



2018 PRACTICES & SALARY REPORT

Staff and Salary Edition

▼ CLICK/TAP ICONS TO JUMP TO A SECTION



STAFF AND STRUCTURE



SALARY



DEMOGRAPHICS



ABOUT THE REPORT

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Staff and Structure

The quality of service provided by support staff is critical to the reputation of the entire organization. This section sheds light on the service and support industry's plans and practices for hiring, training, and professional development.



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- Positions in the support organization
- Leading the support organization
- Areas of additional responsibility

HIRING AND RETENTION

- Hiring expectations for the next 12 months
- Top 10 skills for hiring and promotion
- Organizations are having the most difficulty finding skilled candidates to fill the following positions:
- Average tenure, by position
- Average turnover, by position
- Current home-based staff policy
- Expectations and requirements for home-based staff
- Policies for dispatching home-based staff to end users/customers

PROFESSIONAL DEVELOPMENT

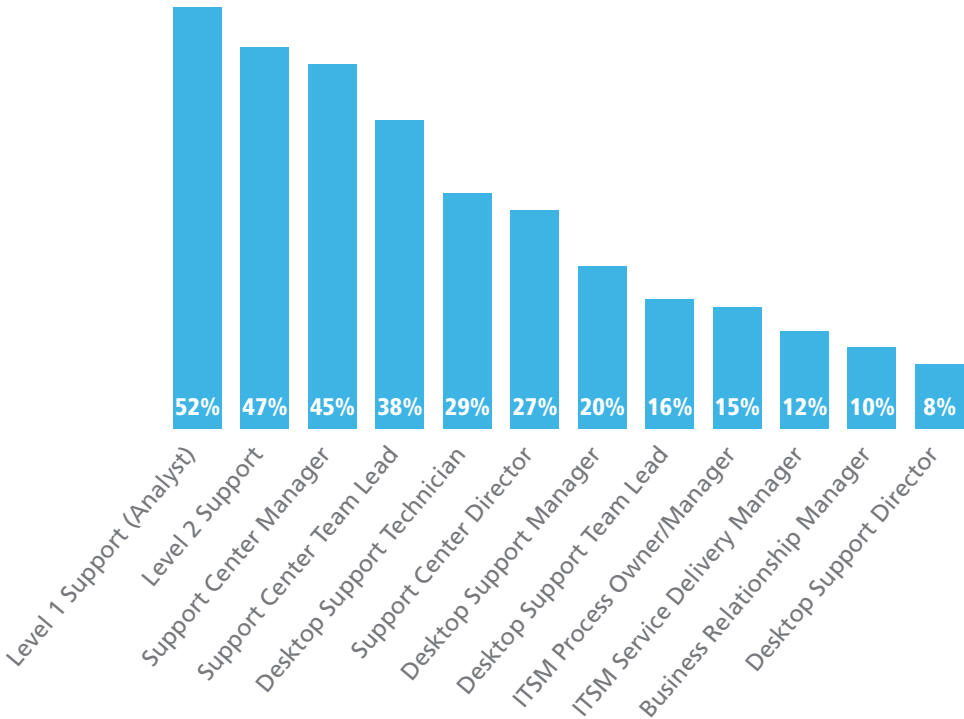
- Formal training, by level
- Amount of training, by level
- Training methods used, by level
- Primary training focus for new frontline hires
- Time to proficiency for new frontline hires
- Expectations/requirements regarding frontline staff certification
- Top 5 certifications for frontline staff

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STRUCTURE

Positions in the support organization:

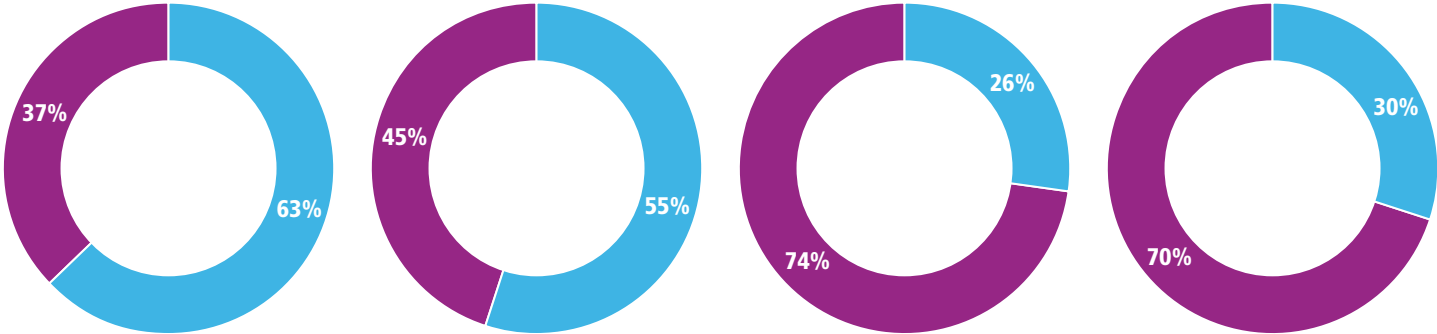


Percentage of organizations

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Leading the support organization:



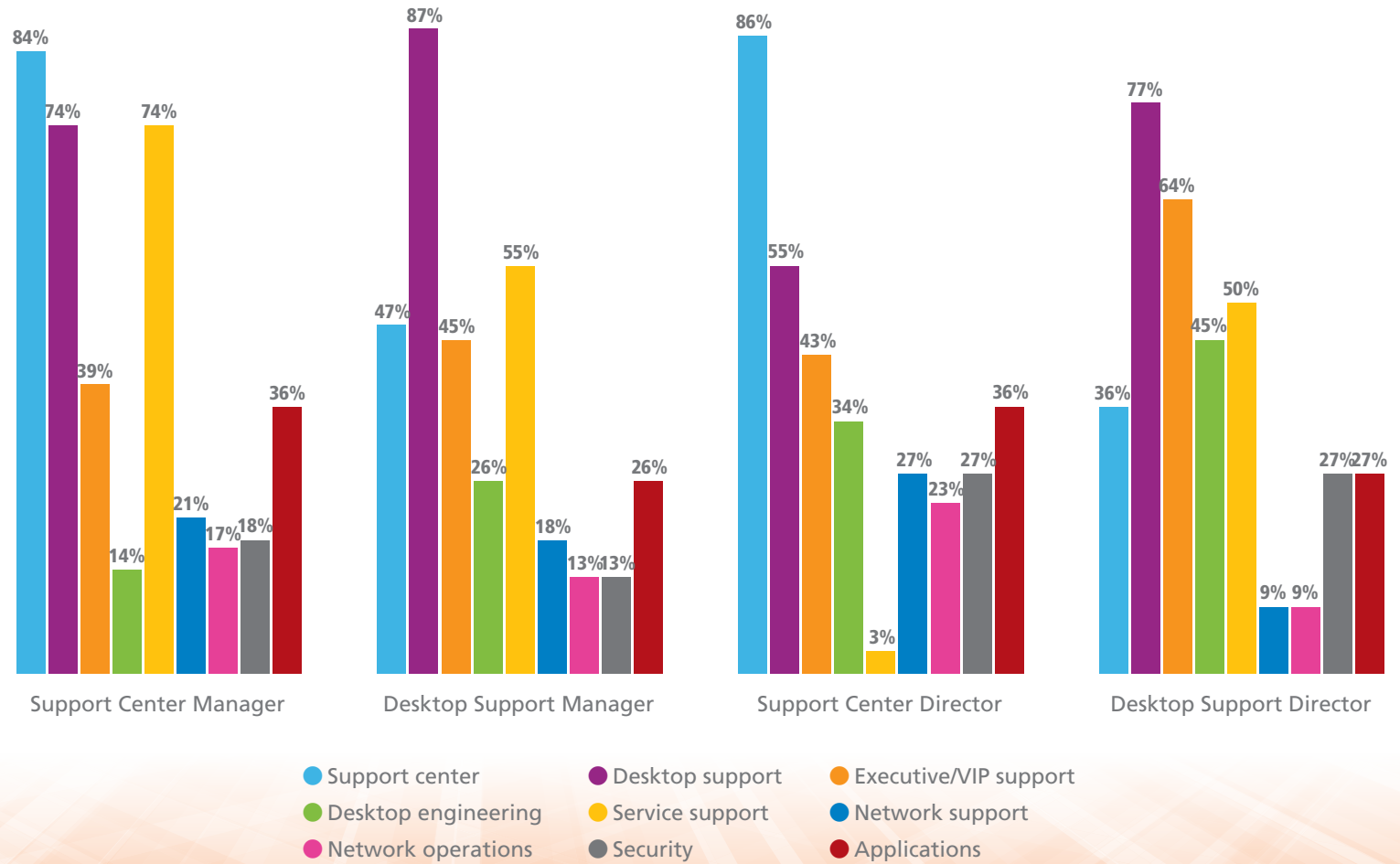
- This role is responsible for a specific area
- This role is responsible for multiple areas

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43% of organizations provide dedicated executive/VIP support

Areas of additional responsibility:



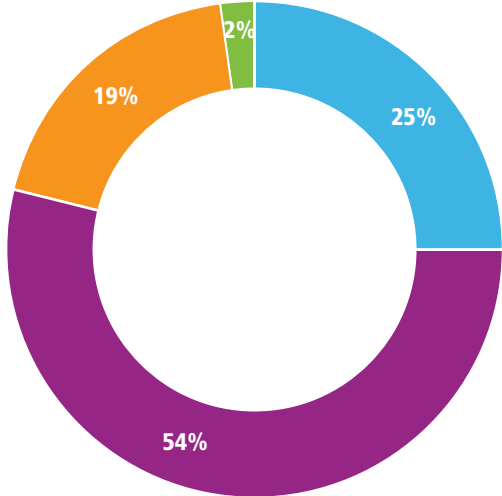
Percentage of organizations

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HIRING AND RETENTION

Hiring expectations for the next 12 months:



- Expanding: Creating and filling new positions
- Filling: Hiring for current positions as they come open
- Frozen: Not Filling open positions
- Cutting Reducing current headcount

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Top 10 skills for hiring and promotion:

RANK	ANALYST/TECHNICIAN	TEAM LEAD/ SUPERVISOR	MANAGER	DIRECTOR
1	Customer service	Communication skills	Leadership skills	Leadership skills
2	Ability to learn quickly	Customer service	Communication skills	Business knowledge
3	Communication skills	Leadership skills	Management skills	Communication skills
4	Problem-solving skills	Ability to work under pressure	Business knowledge	Management skills
5	Troubleshooting skills	Problem-solving skills	Strategic Thinking	Strategic Thinking
6	Ability to work under pressure	Adaptability	Customer service	Financial management
7	Teamwork skills	Teamwork skills	Ability to work under pressure Integrity	Integrity
8	Support experience	Integrity	Project management	Project management
9	Interpersonal skills	Interpersonal skills	Emotional intelligence	Emotional intelligence
10	Adaptability Multitasking Self-motivated, independent	Troubleshooting skills	Adaptability	Ability to work under pressure

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Organizations are having the most difficulty finding skilled candidates to fill the following positions:

- 1** Desktop Support Director

- 2** Support Center Director

- 3** Desktop Support Manager
ITSM Process Owner/Manager

- 4** ITSM Service Delivery Manager

- 5** Business Relationship Manager

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Average tenure, by position:

	<1 year	1 year	2 years	3 years	4 years	5 years	5-8 years	8-10 years	>10 years
Level 1 Support	4%	12%	26%	19%	6%	8%	14%	2%	7%
Level 2 Support	1%	4%	17%	18%	10%	11%	20%	6%	13%
Desktop Support Technician	2%	3%	17%	19%	11%	11%	20%	5%	12%
Support Center Team Lead	4%	4%	14%	9%	10%	10%	18%	15%	17%
Desktop Support Team Lead	3%	4%	11%	11%	17%	7%	20%	10%	16%
Support Center Manager	4%	5%	8%	10%	10%	10%	14%	11%	29%
Desktop Support Manager	0%	6%	10%	8%	12%	9%	14%	19%	22%
Support Center Director	6%	3%	8%	9%	7%	10%	14%	13%	29%
ITSM Process Owner/ Manager	0%	0%	6%	0%	0%	26%	10%	6%	52%
ITSM Service Delivery Manager	4%	5%	5%	16%	4%	11%	25%	7%	19%
Business Relationship Manager	5%	7%	7%	9%	9%	11%	15%	9%	27%

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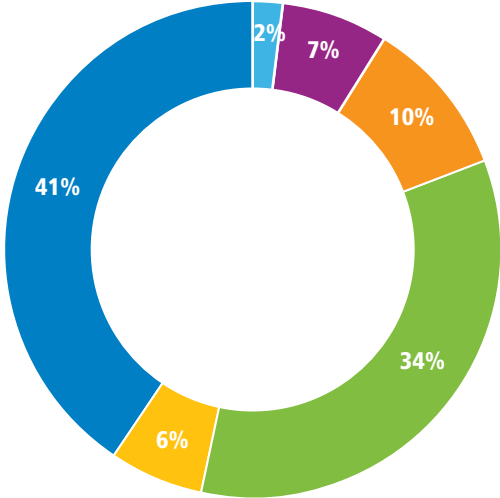
Average turnover, by position:

In the past 12 months...	Level 1 Support	Level 2 Support	Desktop Support Technician
Changed positions within the support organization	6%	4%	4%
Left the support organization, stayed within the company	5%	4%	3%
Left the company	10%	4%	6%

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Current home-based staff policy:



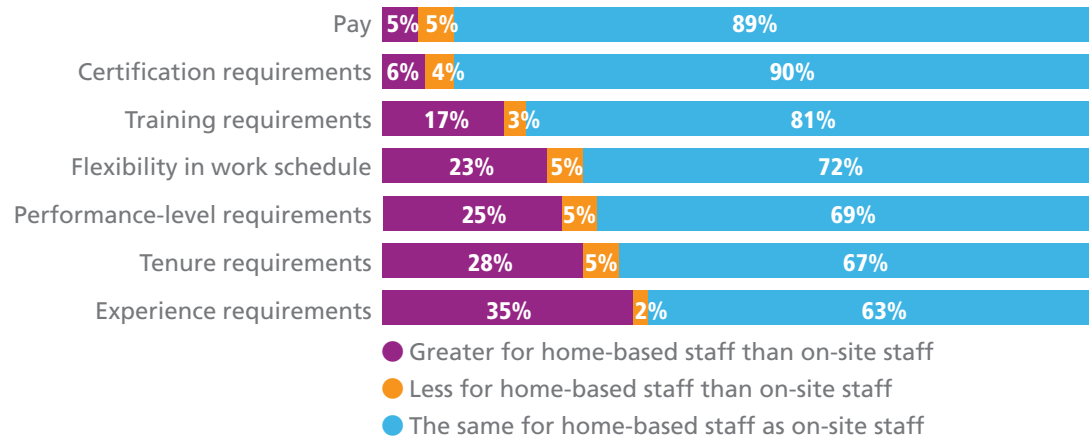
- ALL staff work from home ALL the time
- ALL staff work from home SOME of the time
- SOME staff work from home at ALL times
- SOME staff work from home SOME of the time
- No, but we're planning to implement in the next 12 months
- No, and we have no plans to implement in the next 12 months

26% of organizations are planning to expand their work-from-home policies

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Expectations and requirements for home-based staff:



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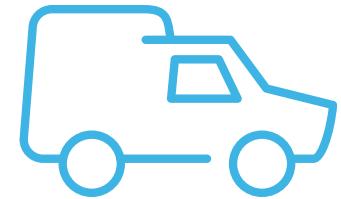
23% of organizations that have home-based staff dispatch those team members to the end user/customer's physical location



75% of organizations record travel time

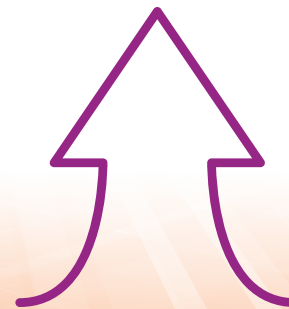


87% of organizations allow or require staff to use their personal vehicles



34% of organizations make company vehicles available to staff

51% of organizations reimburse staff for gas



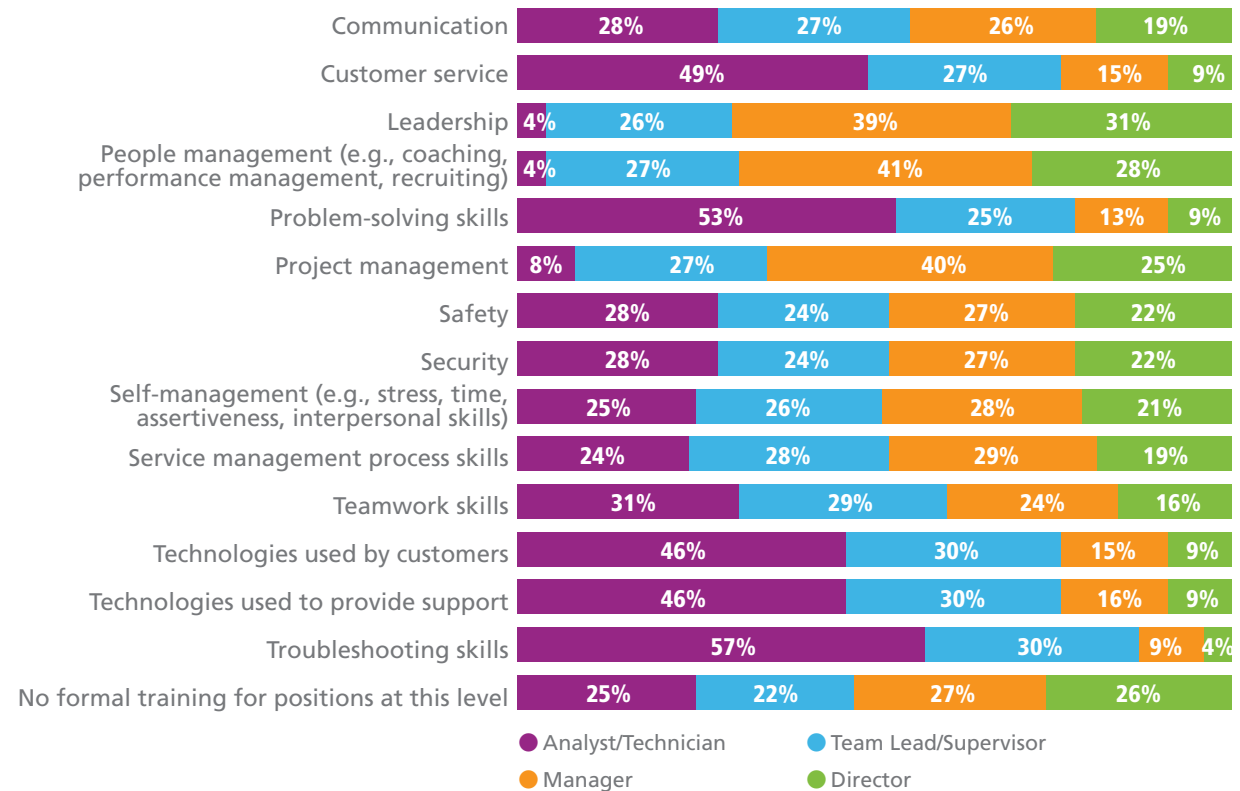
80% of organizations reimburse staff for mileage

PROFESSIONAL DEVELOPMENT

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Formal training, by level:



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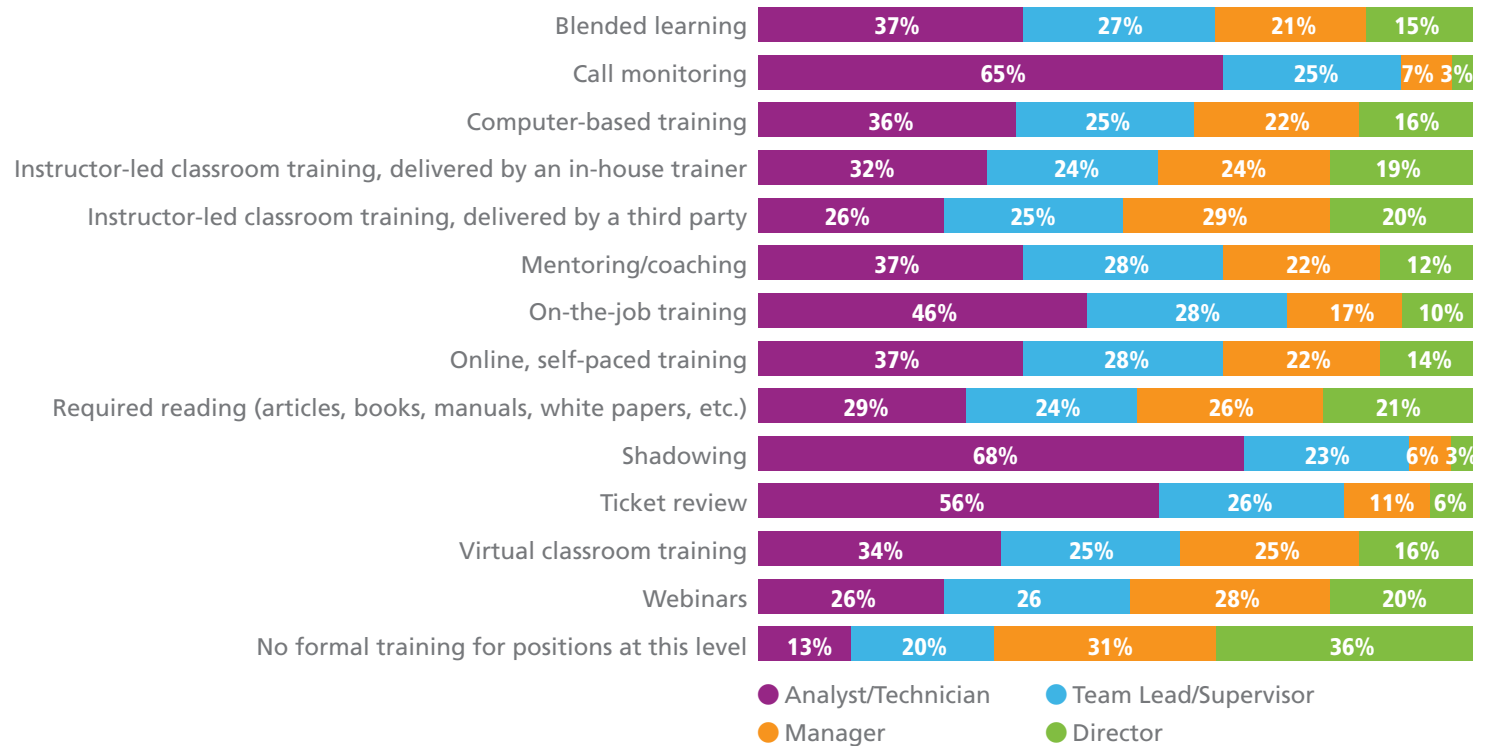
Amount of training, by level:

	None	1–5 days	6–10 days	11–15 days	16–20 days	More than 20 days
Analyst/ Technician	13%	47%	22%	9%	4%	4%
Team Lead/ Supervisor	23%	35%	26%	10%	3%	2%
Manager	21%	31%	27%	13%	5%	3%
Director	33%	26%	20%	10%	7%	5%

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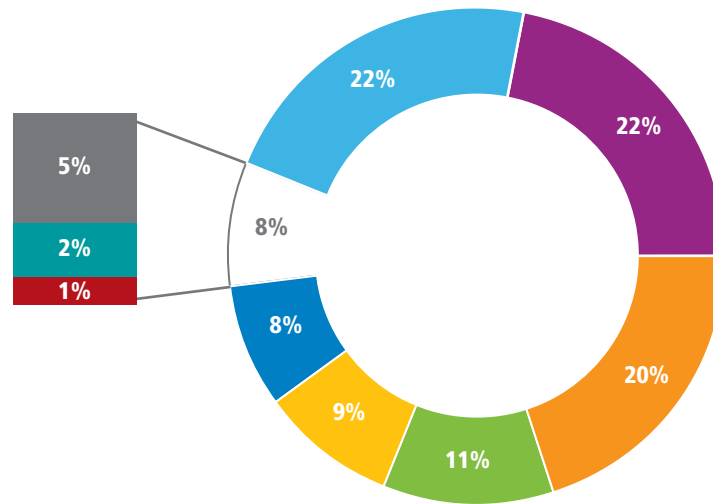
Training methods used, by level:



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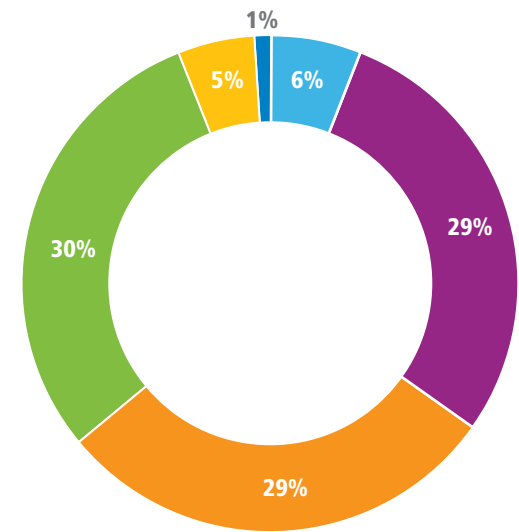
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Primary training focus for new frontline hires:



- Customer service skills
- Technologies used to provide support
- Technologies used by customers
- Business introduction
- Learning to use the knowledge base
- Service management processes
- Problem-solving skills
- Learning to leverage their staff
- Other

Time to proficiency for new frontline hires:



- Less than 2 weeks
- 2-4 weeks
- 1-2 months
- 3-6 months
- 7-12 months
- More than 12 months

Percentage of organizations

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Expectations/requirements regarding frontline staff certification:



Percentage of organizations

Top 5 certifications for frontline staff:

RANK	Required to Have	Paid More for Having
1	Microsoft	Microsoft
2	CompTIA	CompTIA
3	HDI	Cisco ITIL
4	ITIL	HDI
5	Apple Cisco	Apple

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Compensation practices and competitive salaries are an important part of attracting and retaining a skilled support team. This section reveals the skills salaries are based on for each level, as well as bonus and overtime practices. Current salary ranges and average salaries are reported for both support center, desktop support, and service management roles (US data only).



Salary

▼ Click/Tap Each Entry to View

- Top 5 factors influencing salary increases, by level
- Compensation type, by role
- Overtime compensation practices
- Bonus compensation practices
- Compensation plans over the next 12 months
- Average annual salary, by position (US data only)

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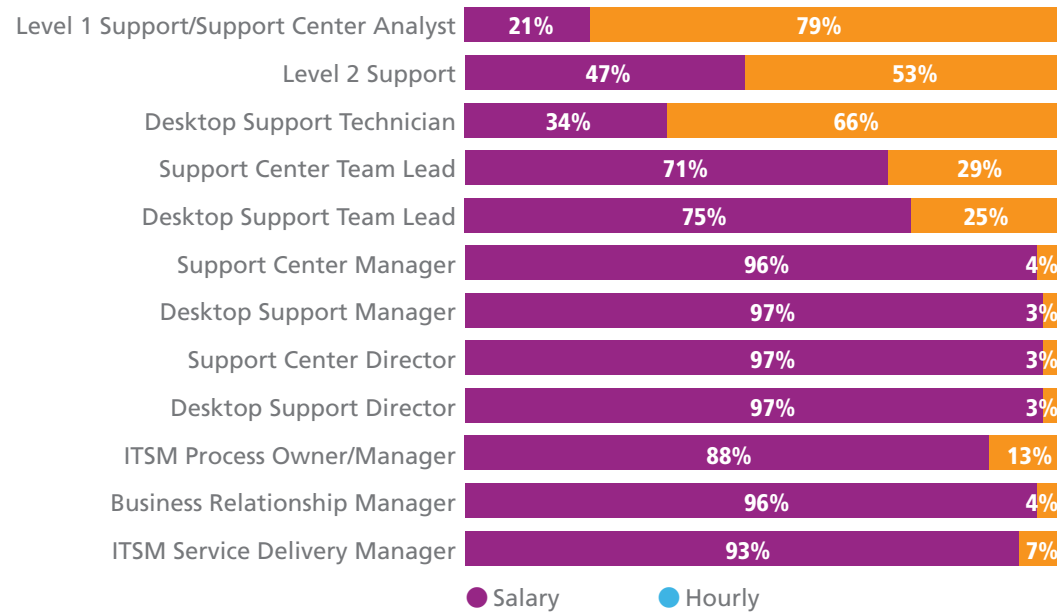
Top 10 skills for hiring and promotion:

RANK	ANALYST/ TECHNICIAN	TEAM LEAD/ SUPERVISOR	MANAGER	DIRECTOR
1	Quality of work	Quality of work	Management or leadership skills	Management or leadership skills
2	Meeting performance metrics or standards	Increased job responsibilities	Increased job responsibilities	Increased job responsibilities
3	Customer service skills	Meeting performance metrics or standards	Quality of work	Business knowledge
4	Increased job responsibilities	Management or leadership skills	Meeting performance metrics or standards	Financial Management
5	Help desk or support experience	Customer service skills	Business knowledge	Quality of work

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Compensation type, by role:

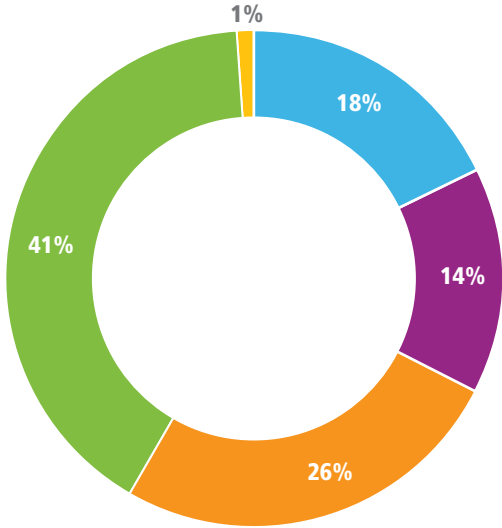


37% of organizations adjust compensation based on location

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Overtime compensation practices:



- No, it's considered part of their job responsibility
- No, but we give them comp time
- All staff are compensated in addition to regular wages
- Some staff (e.g., nonexempt) are compensated in addition to regular wages
- Other

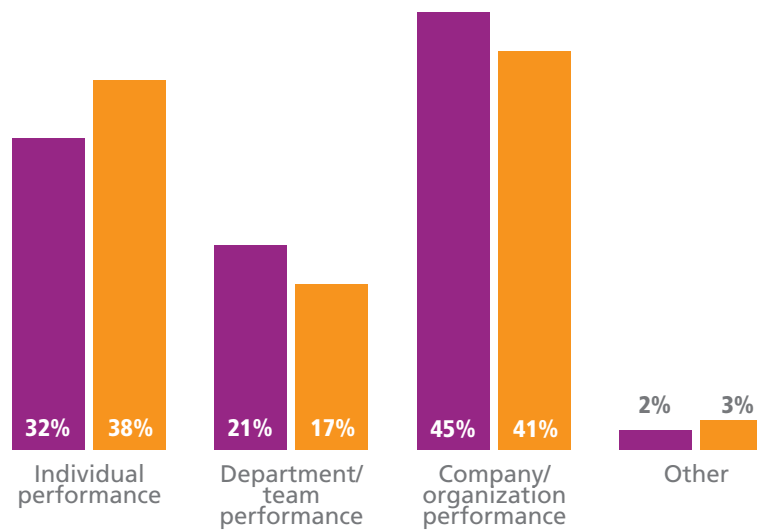
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45% of staff members and **58%** of management are eligible for bonus compensation



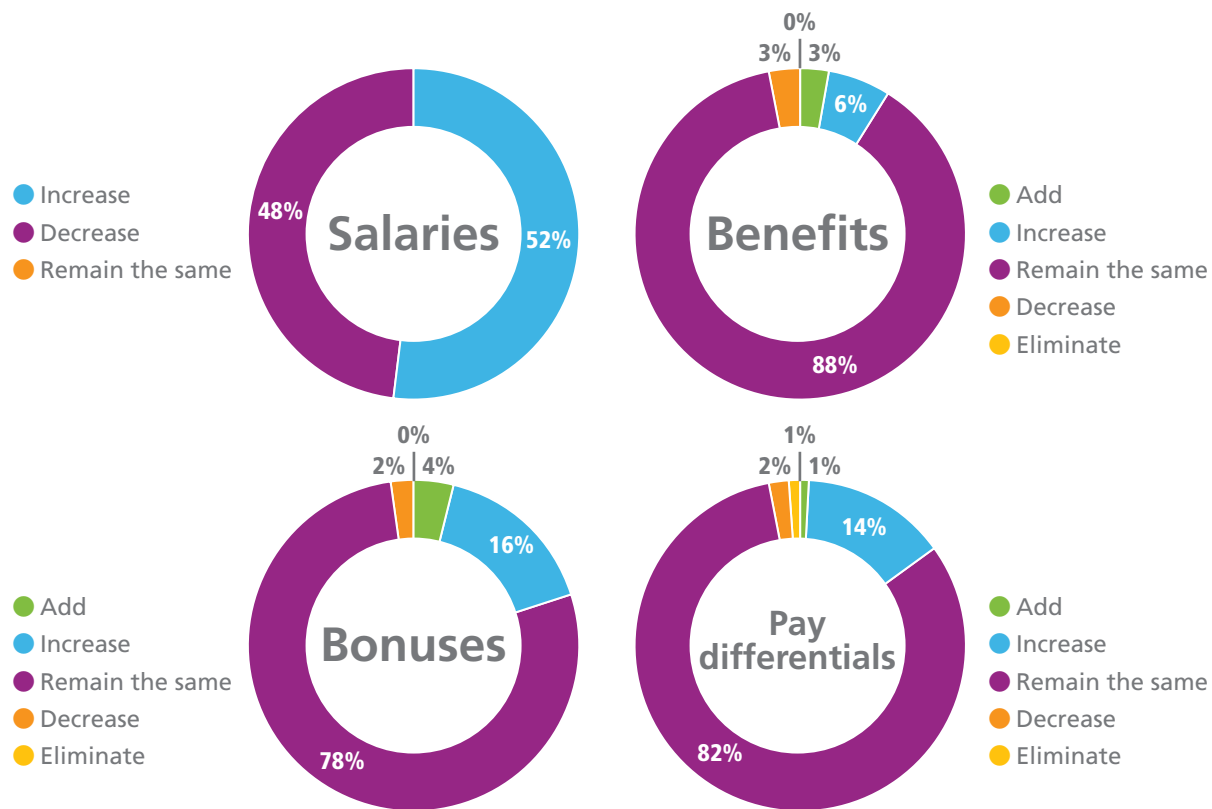
Bonus compensation practices:



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Compensation plans over the next 12 months:



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Average annual salary, by position (US data):

POSITION	LOW	HIGH	CURRENT
Level 1 Support	\$37,387	\$51,649	\$43,387
Level 2 Support	\$46,562	\$64,970	\$54,597
Desktop Support Technician	\$43,458	\$60,923	\$54,258
Support Center Team Lead	\$53,116	\$69,683	\$60,871
Desktop Support Team Lead	\$54,321	\$71,050	\$64,644
Support Center Manager	\$71,028	\$97,783	\$90,950
Desktop Support Manager	\$69,424	\$95,835	\$86,382
Support Center Director	\$94,353	\$128,995	\$112,761
Desktop Support Director	\$87,918	\$119,564	\$110,560
ITSM Process Owner/Manager	\$67,077	\$98,000	\$85,674
ITSM Service Delivery Manager	\$75,052	\$100,351	\$94,431
Business Relationship Manager	\$73,045	\$97,462	\$84,526

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Service and support centers of every size, from more than twenty industries, participated in this year's survey. This section of the report includes the profile of the 488 survey responses included in the report.



Demographics

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- Industries supported
- Size of the company/organization, by number of employees
- Number of support centers and support center FTEs
- Number of desktop support teams and desktop support FTEs
- Location of support centers and desktop support teams
- Type of support provided
- Languages in which support is provided

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Industries supported:



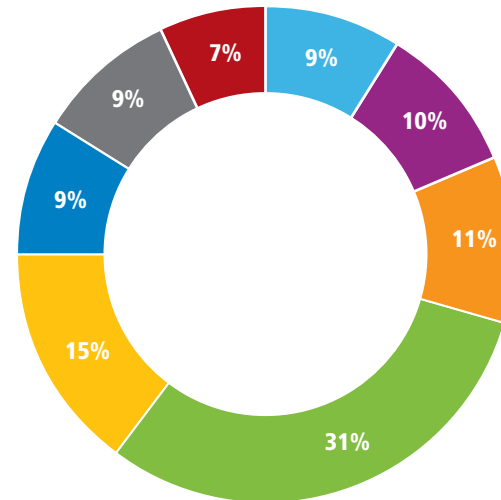
Top 5 Industries Supported by MSPs

- 1 Retail
- 2 Healthcare
- 3 Communications
- 4 Financial/Legal Services
- 5 Manufacturing

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



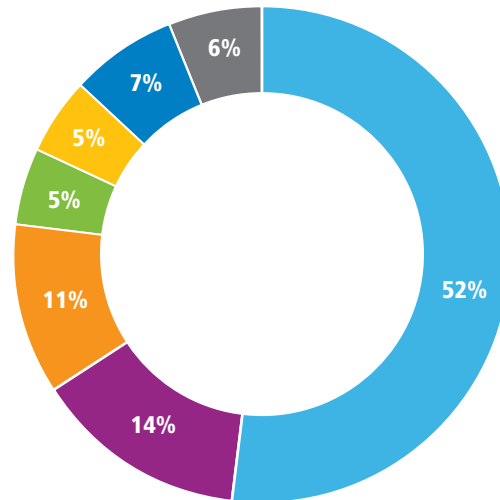
- Fewer than 100
- 100-499
- 500-999
- 1,000-4,999
- 5,000-9,999
- 10,000-19,999
- 20,000-49,999
- More than 50,000

Percentage of organizations

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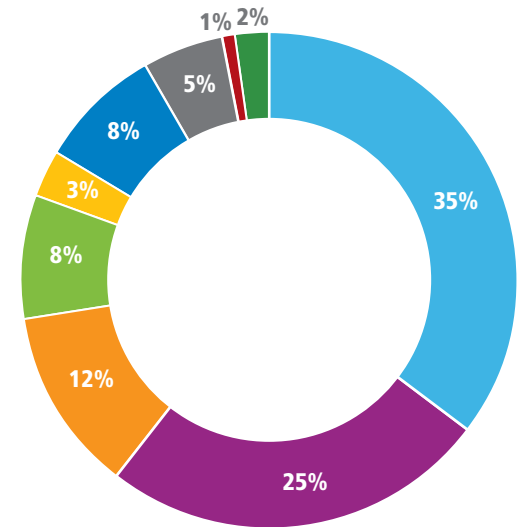
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Number of support centers:



- 1
- 2
- 3
- 4
- 5
- 6-10
- More than 10

Number of support center FTEs:



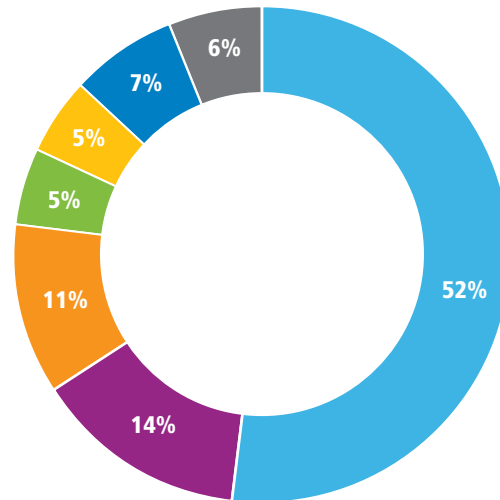
- 10 or less
- 11-20
- 21-30
- 31-50
- 51-75
- 76-100
- 101-500
- 501-1,000
- More than 10

Percentage of organizations

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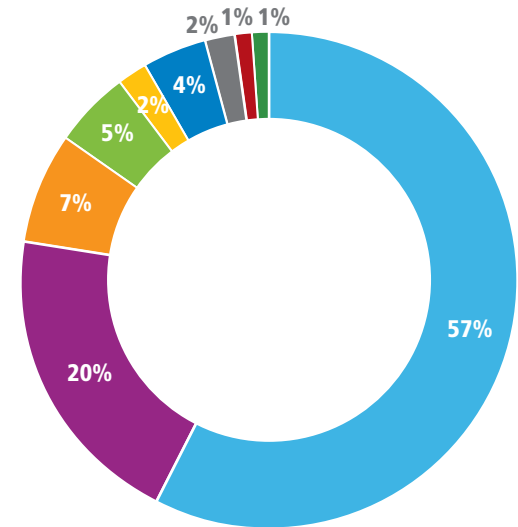
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Number of desktop support teams:



- 1
- 2
- 3
- 4
- 5
- 6-10
- More than 10

Number of desktop support FTEs:



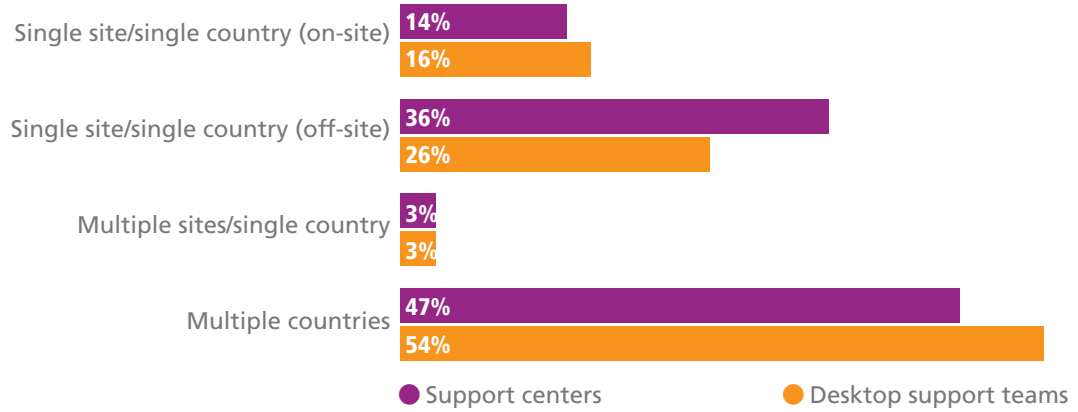
- 10 or less
- 11-20
- 21-30
- 31-50
- 51-75
- 76-100
- 101-500
- 501-1,000
- More than 10

Percentage of organizations

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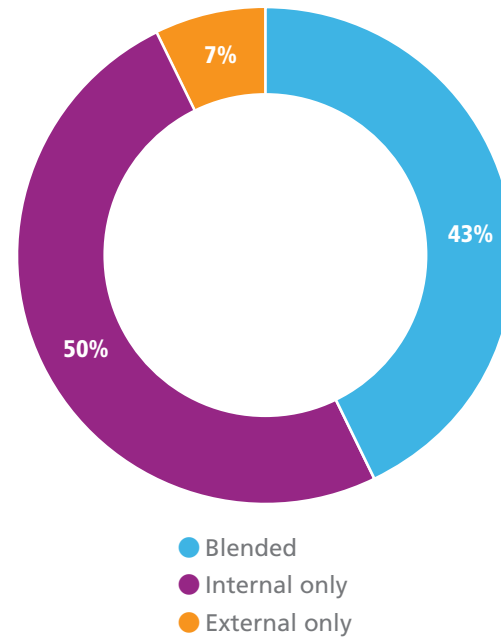
Location of support centers and desktop support teams:



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Type of support provided:



In blended support environments,
62% of the support provided is internal and **38%** is external.

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Languages in which support is provided:



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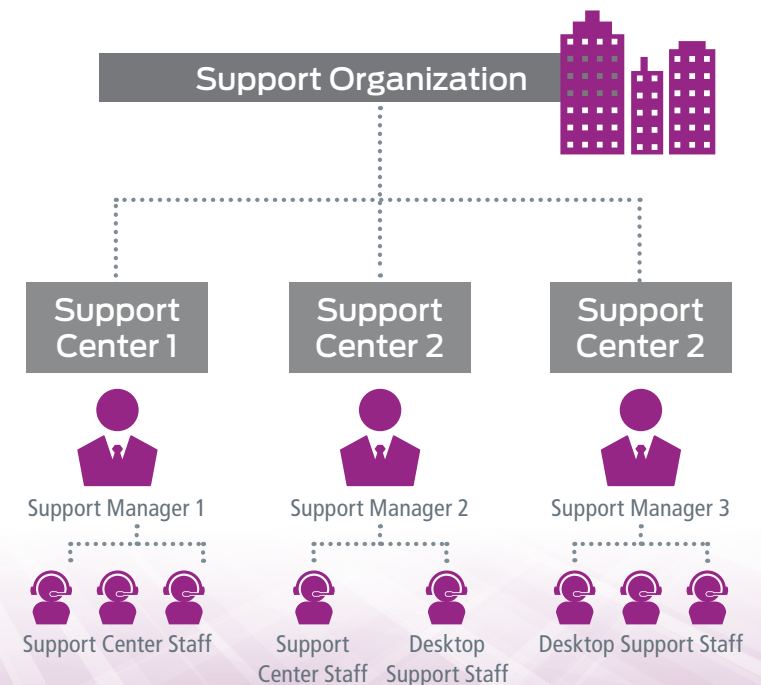
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Defining the Support Organization





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.

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 staffing, professional development, and compensation.

All survey responses were collected via a web-based survey, open from January to February 2018. The 2016 report compiles the responses from 488 service and support professionals in more than twenty vertical industries. One-quarter of respondents are at the director-level or above; 44% are either managers or specialist managers (knowledge, workforce, etc.). Nearly half of the respondents are exclusively aligned with the support center; 9%, desktop exclusively; 9%, service management exclusively. One-quarter of respondents are affiliated with the support center, desktop support, and service management.



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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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ITSM PROCESS OWNER/MANAGER: The service management professionals who are responsible for designing, implementing, managing, and continuously improving service management processes. This role must be knowledgeable about all core service management processes, but may be responsible for a specific process (e.g., knowledge manager, problem manager, service level manager, asset manager).

ITSM SERVICE DELIVERY MANAGER: The service management professionals who are responsible for the architecture, planning, implementation, upgrade, security, and support of all voice and data servers, network and telecommunications technologies, platforms, and applications required to support business needs, as pertinent to the delivery of services to end users and/or customers.

BUSINESS RELATIONSHIP MANAGER: The service management professionals who are responsible for managing the relationship between one or more business units. This individual assesses needs, identifies pain points, and makes recommendations to drive organizational transformation and improve/accelerate service delivery.

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.

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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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SURVEY DEVELOPMENT

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ANALYSIS AND EDITORIAL

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