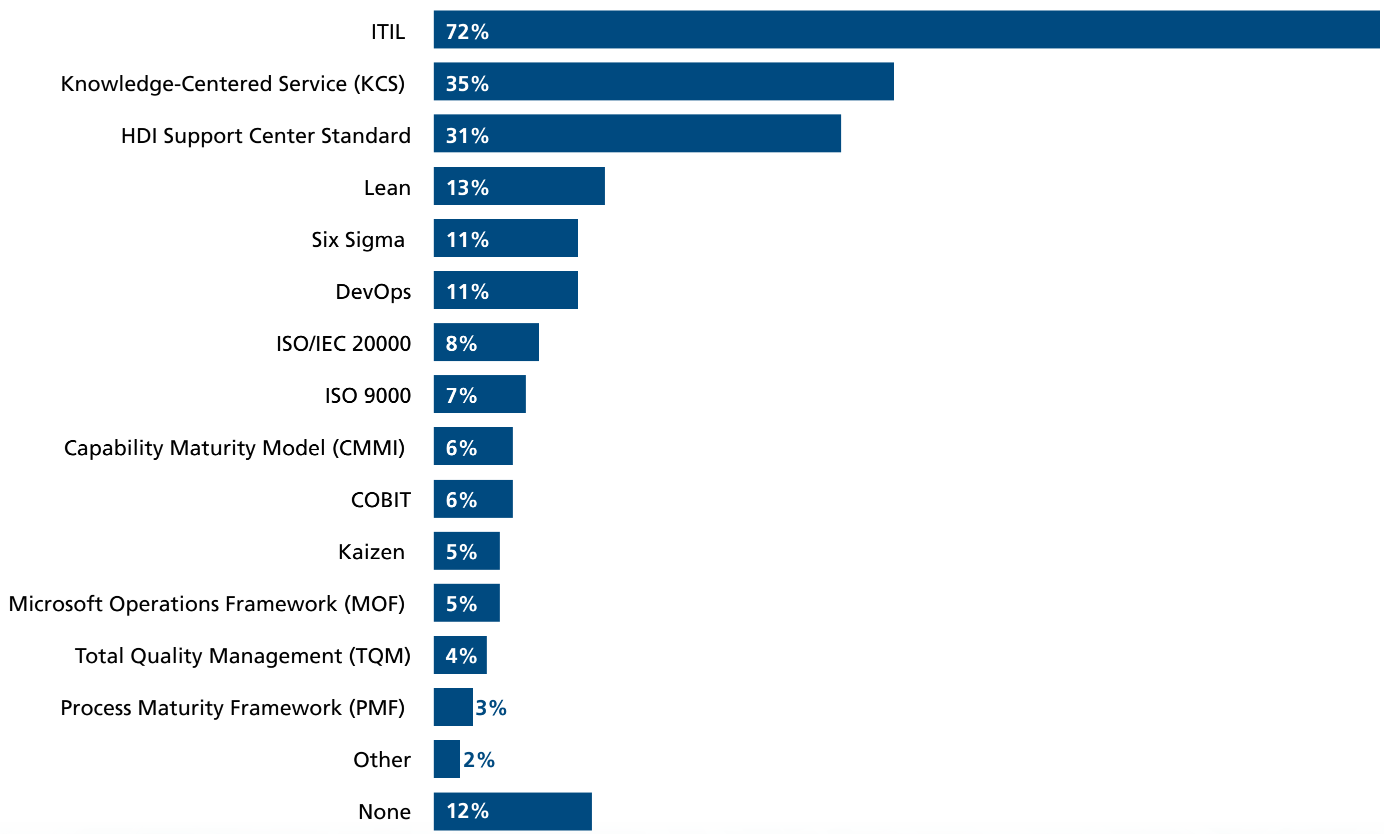
About the Report

Key factors motivating new technology implementations/upgrades:



Percentage of organizations

Alignment between technologies and specific methodologies/frameworks:



Percentage of organizations

Positions involved in selecting new technologies for the support center:

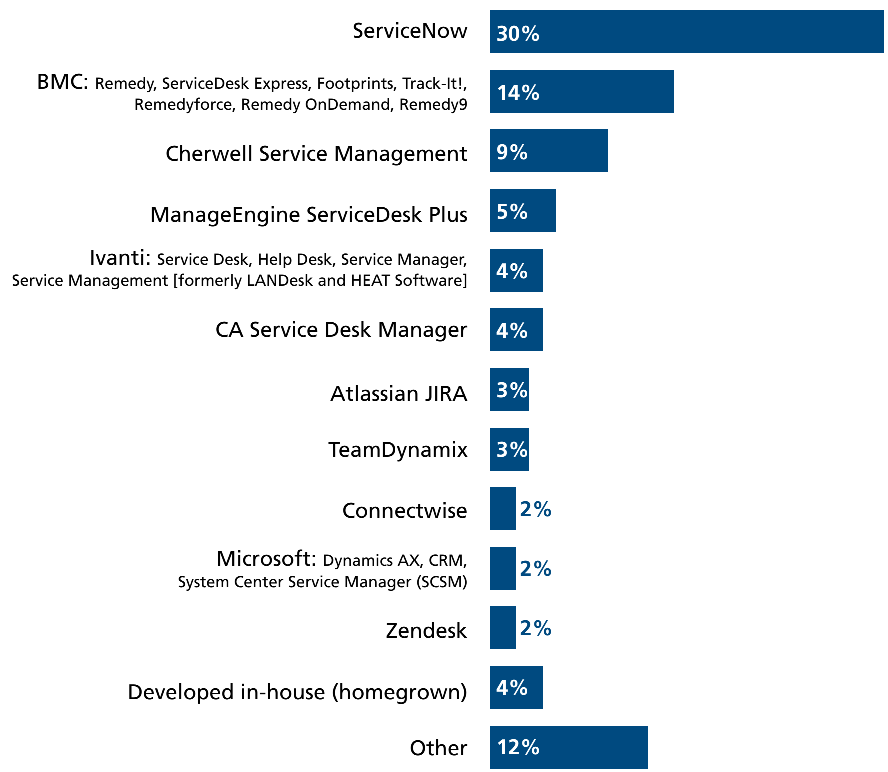
	Involved in ADVISING/ INFLUENCING	Involved in SELECTION PROCESS	Involved in PURCHASING DECISION	Involved in PURCHASE APPROVAL	Other involvement	No involvement
Support staff level	68%	43%	11%	2%	12%	18%
Support manager/ director level	78%	90%	79%	52%	11%	1%
Executive level	40%	43%	73%	88%	8%	3%

Percentage of organizations

CLICK/TAP FOR SECTIONS

- Technology
- Operations
- Demographics
- About the Report

Incident/ticket management solutions used to provide support:



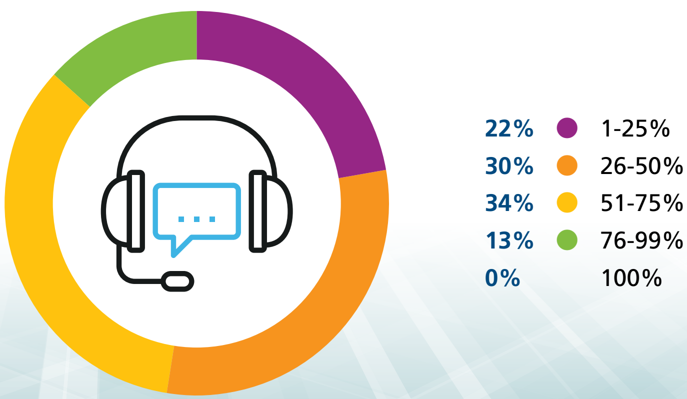
Percentage of organizations
(Only reporting tools with >1% adoption)

Individuals/teams responsible for providing remote support:

Percentage of organizations

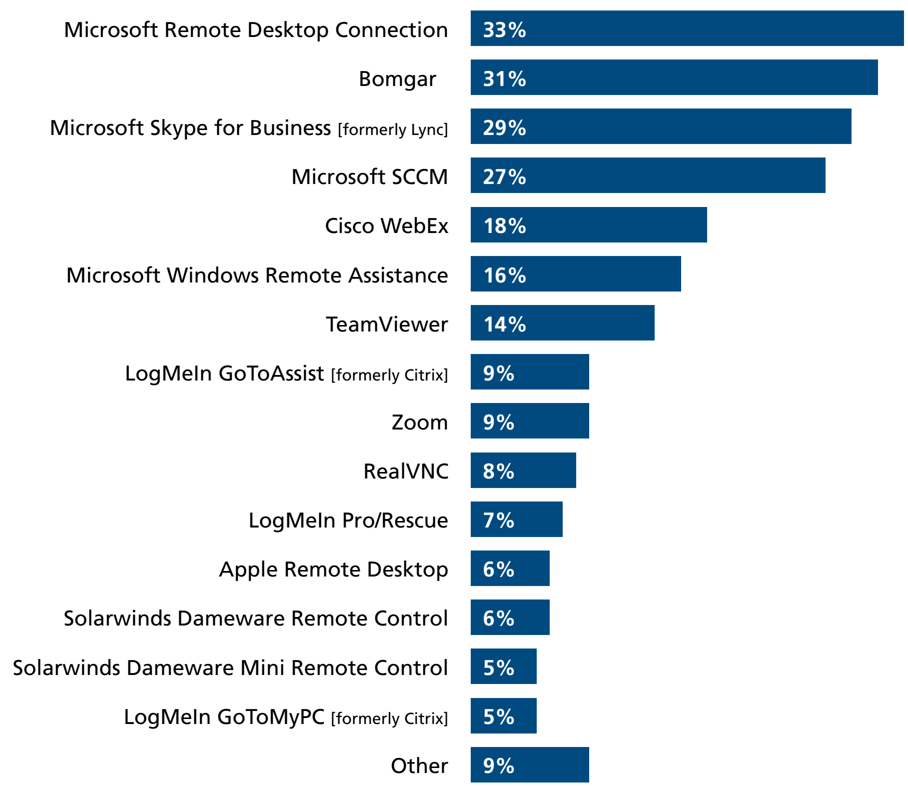
25% of organizations formally measure the percentage of tickets resolved using remote support.

Percentage of tickets resolved remotely:



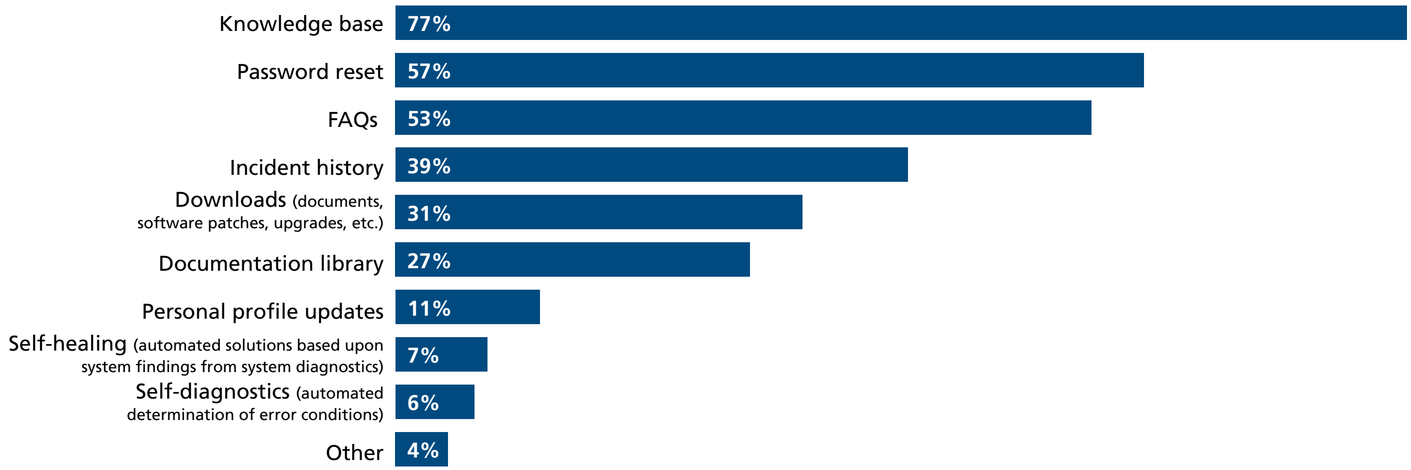
Percentage of organizations

Remote support technologies used by support:



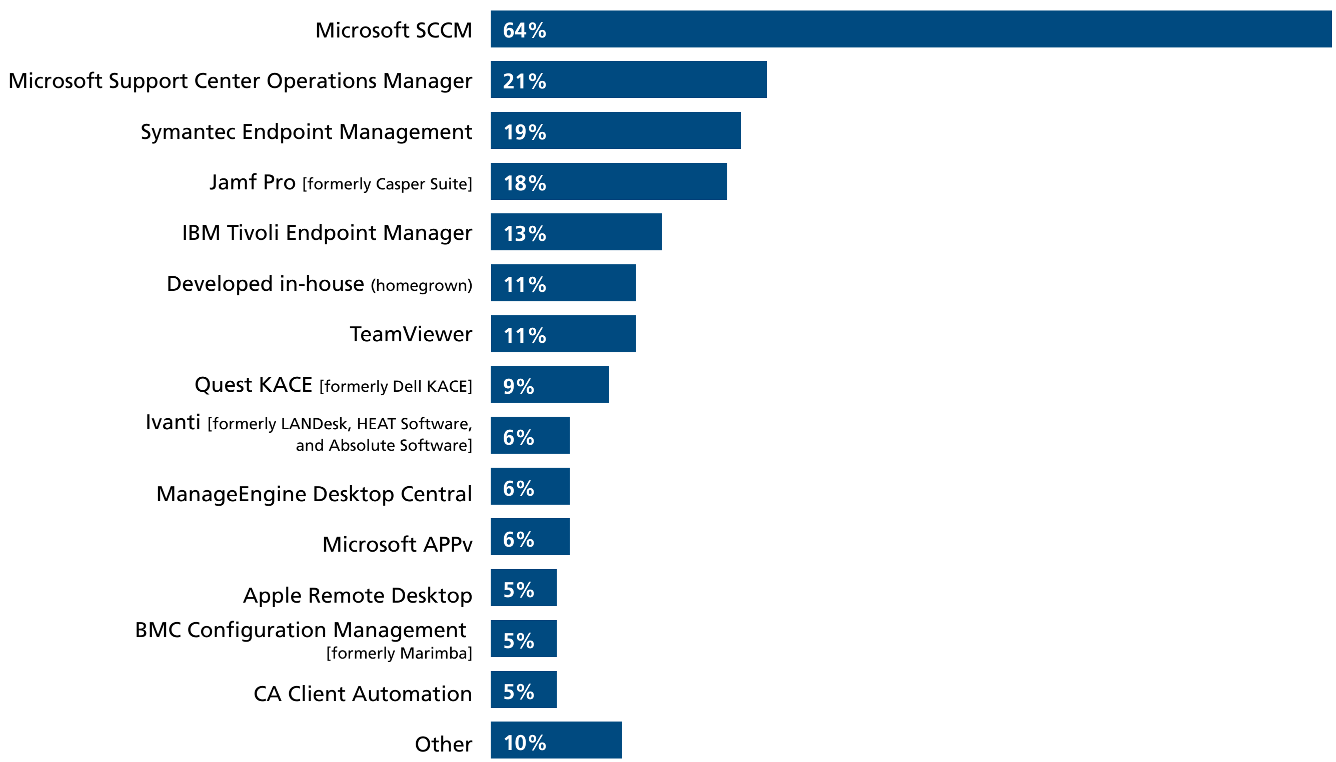
Percentage of organizations
(Only reporting solutions with >5% adoption)

Self-service (i.e., Tier 0, unassisted self-help) tools made available to end users/customers:



Percentage of organizations

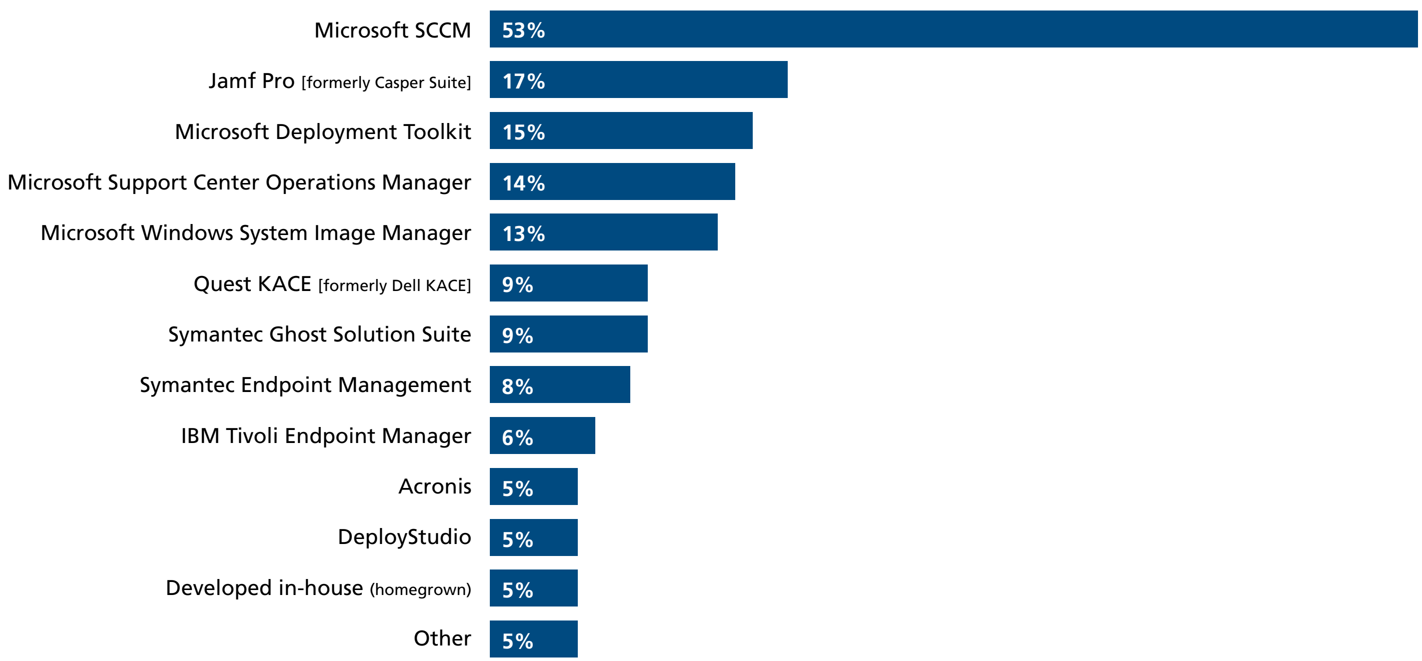
Application packaging software used by support:



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

CLICK/TAP FOR SECTIONS

Imaging systems used by desktop support:

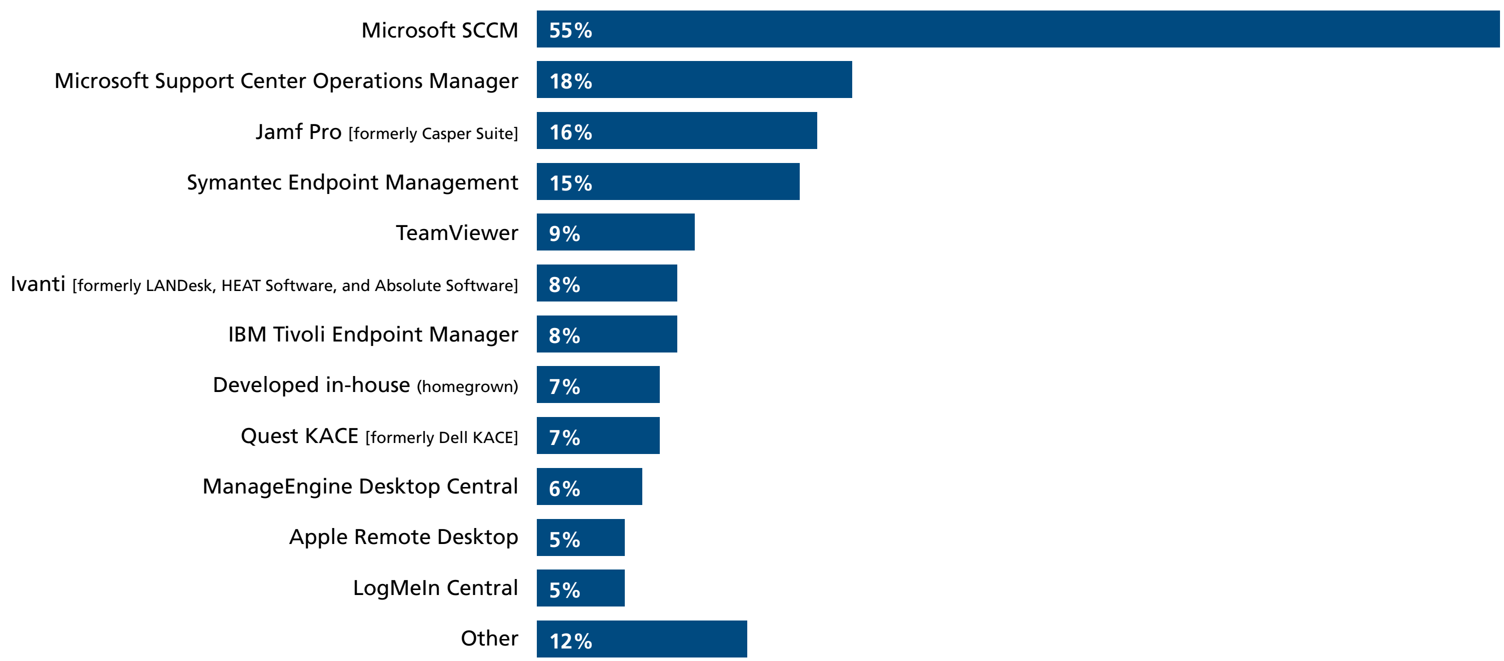


Percentage of organizations
(Only reporting solutions with >5% adoption)

CLICK/TAP FOR SECTIONS

- Technology
- Operations
- Demographics
- About the Report

Systems management tools used by desktop support:

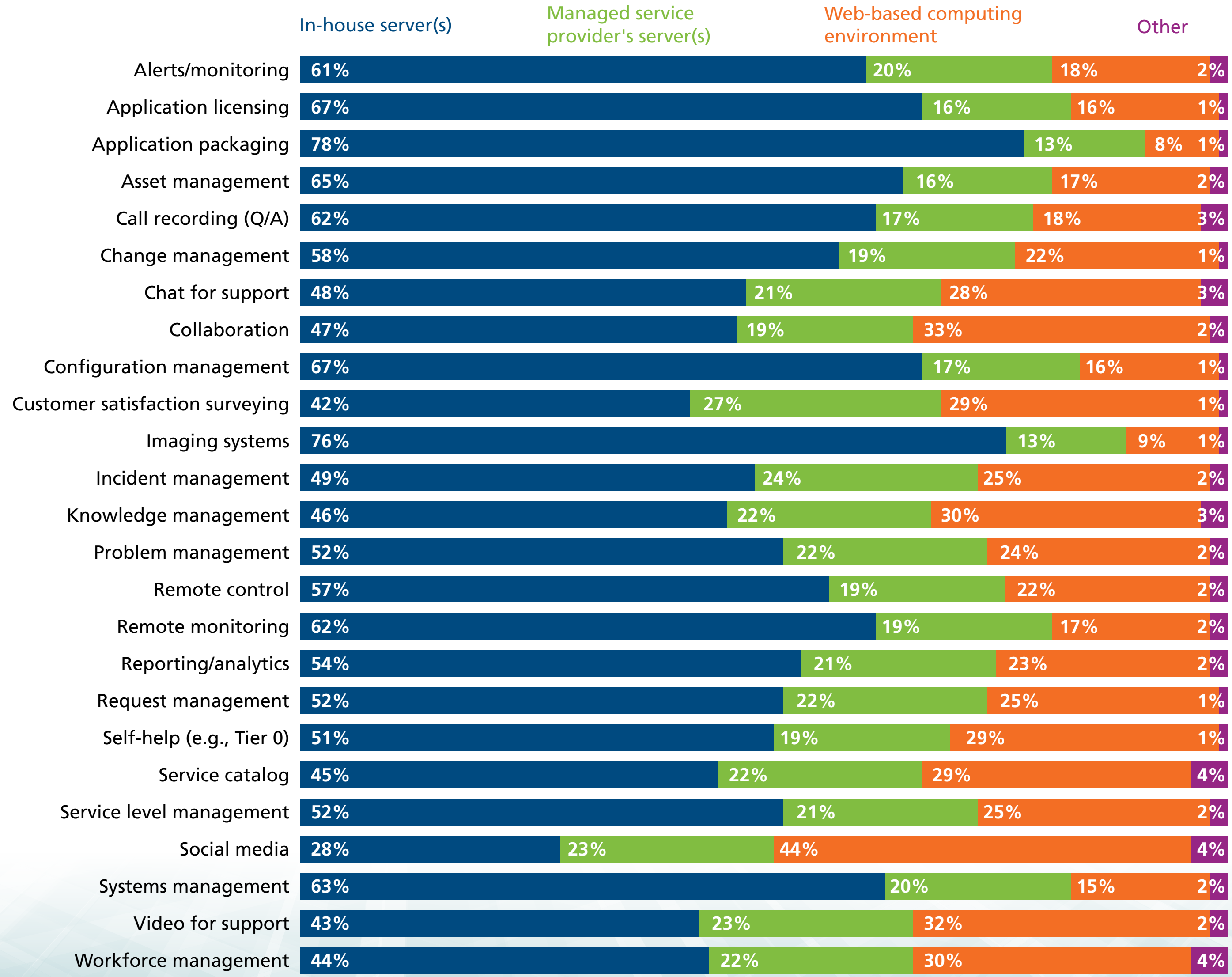


Percentage of organizations
(Only reporting solutions with >5% adoption)

CLICK/TAP
▼ FOR SECTIONS

- Technology
- Operations
- Demographics
- About the Report

Hosting practices for support technologies:



Percentage of organizations

CLICK/TAP
▼ FOR SECTIONS

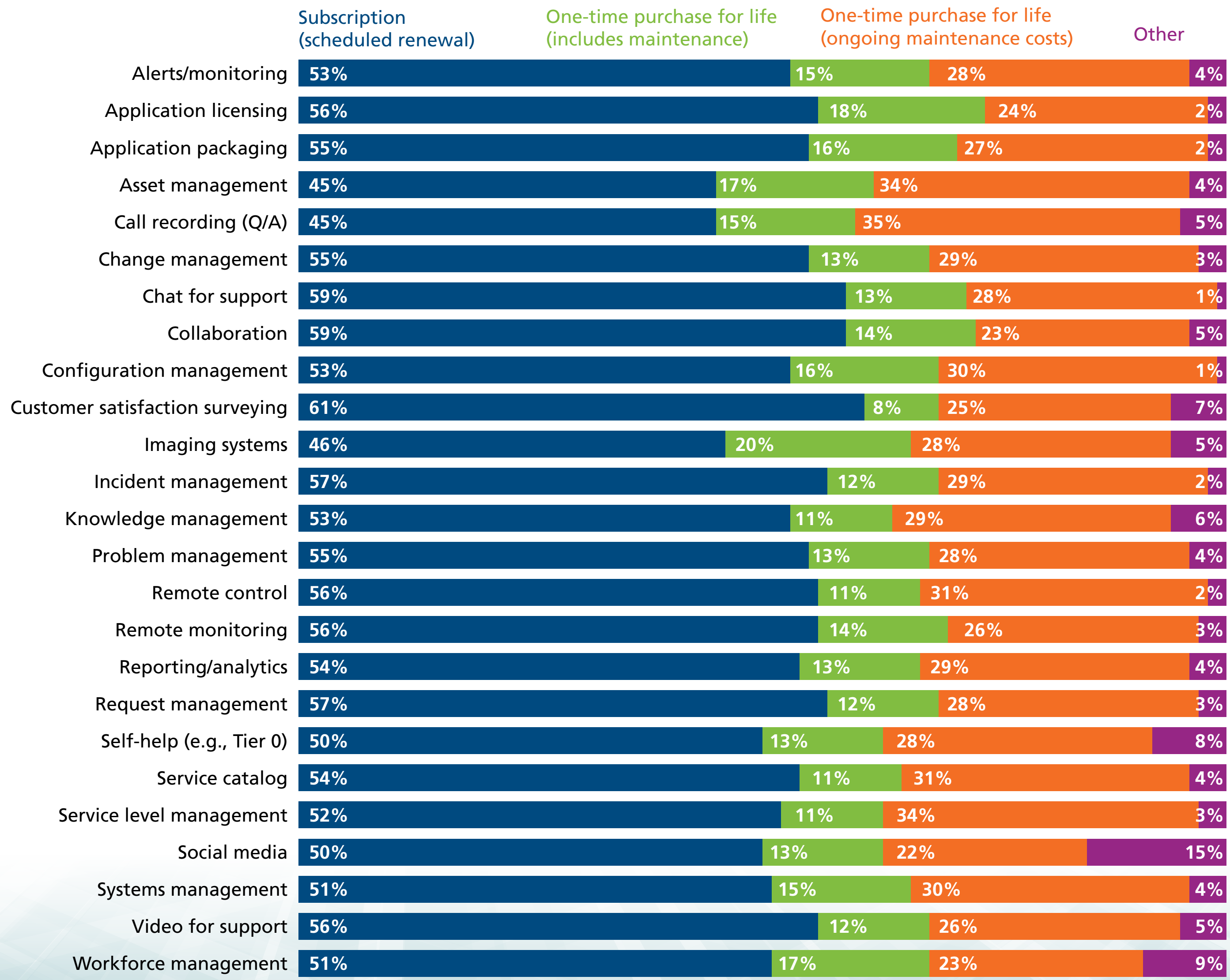
Technology

Operations

Demographics

About the Report

Licensing models for support technology:



Percentage of organizations

▼ CLICK/TAP FOR SECTIONS

- Technology
- Operations
- Demographics
- About the Report

Operations

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.

▼ Click/Tap Each Entry for Charts

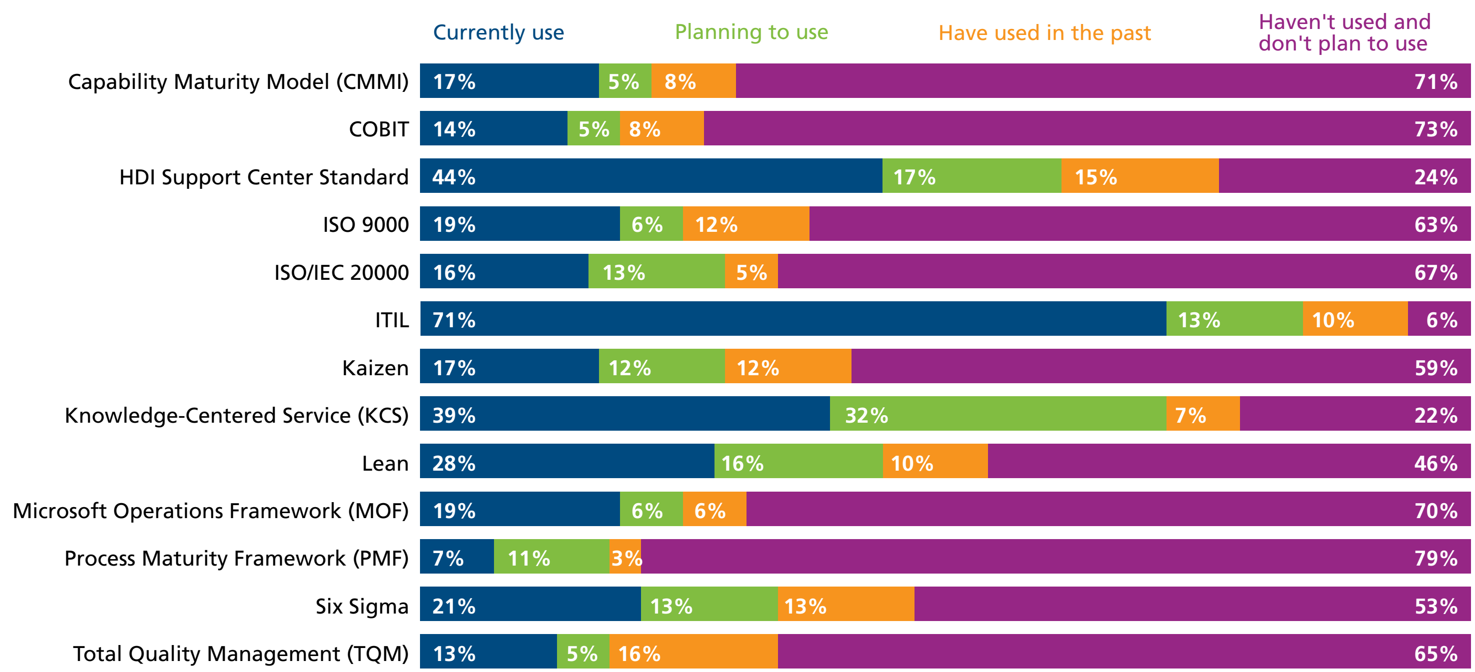
- Current and planned use of specific methodologies, frameworks, and processes
- Service management processes support organizations have adopted
- Techniques for enforcing compliance with support processes
- Staff involvement in knowledge management
- Problem management practices, processes, and roles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

Outsourcing

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

CLICK/TAP FOR SECTIONS
Technology
Operations
Demographics
About the Report

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



Percentage of organizations

CLICK/TAP FOR SECTIONS

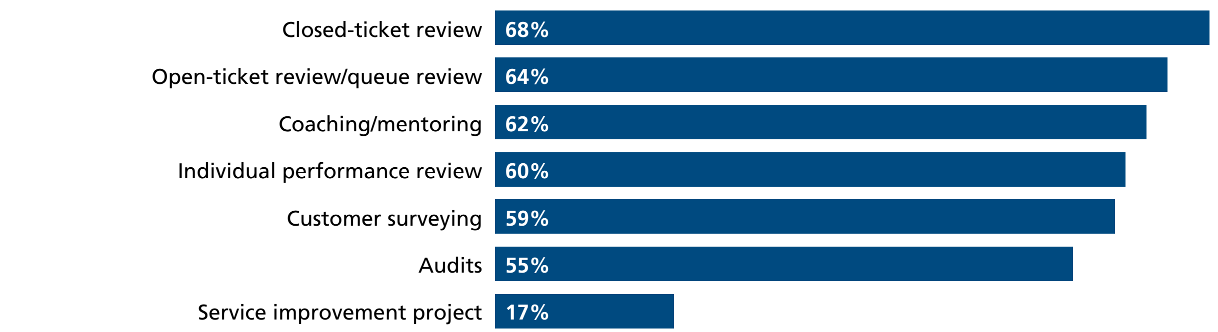
- Technology
- Operations
- Demographics
- About the Report

Service management processes support organizations have adopted:

CLICK/TAP
FOR SECTIONS

- Technology
- Operations
- Demographics
- About the Report

Techniques for enforcing compliance with support processes:



Percentage of organizations

Staff involvement in knowledge management:

Percentage of organizations

Problem management practices, processes, and roles:

Formal problem management processes		Dedicated problem manager (or similar position)		Decrease in recurring incidents due to problem management	
59%	Yes	19%	Yes	37%	Yes
37%	Somewhat	44%	Somewhat	43%	Somewhat
4%	No	38%	No	21%	No

Percentage of organizations

CLICK/TAP FOR SECTIONS

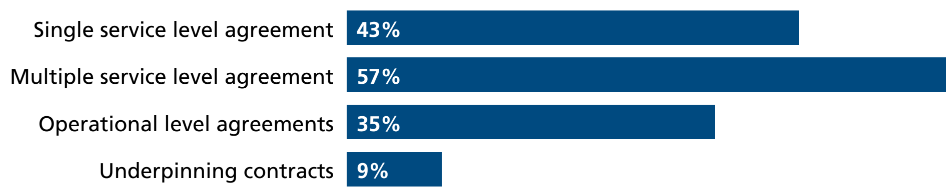
Technology

Operations

Demographics

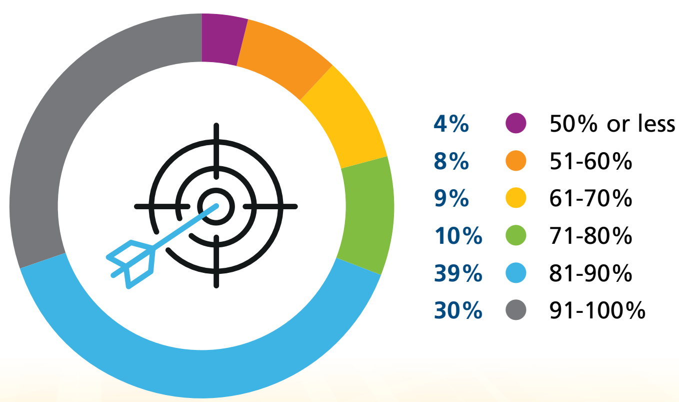
About the Report

Maintaining service level agreements:



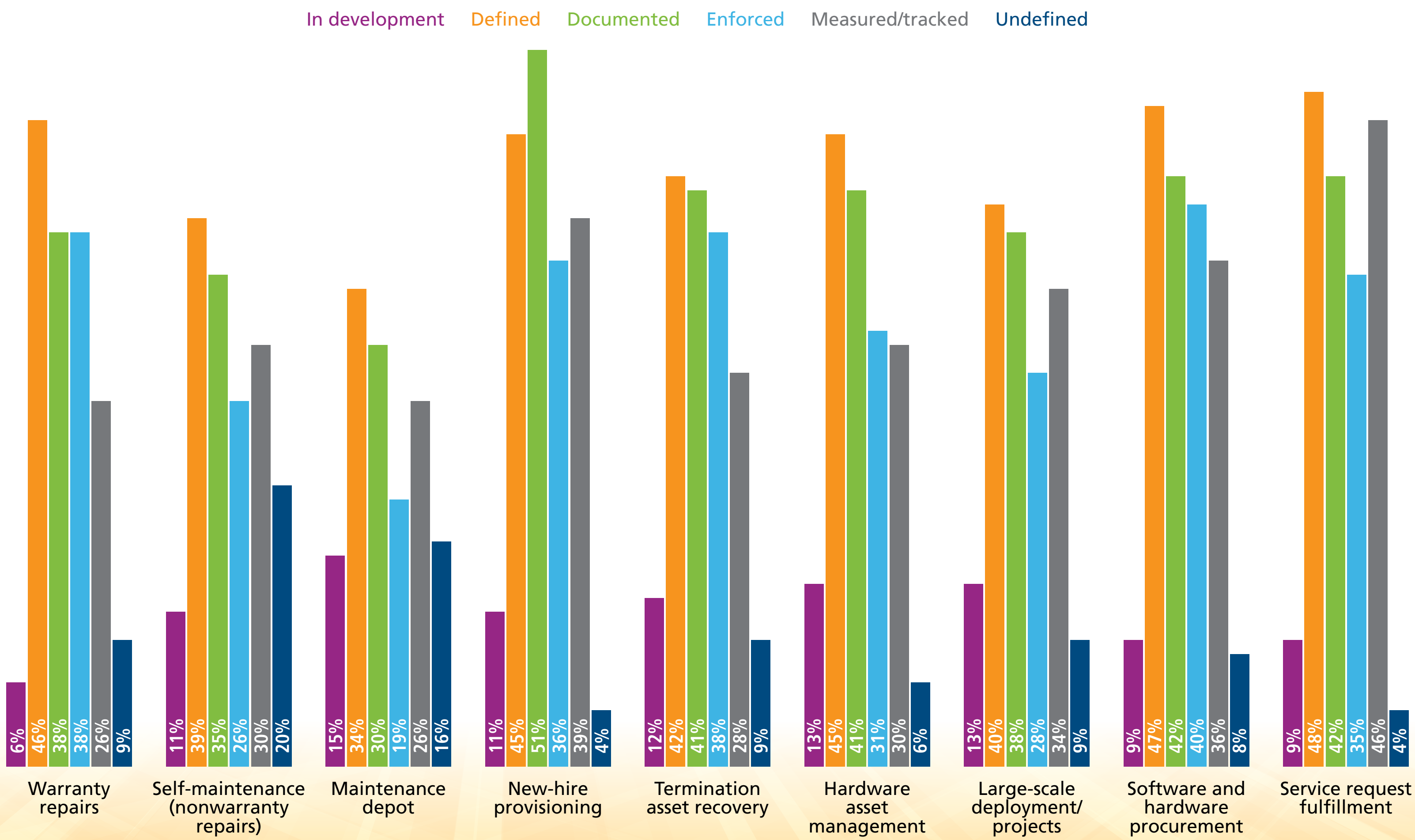
Percentage of organizations

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



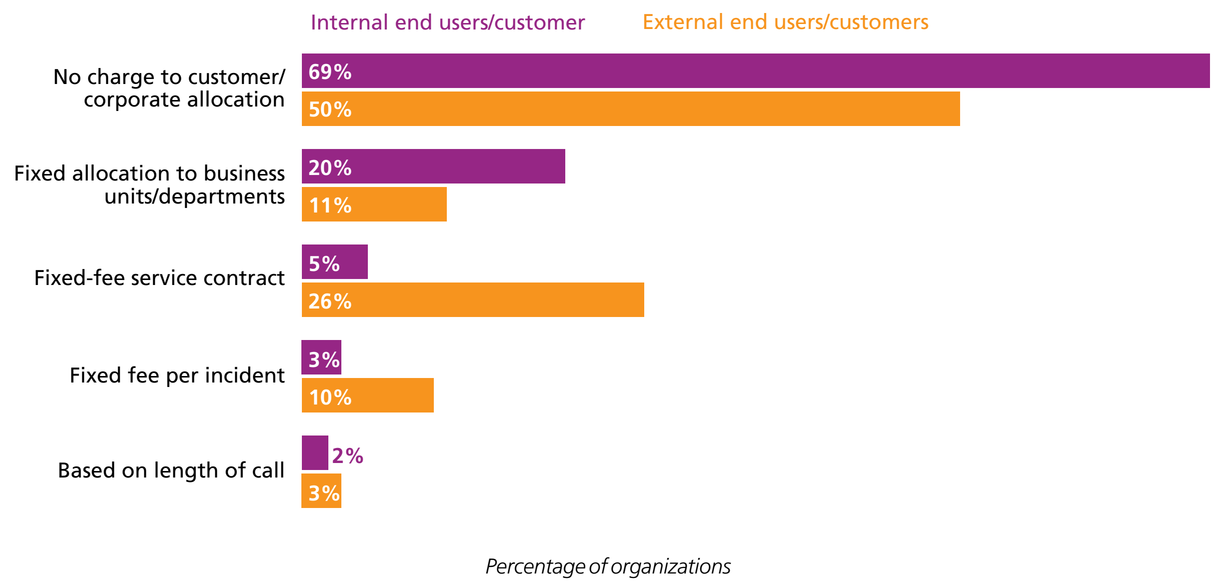
Percentage of organizations

Process maturity in desktop support:



Percentage of organizations

Charging end users/customers for support services:



CLICK/TAP
▼ FOR SECTIONS

Technology

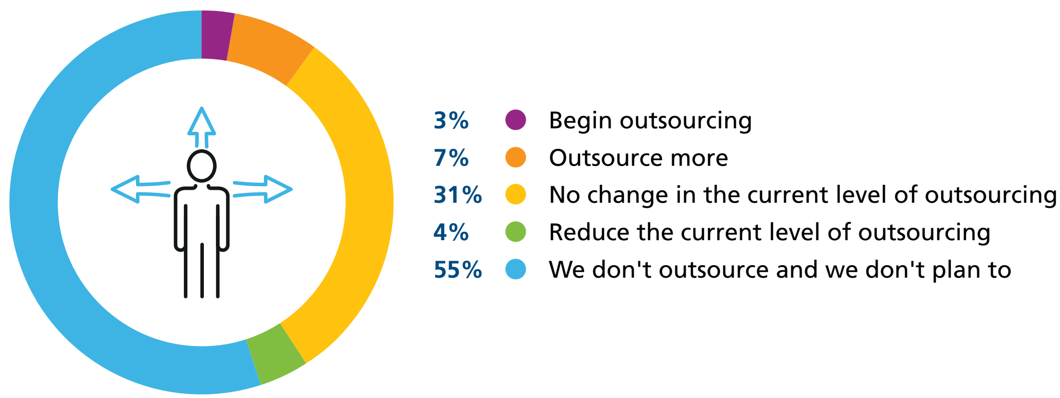
Operations

Demographics

About the Report

Outsourcing

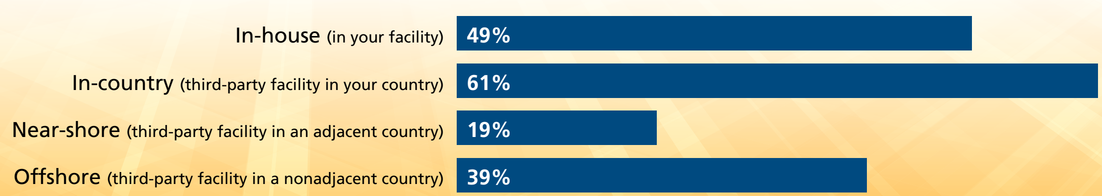
Expectations for outsourcing support services over the next year:



Percentage of organizations

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

Distribution of outsourced staff:

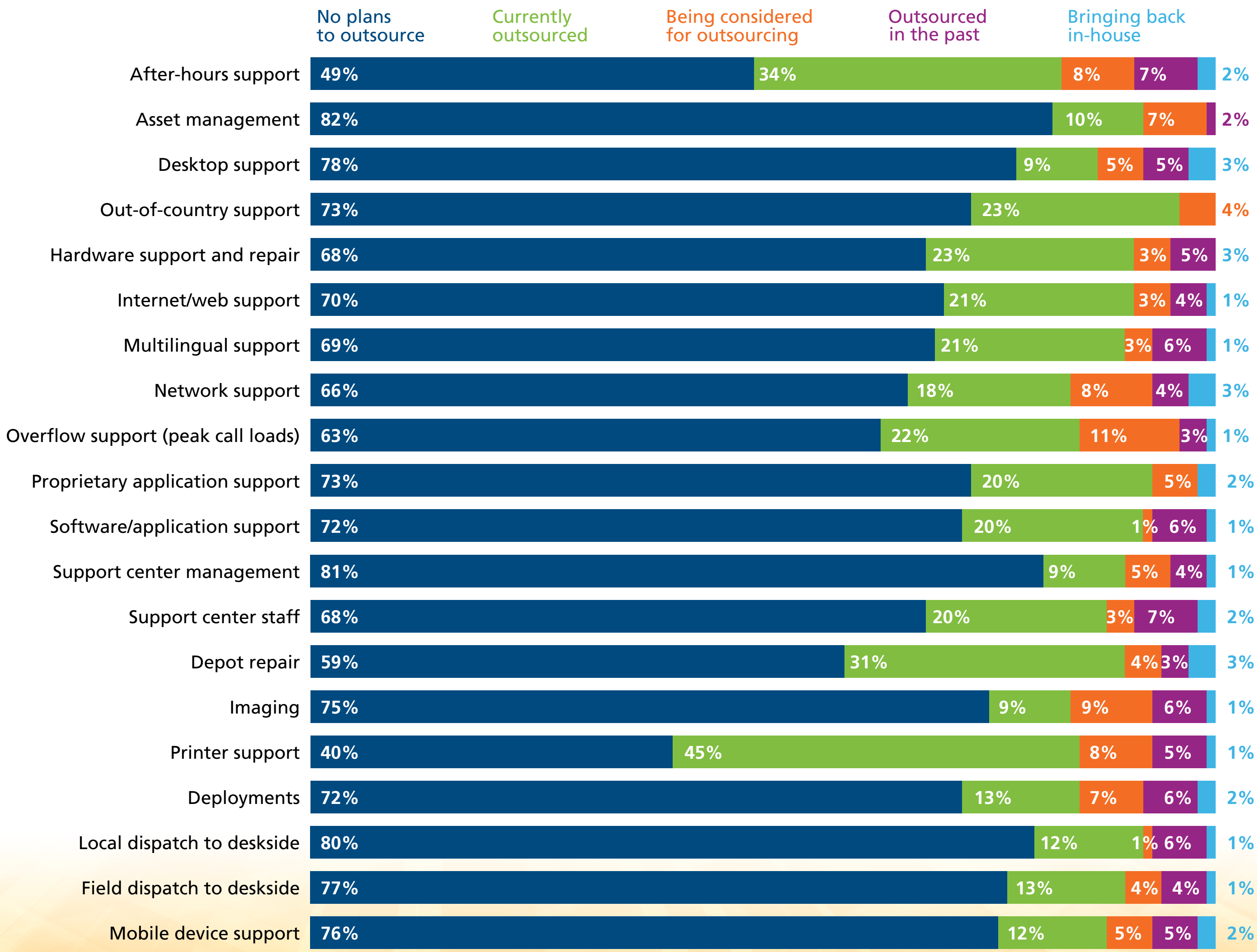


Percentage of organizations

CLICK/TAP
▼ FOR SECTIONS

- Technology
- Operations
- Demographics
- About the Report

Outsourcing status for support functions:



Percentage of organizations

CLICK/TAP
FOR SECTIONS

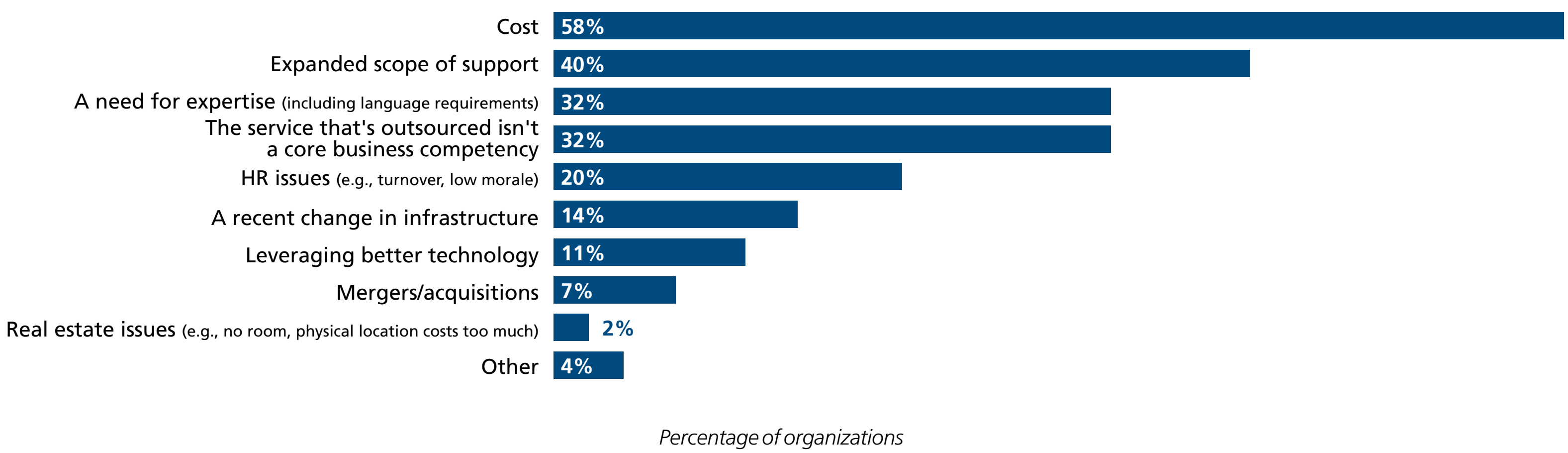
Technology

Operations

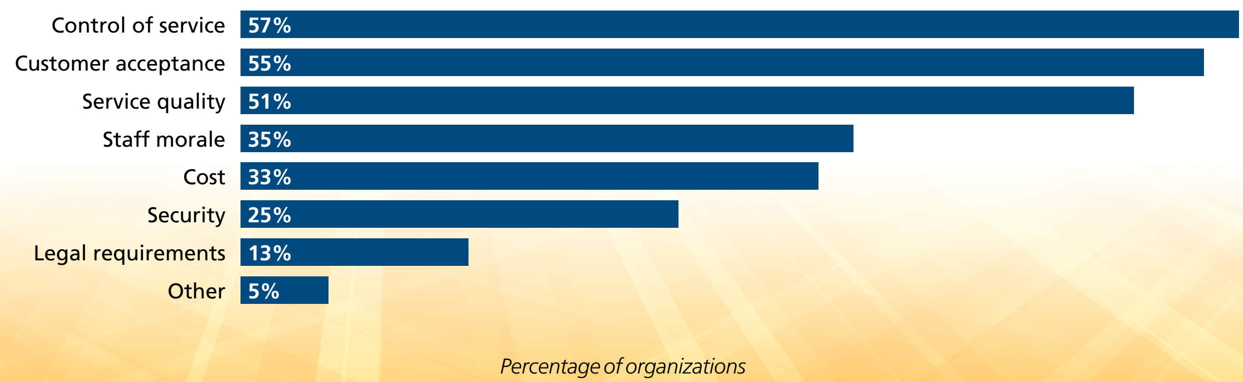
Demographics

About the Report

Factors influencing the decision to outsource or consider outsourcing:



Factors influencing the decision not to outsource:



▼ CLICK/TAP FOR SECTIONS

- Technology
- Operations
- Demographics
- About the Report

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.

▼ Click/Tap Each Entry to View

Industries supported:

Percentage of organizations

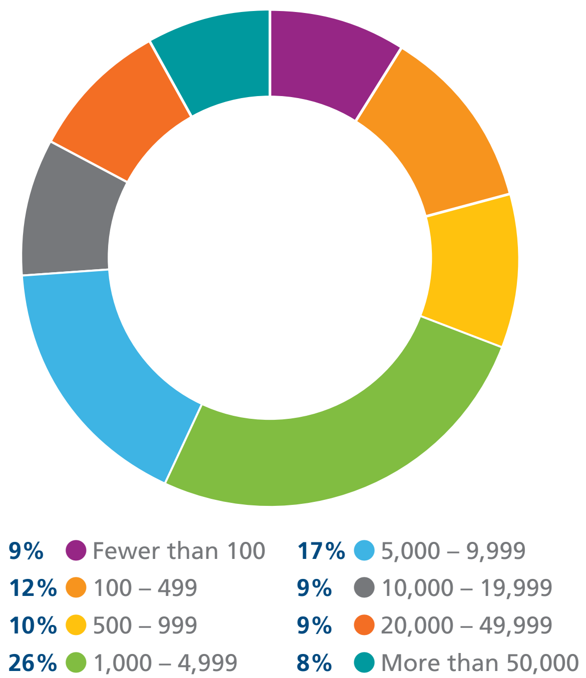
Top 5 Industries Supported by MSPs

1. Financial/legal services
2. Healthcare provider
3. Government/military (local, state, federal)
4. Customer support provider
5. Software development

CLICK/TAP
▼ FOR SECTIONS

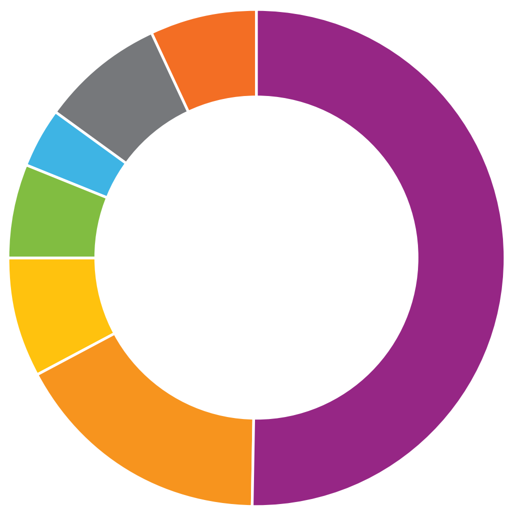
Technology
Operations
Demographics
About the Report

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



Percentage of organizations

Number of support centers:



51% 1

17% 2

8% 3

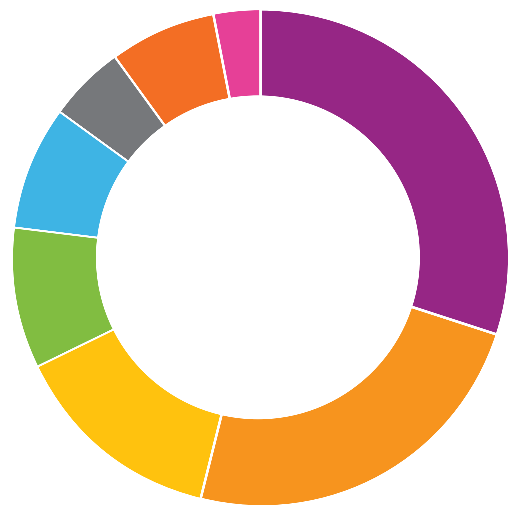
6% 4

4% 5

8% 6-10

7% More than 10

Number of support center FTEs:



30% 10 or fewer

24% 11-20

14% 21-30

9% 31-50

8% 51-75

5% 76-100

7% 101-500

0% 501-1,000

3% More than 1,000

Percentage of organizations

CLICK/TAP
▼ FOR SECTIONS

Technology

Operations

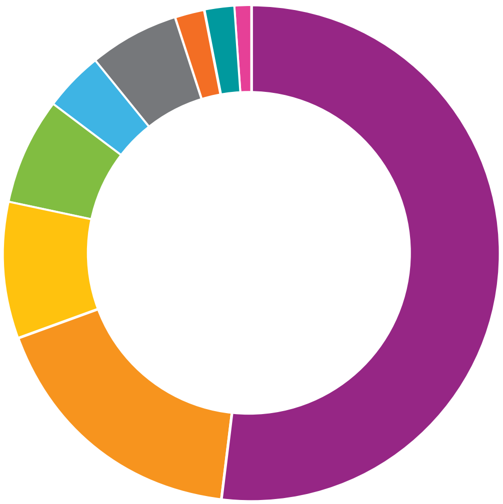
Demographics

About the Report

Number of desktop support teams:

49% 1
8% 2
8% 3
4% 4
6% 5
11% 6-10
14% More than 10

Number of desktop support FTEs:



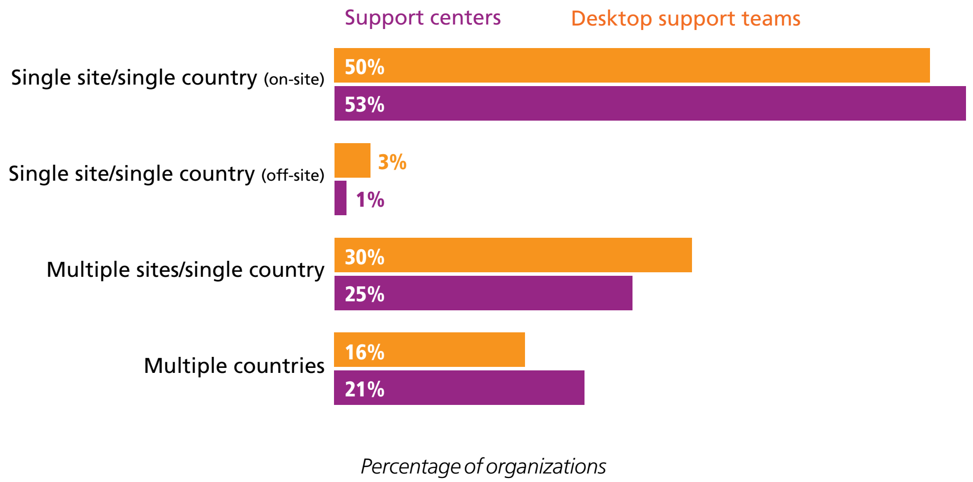
53% 10 or fewer
18% 11-20
9% 21-30
7% 31-50
4% 51-75
6% 76-100
2% 101-500
2% 501-1,000
1% More than 1,000

Percentage of organizations

CLICK/TAP
▼ FOR SECTIONS

Technology
Operations
Demographics
About the Report

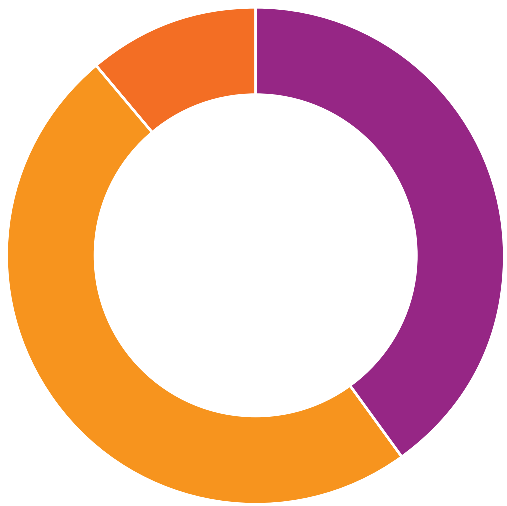
Location of support centers and desktop support teams:



CLICK/TAP
▼ FOR SECTIONS

Technology
Operations
Demographics
About the Report

Type of support provided:



Percentage of organizations

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

Support organization's annual budget:

CLICK/TAP
▼ FOR SECTIONS

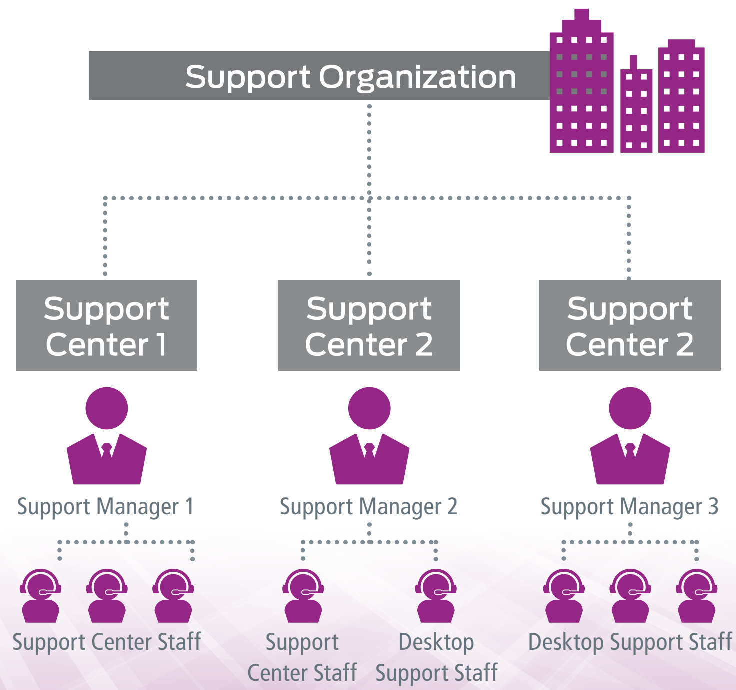
About the Report

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.

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.

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

HDI

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.

HDI | 121 South Tejon Street, Suite 1100 | Colorado Springs, CO | 80903

SURVEY DEVELOPMENT

Roy Atkinson

Megan Selva

ANALYSIS AND EDITORIAL

Megan Selva

DESIGN

Cat Chang

Katharine Nelson