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.

**Staff and Structure**

- 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
Staff and Structure

Positions in the support organization:

- Level 1 Support (Analyst): 52%
- Level 2 Support: 47%
- Support Center Manager: 45%
- Support Center Team Lead: 38%
- Support Center Director: 29%
- Desktop Support Manager: 27%
- Desktop Support Team Lead: 20%
- ITSM Process Owner/Manager: 16%
- ITSM Service Delivery Manager: 15%
- Business Relationship Manager: 12%
- Desktop Support Director: 10%
- Support Center Director: 8%

Percentage of organizations
2018 TECHNICAL SUPPORT PRACTICES & SALARY REPORT

Leading the support organization:

- 37% ○ This role is responsible for a specific area
- 63% ○ This role is responsible for multiple areas
- 45% ○ This role is responsible for a specific area
- 55% ○ This role is responsible for multiple areas
- 26% ○ This role is responsible for a specific area
- 74% ○ This role is responsible for multiple areas
- 70% ○ This role is responsible for a specific area
- 30% ○ This role is responsible for multiple areas

Percentage of organizations
43% of organizations provide dedicated executive/VIP support.

Areas of additional responsibility:

- Support center
- Desktop support
- Executive/VIP support
- Desktop engineering
- Service support
- Network support
- Security
- Applications
- Network operations

Percentage of organizations
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

Percentage of organizations
### Top 10 skills for hiring and promotion:

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

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

Percentage of organizations
### Average turnover, by position:

<table>
<thead>
<tr>
<th>In the past 12 months...</th>
<th>Level 1 Support</th>
<th>Level 2 Support</th>
<th>Desktop Support Technician</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changed positions within the support organization</td>
<td>6%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Left the support organization, stayed within the company</td>
<td>5%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Left the company</td>
<td>10%</td>
<td>4%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Percentage of organizations
Current home-based staff policy:

- **41%**: ALL staff work from home ALL the time
- **34%**: ALL staff work from home SOME of the time
- **10%**: SOME staff work from home at ALL times
- **6%**: SOME staff work from home SOME of the time
- **7%**: No, but we’re planning to implement in the next 12 months
- **2%**: 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**
## Expectations and requirements for home-based staff:

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Greater for home-based staff than on-site staff</th>
<th>Less for home-based staff than on-site staff</th>
<th>The same for home-based staff as on-site staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay</td>
<td>5%</td>
<td>5%</td>
<td>89%</td>
</tr>
<tr>
<td>Certification requirements</td>
<td>6%</td>
<td>4%</td>
<td>90%</td>
</tr>
<tr>
<td>Training requirements</td>
<td>17%</td>
<td>3%</td>
<td>81%</td>
</tr>
<tr>
<td>Flexibility in work schedule</td>
<td>23%</td>
<td>5%</td>
<td>72%</td>
</tr>
<tr>
<td>Performance-level requirements</td>
<td>25%</td>
<td>5%</td>
<td>69%</td>
</tr>
<tr>
<td>Tenure requirements</td>
<td>28%</td>
<td>5%</td>
<td>67%</td>
</tr>
<tr>
<td>Experience requirements</td>
<td>35%</td>
<td>2%</td>
<td>63%</td>
</tr>
</tbody>
</table>

Percentage of organizations
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
- 51% of organizations reimburse staff for gas
- 34% of organizations make company vehicles available to staff
- 80% of organizations reimburse staff for mileage
### Formal training, by level:

<table>
<thead>
<tr>
<th>Skill</th>
<th>Analyst/Technician</th>
<th>Team Lead/Supervisor</th>
<th>Manager</th>
<th>Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>28%</td>
<td>27%</td>
<td>26%</td>
<td>19%</td>
</tr>
<tr>
<td>Customer service</td>
<td>49%</td>
<td>27%</td>
<td>15%</td>
<td>9%</td>
</tr>
<tr>
<td>Leadership</td>
<td>4%</td>
<td>26%</td>
<td>31%</td>
<td>9%</td>
</tr>
<tr>
<td>People management (e.g., coaching,</td>
<td>4%</td>
<td>27%</td>
<td>28%</td>
<td></td>
</tr>
<tr>
<td>performance management, recruiting)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Problem-solving skills</td>
<td>53%</td>
<td>25%</td>
<td>13%</td>
<td>9%</td>
</tr>
<tr>
<td>Project management</td>
<td>8%</td>
<td>40%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Safety</td>
<td>28%</td>
<td>24%</td>
<td>27%</td>
<td>22%</td>
</tr>
<tr>
<td>Security</td>
<td>28%</td>
<td>24%</td>
<td>27%</td>
<td>22%</td>
</tr>
<tr>
<td>Self-management (e.g., stress, time,</td>
<td>25%</td>
<td>26%</td>
<td>28%</td>
<td>21%</td>
</tr>
<tr>
<td>assertiveness, interpersonal skills)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service management process skills</td>
<td>24%</td>
<td>28%</td>
<td>29%</td>
<td>19%</td>
</tr>
<tr>
<td>Teamwork skills</td>
<td>31%</td>
<td>29%</td>
<td>24%</td>
<td>16%</td>
</tr>
<tr>
<td>Technologies used by customers</td>
<td>46%</td>
<td>30%</td>
<td>15%</td>
<td>9%</td>
</tr>
<tr>
<td>Technologies used to provide support</td>
<td>46%</td>
<td>30%</td>
<td>16%</td>
<td>9%</td>
</tr>
<tr>
<td>Troubleshooting skills</td>
<td>57%</td>
<td>30%</td>
<td>30%</td>
<td>9%</td>
</tr>
<tr>
<td>No formal training for positions at this</td>
<td>25%</td>
<td>22%</td>
<td>27%</td>
<td>26%</td>
</tr>
<tr>
<td>level</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Percentage of organizations
### Amount of training, by level:

<table>
<thead>
<tr>
<th>None</th>
<th>1–5 days</th>
<th>6–10 days</th>
<th>11–15 days</th>
<th>16–20 days</th>
<th>More than 20 days</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Analyst/Technician</strong></td>
<td>13%</td>
<td>47%</td>
<td>22%</td>
<td>9%</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Team Lead/Supervisor</strong></td>
<td>23%</td>
<td>35%</td>
<td>26%</td>
<td>10%</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Manager</strong></td>
<td>21%</td>
<td>31%</td>
<td>27%</td>
<td>13%</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Director</strong></td>
<td><strong>33%</strong></td>
<td>26%</td>
<td>20%</td>
<td>10%</td>
<td>7%</td>
</tr>
</tbody>
</table>
### Training methods used, by level:

<table>
<thead>
<tr>
<th>Training Method</th>
<th>Analyst/Technician</th>
<th>Team Lead/Supervisor</th>
<th>Manager</th>
<th>Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blended learning</td>
<td>37%</td>
<td>27%</td>
<td>21%</td>
<td>15%</td>
</tr>
<tr>
<td>Call monitoring</td>
<td>65%</td>
<td>25%</td>
<td>25%</td>
<td>7% 3%</td>
</tr>
<tr>
<td>Computer-based training</td>
<td>36%</td>
<td>25%</td>
<td>22%</td>
<td>16%</td>
</tr>
<tr>
<td>Instructor-led classroom training, delivered by an in-house trainer</td>
<td>32%</td>
<td>24%</td>
<td>24%</td>
<td>19%</td>
</tr>
<tr>
<td>Instructor-led classroom training, delivered by a third party</td>
<td>26%</td>
<td>25%</td>
<td>29%</td>
<td>20%</td>
</tr>
<tr>
<td>Mentoring/coaching</td>
<td>37%</td>
<td>28%</td>
<td>22%</td>
<td>12%</td>
</tr>
<tr>
<td>On-the-job training</td>
<td>46%</td>
<td>28%</td>
<td>17%</td>
<td>10%</td>
</tr>
<tr>
<td>Online, self-paced training</td>
<td>37%</td>
<td>28%</td>
<td>22%</td>
<td>14%</td>
</tr>
<tr>
<td>Required reading (articles, books, manuals, white papers, etc.)</td>
<td>29%</td>
<td>24%</td>
<td>26%</td>
<td>21%</td>
</tr>
<tr>
<td>Shadowing</td>
<td>68%</td>
<td>23%</td>
<td>23%</td>
<td>6% 3%</td>
</tr>
<tr>
<td>Ticket review</td>
<td>56%</td>
<td>26%</td>
<td>26%</td>
<td>11% 6%</td>
</tr>
<tr>
<td>Virtual classroom training</td>
<td>34%</td>
<td>25%</td>
<td>25%</td>
<td>16%</td>
</tr>
<tr>
<td>Webinars</td>
<td>26%</td>
<td>26%</td>
<td>28%</td>
<td>20%</td>
</tr>
<tr>
<td>No formal training for positions at this level</td>
<td>13%</td>
<td>20%</td>
<td>31%</td>
<td>36%</td>
</tr>
</tbody>
</table>

*Percentage of organizations*
Primary training focus for new frontline hires:

- Customer service skills: 22%
- Technologies used to provide support: 22%
- Technologies used by customers: 20%
- Business introduction: 11%
- Learning to use the knowledge base: 9%
- Service management processes: 8%
- Problem-solving skills: 8%
- Learning to leverage their staff: 5%
- Other: 2%

Time to proficiency for new frontline hires:

- Less than 2 weeks: 30%
- 2-4 weeks: 29%
- 1-2 months: 29%
- 3-6 months: 5%
- 7-12 months: 1%
- More than 12 months: 6%

Percentage of organizations
Expectations/requirements regarding frontline staff certification:

- We require formal certification: 10%
- Certification is an important criterion for hiring: 26%
- Certification is an important criterion for promotion: 18%
- Certified staff and/or potential hires are paid more: 10%
- Other factors/skills are much more important than certifications: 7%
- We don’t feel there's any added value to certification: 33%

Percentage of organizations

Top 5 certifications for frontline staff:

<table>
<thead>
<tr>
<th>RANK</th>
<th>Required to Have</th>
<th>Paid More for Having</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Microsoft</td>
<td>Microsoft</td>
</tr>
<tr>
<td>2</td>
<td>CompTIA</td>
<td>CompTIA</td>
</tr>
<tr>
<td>3</td>
<td>HDI</td>
<td>Cisco</td>
</tr>
<tr>
<td>4</td>
<td>ITIL</td>
<td>HDI</td>
</tr>
<tr>
<td>5</td>
<td>Apple</td>
<td>Cisco</td>
</tr>
</tbody>
</table>
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).

- 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)
Top 10 skills for hiring and promotion:

<table>
<thead>
<tr>
<th>RANK</th>
<th>ANALYST/TECHNICIAN</th>
<th>TEAM LEAD/SUPERVISOR</th>
<th>MANAGER</th>
<th>DIRECTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Quality of work</td>
<td>Quality of work</td>
<td>Management or leadership skills</td>
<td>Management or leadership skills</td>
</tr>
<tr>
<td>2</td>
<td>Meeting performance metrics or standards</td>
<td>Increased job responsibilities</td>
<td>Increased job responsibilities</td>
<td>Increased job responsibilities</td>
</tr>
<tr>
<td>3</td>
<td>Customer service skills</td>
<td>Meeting performance metrics or standards</td>
<td>Quality of work</td>
<td>Business knowledge</td>
</tr>
<tr>
<td>4</td>
<td>Increased job responsibilities</td>
<td>Management or leadership skills</td>
<td>Meeting performance metrics or standards</td>
<td>Financial Management</td>
</tr>
<tr>
<td>5</td>
<td>Help desk or support experience</td>
<td>Customer service skills</td>
<td>Business knowledge</td>
<td>Quality of work</td>
</tr>
</tbody>
</table>
### Compensation type, by role:

<table>
<thead>
<tr>
<th>Role</th>
<th>Salary</th>
<th>Hourly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1 Support/Support Center Analyst</td>
<td>21%</td>
<td>79%</td>
</tr>
<tr>
<td>Level 2 Support</td>
<td>47%</td>
<td>53%</td>
</tr>
<tr>
<td>Desktop Support Technician</td>
<td>34%</td>
<td>66%</td>
</tr>
<tr>
<td>Support Center Team Lead</td>
<td>71%</td>
<td>29%</td>
</tr>
<tr>
<td>Desktop Support Team Lead</td>
<td>75%</td>
<td>25%</td>
</tr>
<tr>
<td>Support Center Manager</td>
<td>96%</td>
<td>4%</td>
</tr>
<tr>
<td>Desktop Support Manager</td>
<td>97%</td>
<td>3%</td>
</tr>
<tr>
<td>Support Center Director</td>
<td>97%</td>
<td>3%</td>
</tr>
<tr>
<td>Desktop Support Director</td>
<td>97%</td>
<td>3%</td>
</tr>
<tr>
<td>ITSM Process Owner/Manager</td>
<td>88%</td>
<td>13%</td>
</tr>
<tr>
<td>Business Relationship Manager</td>
<td>96%</td>
<td>4%</td>
</tr>
<tr>
<td>ITSM Service Delivery Manager</td>
<td>93%</td>
<td>7%</td>
</tr>
</tbody>
</table>

37% of organizations adjust compensation based on location.
Overtime compensation practices:

- 41%: No, it’s considered part of their job responsibility
- 18%: No, but we give them comp time
- 26%: All staff are compensated in addition to regular wages
- 14%: Some staff (e.g., nonexempt) are compensated in addition to regular wages
- 1%: Other

Percentage of organizations
45% of staff members and 58% of management are eligible for bonus compensation.

**Bonus compensation practices:**

- **Individual performance**: 32% (38%)
- **Department/team performance**: 21% (17%)
- **Company/organization performance**: 45% (41%)
- **Other**: 2% (3%)

Percentage of organizations.
Compensation plans over the next 12 months:

- **Salaries**
  - Increase: 48%
  - Decrease: 52%
- **Benefits**
  - Add: 0%
  - Increase: 3%
  - Remain the same: 88%
- **Bonuses**
  - Add: 16%
  - Increase: 14%
  - Remain the same: 78%
- **Pay differentials**
  - Add: 0%
  - Increase: 2%
  - Remain the same: 82%

Percentage of organizations
### Average annual salary, by position (US data):

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

- Education: Higher Ed 18%
- Healthcare Provider 14%
- Financial/Legal Services: Accounting/Banking/Insurance/Real Estate 13%
- Managed Service Provider (Outsourcer) 10%
- Government/Military: Local/State 8%
- Software Development 5%
- Manufacturing: Noncomputer 5%
- Retail/Sales/E-Commerce 4%
- Construction/Architecture/Engineering 3%
- Government/Military: Federal 3%
- Customer Support Provider 3%
- Utilities/Energy 2%
- Education: Not Higher Ed 2%
- Transportation/Distribution 2%
- Other 1%
- Media/Publishing/Advertising/Entertainment/Arts 1%
- Hospitality/Travel/Tourism 1%
- Food Service/Restaurant 1%
- Communications 1%
- Nonprofit/Association 1%
- Manufacturing: Computers/Hardware 1%
- Agriculture/Natural Resources 0%

Top 5 Industries Supported by MSPs

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

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

- Fewer than 100: 9%
- 100-499: 31%
- 500-999: 11%
- 1,000-4,999: 15%
- 5,000-9,999: 9%
- 10,000-19,999: 7%
- 20,000-49,999: 10%
- More than 50,000: 9%

Percentage of organizations
Number of support centers:

- 1: 14%
- 2: 5%
- 3: 11%
- 4: 5%
- 5: 7%
- 6-10: 6%
- More than 10: 52%

Number of support center FTEs:

- 10 or less: 1%
- 11-20: 2%
- 21-30: 8%
- 31-50: 8%
- 51-75: 5%
- 76-100: 12%
- 101-500: 35%
- 501-1,000: 25%
- More than 10: 3%
Number of desktop support teams:
- 1: 14%
- 2: 11%
- 3: 5%
- 4: 5%
- 5: 5%
- 6-10: 7%
- More than 10: 52%

Number of desktop support FTEs:
- 10 or less: 4%
- 11-20: 7%
- 21-30: 5%
- 31-50: 5%
- 51-75: 2%
- 76-100: 5%
- 101-500: 4%
- 501-1,000: 2%
- More than 10: 57%
Location of support centers and desktop support teams:

- Single site/single country (on-site): 14% (Support centers), 16% (Desktop support teams)
- Single site/single country (off-site): 36% (Support centers), 26% (Desktop support teams)
- Multiple sites/single country: 3% (Support centers), 3% (Desktop support teams)
- Multiple countries: 47% (Support centers), 54% (Desktop support teams)

Percentage of organizations
Type of support provided:

- Blended: 43%
- Internal only: 50%
- External only: 7%

In blended support environments, 62% of the support provided is internal and 38% is external.
Languages in which support is provided:

- English 98%
- Spanish 19%
- French 8%
- German 5%
- Chinese (Mandarin) 5%
- French (Canadian) 4%
- Portuguese (Brazilian) 4%
- Chinese (Cantonese) 3%
- Polish 3%
- Portuguese 3%
- Japanese 3%
- Russian 2%
- Hindi/Urdu 2%
- Italian 2%
- Korean 2%
- Arabic 1%
- Other 1%
- Swedish 1%
- Vietnamese 1%
- Danish 1%
- Finnish 1%
- Nepalese 1%
- Norwegian 1%
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.
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.

**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 processes 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.
**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.
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 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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