HDI

Help Desk Institute®

The Global Leader for the Support Industry

Practices Survey

2003

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The Global Leader for the Support Industry

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HELP DESK

INSTITUTE

2003

PRACTICES SURVEY

Executive Summary

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INTRODUCTION

HDI's Annual Practices survey was conducted in July and August of this year. The majority of participants in this survey were members of HDI (76%), with 37% of you indicating you are active in one of HDI's Local Chapters. 724 companies completed the survey. Most survey results are compared to results from the 2002 survey; however, some questions are either new or were reworded to the extent that we did not believe a year to year comparison would be helpful.

We would like to thank each of you who completed the survey. We all learn from the survey results and your input is most appreciated. While the practices and metrics results will differ by type of support you provide, your industry, and the unique needs of your industry, we hope that the overall survey results will provide you with high level guidance. Support managers who want to compare their practices, tools, and metrics to other organizations will hopefully find this report to provide, at a high level, some reasonable comparisons. For vendors of technology products or services, trends have been identified to assist you with product planning. The use of technology products and the underlying trends may help support managers in justifying the acquisition of emerging technologies to their managers.

At the back of this report are the questions as asked in our online survey instrument. A keyword cross reference index is included to help you find the survey items that are of interest to you.

This survey is just one of the ways in which we serve our members. If you are not a member, please visit www.ThinkHDI.com and join today! If you would like to buy extra copies of this year's Practices Survey, please visit our Web site. As a member you will benefit from our member discounts.

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Help Desk Institute's 2003 Practices Survey sponsored by Remedy

Remedy, a BMC Software company, delivers Service Management software solutions that enable organizations to automate and manage internal and external service and support processes. With more than 7,000 customers worldwide and over 10 years of product development and investment, Remedy delivers out-of-the-box, best-practice applications that help our customers align service and support with business objectives, improve service levels, manage assets, and lower costs. All Remedy applications, including Help Desk, Asset Management, Change Management, Service Level Agreements, and Customer Support, are built on the highly flexible Action Request System®, empowering customers to easily adapt their Service Management solution to unique and changing requirements. Remedy. Your Business, Your Way.™

EXECUTIVE SUMMARY

The trends identified below are ones that we have gleamed from looking at the detailed survey results. We feel that these are significant and the more important findings for you to consider. Do not stop with our Executive Summary. Be sure to review the entire report. And, if you wish to ask questions or to provide a different perspective on the survey results, visit www.ThinkHDI.com/community and click on the Discussion Forum for the "HDI 2003 Practices Survey."

A Little About You

We noticed a continuing evolution in the name used by organizations completing the survey. The term help desk was used by 3.4% fewer in 2003 than in 2002, which followed a drop of 2% the previous year. Help desk has been the most common term for the last decade. However, this is the first time that it has dropped below 40%. No term is larger in use than help desk; however, a variety of terms with the words "support" and/or "service" represent over 40% of responses. A relatively new title, "service desk," is used by 6.8% of participating organizations.

While the majority of you (51.9%) have one support center, there are 20.2% of you that have five or more support centers.

Support organizations totally focused on supporting employees represented 50% of participant organizations, while 10% provide support for only external customers. The remaining 40% support a mix of internal and external customers.

The CIO seems to continue to be the position of choice to be your boss at 55% (same as last year). As to the number of employees/customers that you support, roughly one-third of you support 5,000 or more, one-third of you support 1,500 to 5,000, and one-third of you support less than 1,500. This shows that participants in the HDI community and specifically this survey represent a broad spectrum of support organizations.

There appears to be a drop in the number of you that provide 24x7 support. The number dropped from 33% to 22%. This is a drastic result which we believe is associated with many organizations focusing more on cost reductions as well as the expanded capability for providing self-help. Survey tool changes may also have had some impact. Further indication of the cost reduction efforts is the fact that the full time equivalent employees (FTE's) dropped from 12 to 10 and the average number of FTE's dropped from 39.5 to 36.

Outsourcing

Those of you that indicated you would consider doing more outsourcing exceed those who said they would be doing less by 10.3%. This compares to a margin of 9% in last year's survey. While we find a lot of churn (companies going outside, then back inside), overall more of you are outsourcing some or all of your support centers. The HDI Strategic Advisory Board refers to outsourcing to mean staffing a single position, contracting for a group (i.e. level one), one site, or outsourcing support off site. Our question did not differentiate as to the nature of the outsourcing utilized. Also, while there has been a lot of talk about outsourcing to other countries (offshore or nearshore), we did not ask questions as to possible plans of this nature.

Tools to Do the Job

Growth in the implementation of new support technologies seems to be slowing. The areas of growth have to do with empowering the customer. For example, we found growth in direct customer review of their request, customer access to FAQ'S, customer access to support intranet sites, Web-based knowledge base/search tools, and Web input of request.

The top five most used vendor problem tracking systems are Remedy ARS, FrontRange Solutions' HEAT, Peregrine Service Center, Network Associates Magic TSD, and Tivoli Service Desk (in their respective order).

Service Levels and Costing

As with prior surveys, close to half (45%) of you have service level agreements with all or a portion of your customer base and many of you (28%) have formalized service level commitments with your 2nd level or 3rd level support groups. The percentage of you developing formal SLA's with vendors is approximately 24%. These are similar to, maybe slightly down from, the 2002 results.

When it comes to charging for services in support organizations that support internal customers, the majority of you charge for support on a fixed base, with most of you burying the cost in an overall IT allocation (38%) and others with a fixed support charge (20%). Of those supporting internal customers, 17.2% (from 10% in 2002) charge based upon usage. For those of you supporting external customers, the most common response was a fixed fee service contract (37.2% compared to 21% in 2002), followed by fixed fee per support event (21.9% compared to 14% in 2002).

The median cost per incident has dropped slightly for phone, e-mail, and self-service from $24 to $23, from $16 to $15, and from $5 to $5 (no change) respectively. This drop in cost is what we expected based upon the cost pressures that have resulted in slight drops in headcounts and delays in purchasing new tools. Phone support, the most expensive and most used support channel, dropped 2% (from 67% to 65%) from last year.

Response Levels

One-fourth of you answer the phone within 10 seconds and another 31% of you answer the phone within 20 seconds. Only 6.5% of you answer in longer than 90 seconds. The median call abandon rate is 4%. Your level one staff handles calls in 4 minutes and typically refers the call to more technical personnel (level 2) if the call length is over 5 minutes. The resolution rate for level 0 (self-help), level 1, level 2 (more technical personnel), level 3 (developers or vendors responsible for the product), and deskside support are respectively 3.5%, 56.6%, 22.8%, and 7.3%.

Volumes Increasing, But at Slower Pace

It appears that the growth rate of incident/problem volume has slowed a bit from 2002 and from 2001. This is likely due to the slowness in the economy and the reduced rate of technology migrations. Additionally, more experienced customers, and hardware and operating stability may be significant contributors.

The three most reported reasons for the increases in volume were changes (upgrades, conversions, and installations), growth in the number of customers, and customers demanding more services. On the other hand, the reason for the decreases seems to be driven by systems being more stable, better root cause analysis (quality initiatives) and customers being more experienced.

Call volumes, as in prior surveys, have continued to have a double peak, with the first around 9:00 A.M. in the morning and the second peak after lunch between 1:30 P.M. and 2:30 P.M.

More of you are producing performance statistics. This is indicative of the maturation of our industry.

How About Those Customers?

Your connection to your customers also is indicated by the fact that 37.5% of you (same as last year) reported that you either lead or take an important role in new CRM initiatives.
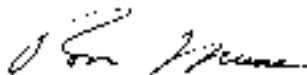
Taking Care of Personnel Professional Development!

As with prior surveys, you rated help desk/customer support "soft" skills as more important than technical skills. You ranked listening skills, problem-solving skills, interpersonal skills (not on 2002 survey), telephone customer service skills, and the ability to work under pressure as the most important skills for support analysts. The top five varied somewhat from the last survey, however, the general area of soft skills is considered vital. We believe this is why our HDI Certification Training Programs are so popular.

Closing

Again, I would like to thank all of you who took the time to complete the survey. It shows you are professionals committed to contributing to our future together. I would like to leave you with one thought. Over the years, support managers have stated that they wanted to be treated as a very key and strategic component to the overall organization. I must say that I see this has already happened in many organizations and for others, it will soon. This is the time to reflect on what you have accomplished, how your support organization is performing, and what you need to do to be strategic.

I wish you the very best in the years ahead,

Ron Muns, CEO and Founder
Help Desk Institute

Cross Reference Index

Question

1

What industry best describes your company?

Industry	2003	2002
Advertising Agencies	.1%	.5%
Aerospace		.7%
*Automotive	.4%	.6%
Chemical/Biotechnical	1.2%	1.1%
Computers - Hardware	1.9%	2.4%
Computers - Software	9.4%	9.4%
Consulting	4.1%	3.4%
*Consumer Products	.7%	
*Distribution	1%	
Education	6.8%	7%
*Entertainment	.6%	
**Financial Services - Banking	4.3%	9.3%
*Financial Services - Insurance	5.4%	
*Financial Services - Securities	1.4%	
***Food and Beverage	1.5%	5.1%
**Government - Federal	3.2%	8.9%
*Government - Other	4.1%	
*Government - State	2.8%	
Healthcare/Pharmaceutical	10.9%	9.4%
Legal	2.1%	2.2%
Manufacturing (non-computer)	9.8%	7.1%
New Media/Publishing	1%	1.8%
Nonprofit/Association	2.1%	1.5%
Utilities/Energy	4.1%	2.9%
Outsourced Services Provider	5.5%	4.2%
Retail	3.5%	4.2%
Telecom	2.3%	3.2%
*Travel	1.2%	
Other	7.7%	5.2%

2003   2002

*Notates a change in a category or a new category.

**In 2002 Banking/Finance and Government were combined categories. The 9.3% and 8.9% respectively, could not be broken down to reflect the 2003 comparisons.

***This category was compared to Service in the 2002 survey.

Question

| 2 | What is the total number of employees at your company? |

Chart: Bar chart showing percentage responses by company size.

- Less than 100: 8%
- 100 to 499: 15.5%
- 500-999: 12.8%
- 1,000 to 1,499: 7.9%
- 1,500 to 1,999: 6.6%
- 2,000 to 5,000: 17.4%
- 5,001 or more: 31.8%

Y-axis: 0%, 10%, 20%, 30%, 40%

2
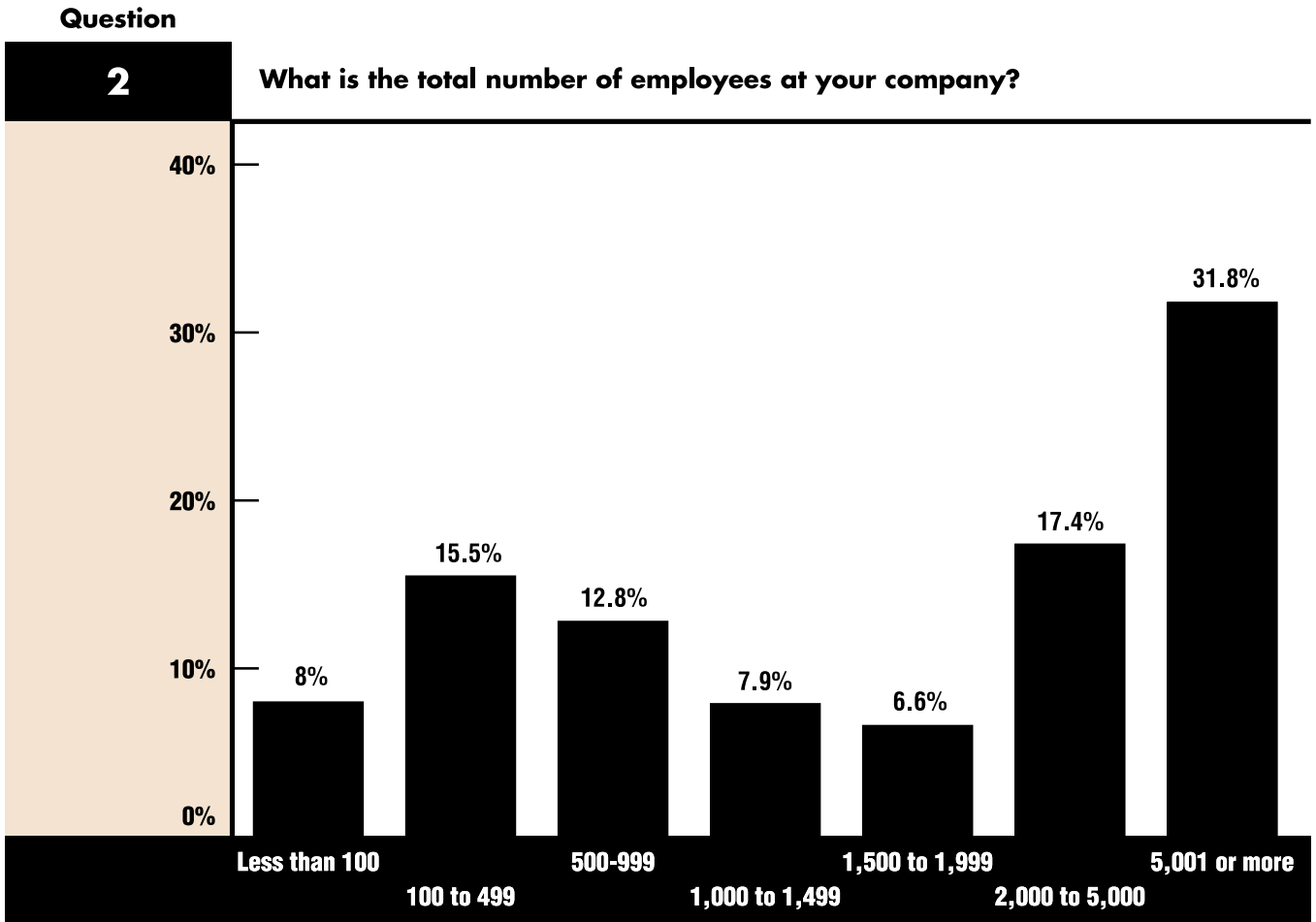
Question 2 is a new question to the Practices Survey in 2003. Responses broke down to be approximately one-third in the 0-999 employees, one-third in the 1000-5000, and one-third in the 5001 or more categories.

3

Which of the following most closely matches the name of your support organization?

Category	2003	2002
Call Center	1.9%	2%
Customer Service Center	5%	6%
Customer Support Center	11.6%	15%
End-user Computer Support	4.1%	3.5%
Help Desk	36.7%	40%
IT/IS Support	10.2%	8%
LAN Support	.1%	.0%
Other	6.8%	7%
*Service Desk	6.8%	
*Service Support Center	4.1%	
Support Services	5.5%	8%
Technical Support	7%	10%

■ **2003**   ■ **2002**

*Notates a new category in 2003.

Demographics

3

Question

4

What is the total number of support centers in your organization?

60% —
50% — 51.9% / 58%
40% —
30% —
20% —
10% — 12.3% / 16%   10.4% / 10%   5.2% / 5%   4.7% / 3%   6.9% / 4%   8.6% / 5%
0 —

| 1 | 2 | 3 | 4 | 5 | 6 to10 | 10 or more |

■ 2003   ■ 2002
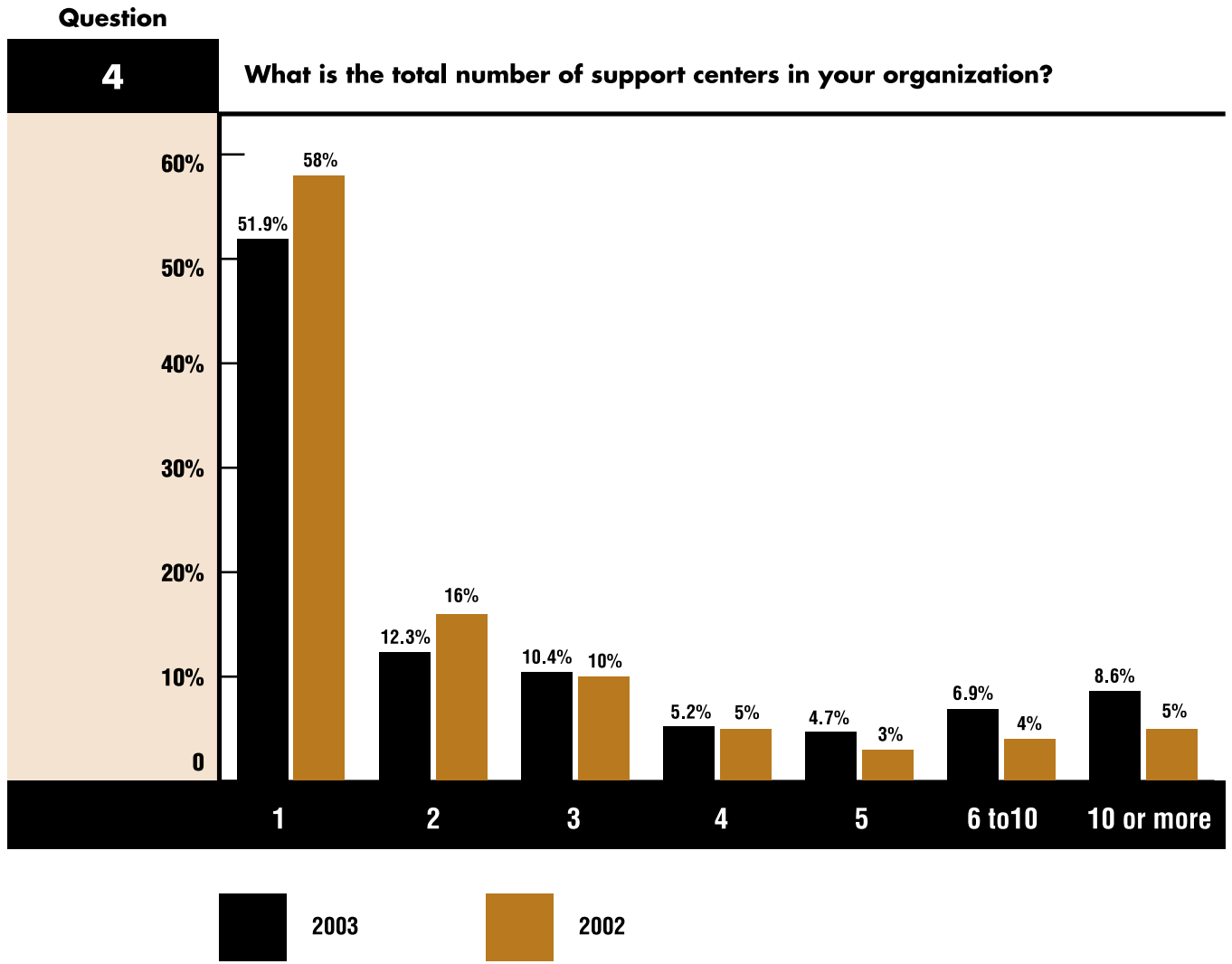
5) Describe your support center.

Based on the change of wording in question 5, the data is not considered to be reliable for analysis.

Question

6

What type of support does your organization provide?

Internal – 50.4%

Blended – 39.5%

External – 10.1%

To whom does your support organization primarily report?

Category	Black	Gold
Administrative Services	3.5%	2%
CIO/IT/IS or MIS Senior Executive	55%	55%
Computer Operations	4.8%	8%
Computer Services (non-IT)	1.9%	4%
Infrastructure Management	7.9%	8%
Senior Executive Outside IT/IS/MIS	11.3%	3%
Technical Services	8.3%	14%
Other	7.3%	6%

0   10%   20%   30%   40%   50%   60%

6

Question

8

How many customers/employees does your support organization serve?

Category	2003	2002
5001-10,000	33.6%	36%
2000-5000	24.2%	25%
1500-1999	5.9%	7%
1000-1499	9.3%	8%
500-999	10.8%	9%
100-499	12.8%	11%
Less than 100	3.5%	3%

■ 2003   ■ 2002

In 2003 we broke out the categories above 10,000 to include 10,000-50,000 and 50,000 and above. This will allow more detailed analysis and comparisons in 2004.

Demographics

Question

9

How many hours per day is at least one support employee on-site to provide support?

Hours	2003	2002
1-7 Hours	.2.9%	3%
8 Hours	12.9%	13%
9-12 Hours	42.3%	35%
13-16 Hours	12%	13%
17-23 Hours	5.2%	5%
24 Hours	25.5%	31%

0   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

■ 2003   ■ 2002

8
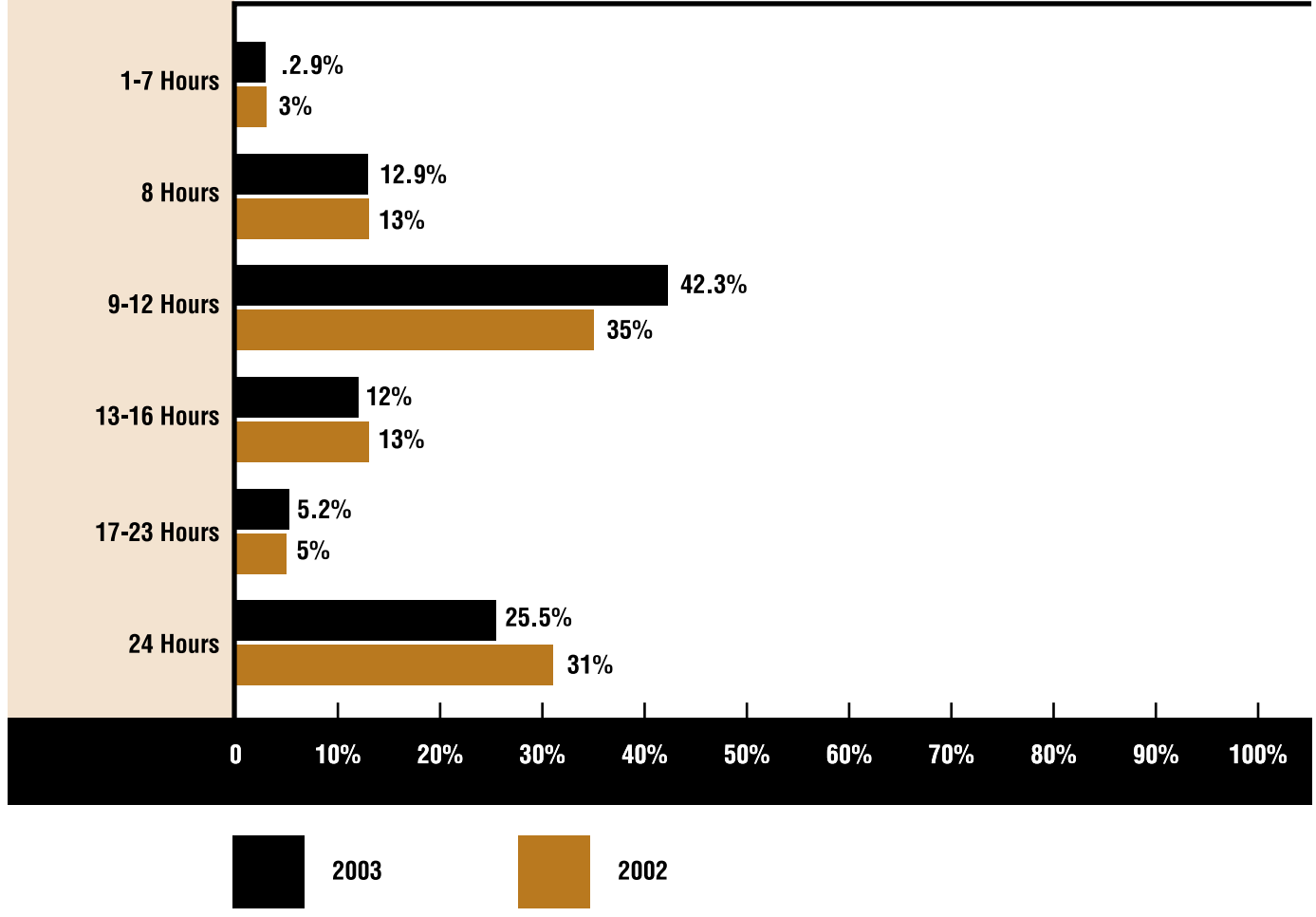
Question

9 cont.

How many hours per day is at least one support employee on-site to provide support?

Hours	2003	2002
0 Hours	57%	41%
1-7 Hours	7.9%	9%
8 Hours	5%	7%
9-12 Hours	4.3%	6%
13-16 Hours	1.9%	2%
17-23 Hours	1.8%	2%
24 Hours	22.1%	33%

0   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

■ 2003   ■ 2002

Demographics

9

Demographics
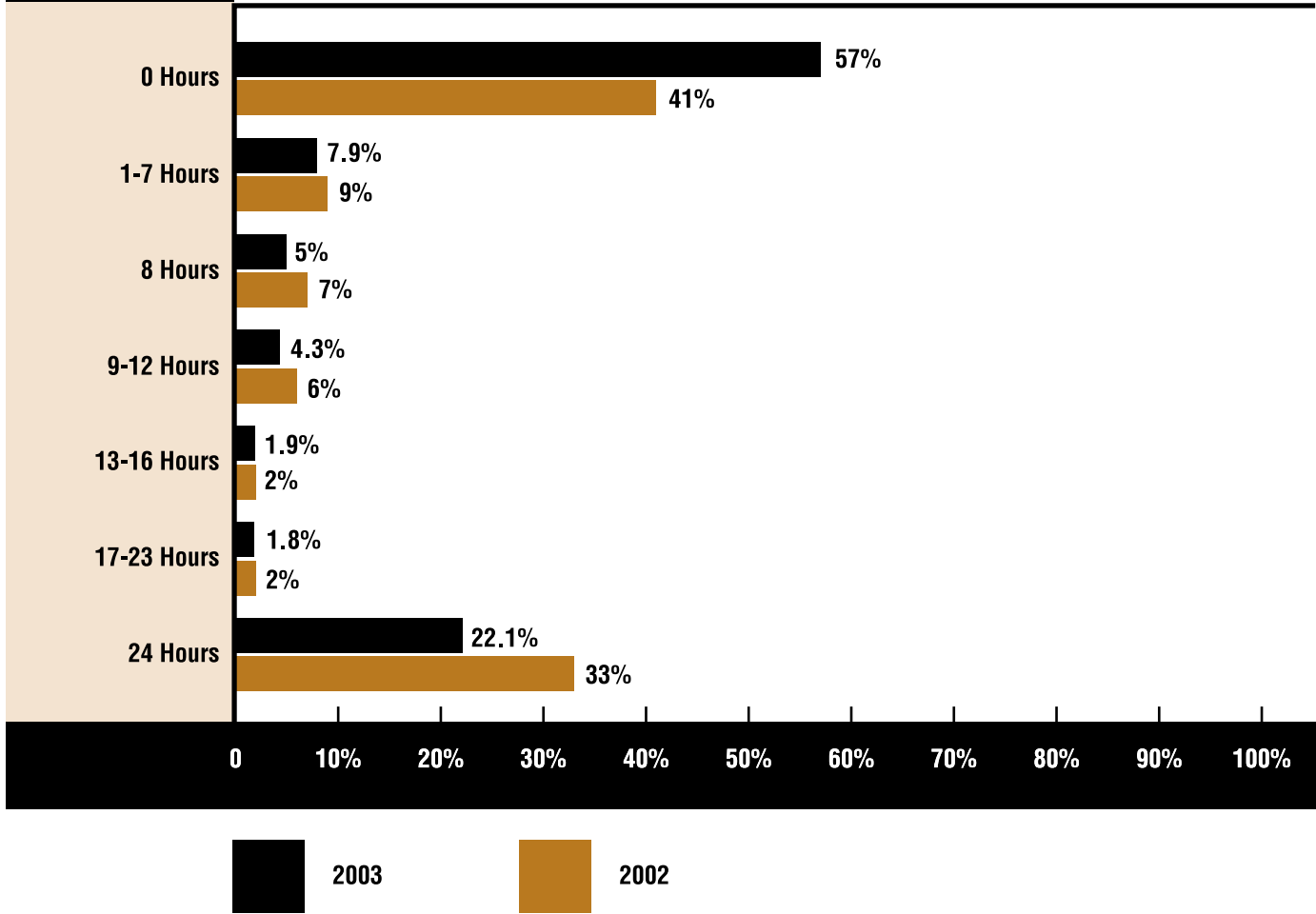
Question

9 cont.

How many support hours per day is at least one support employee on-site to provide support?

0 Hours	62.8%
	50%
1-7 Hours	4.6%
	5%
8 Hours	4.4%
	4%
9-12 Hours	3.2%
	4.5%
13-16 Hours	1.7%
	2%
17-23 Hours	1.5%
	1.5%
24 Hours	21.8%
	33%

0   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

■ **2003**   ■ **2002**

10

10

The number of full-time equivalent (FTE) personnel presently in your support organization.

Full-time
Equivalent
Personnel

36.7

10

0   10   20   30   40   50

■ **Mean**   ■ **Median**
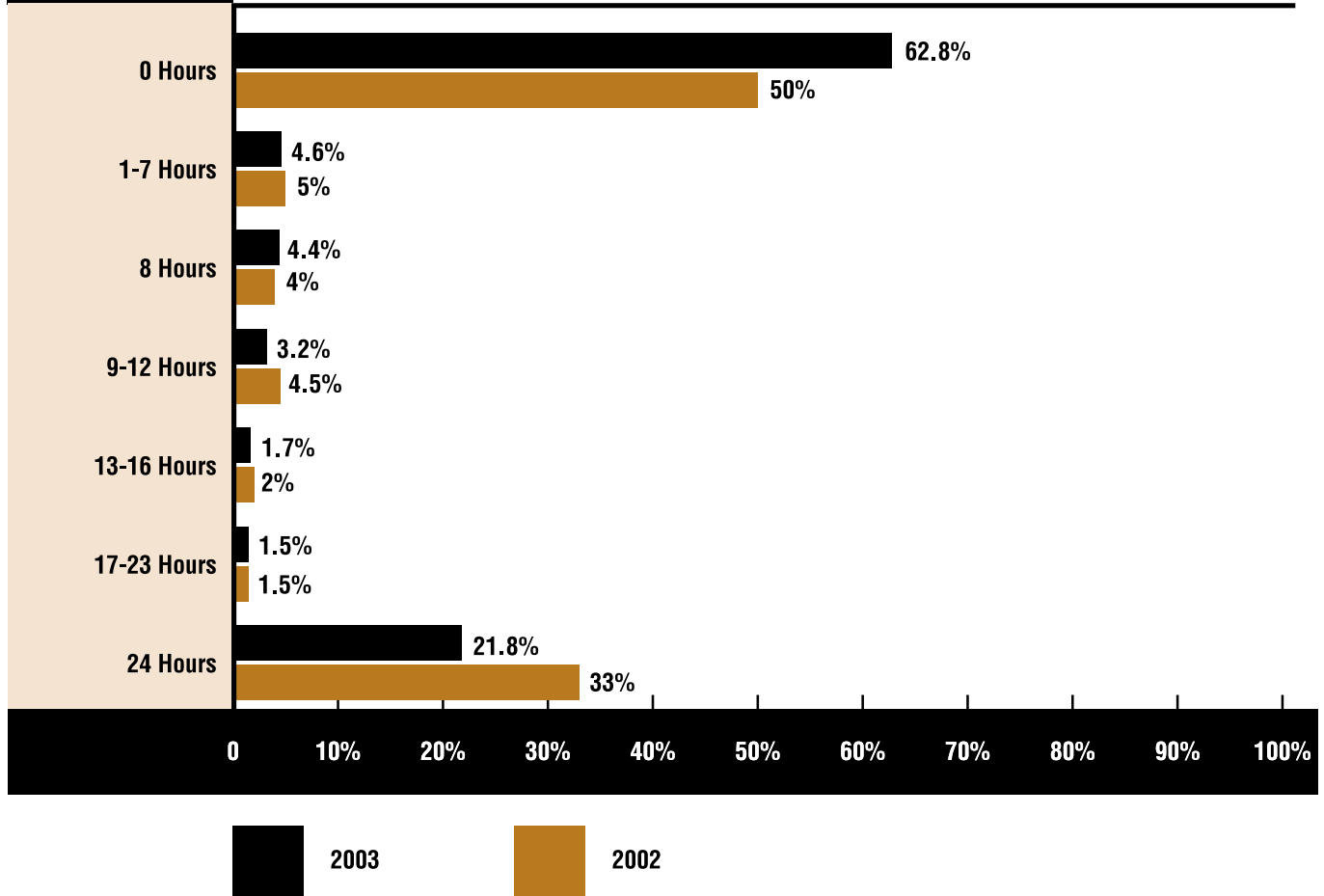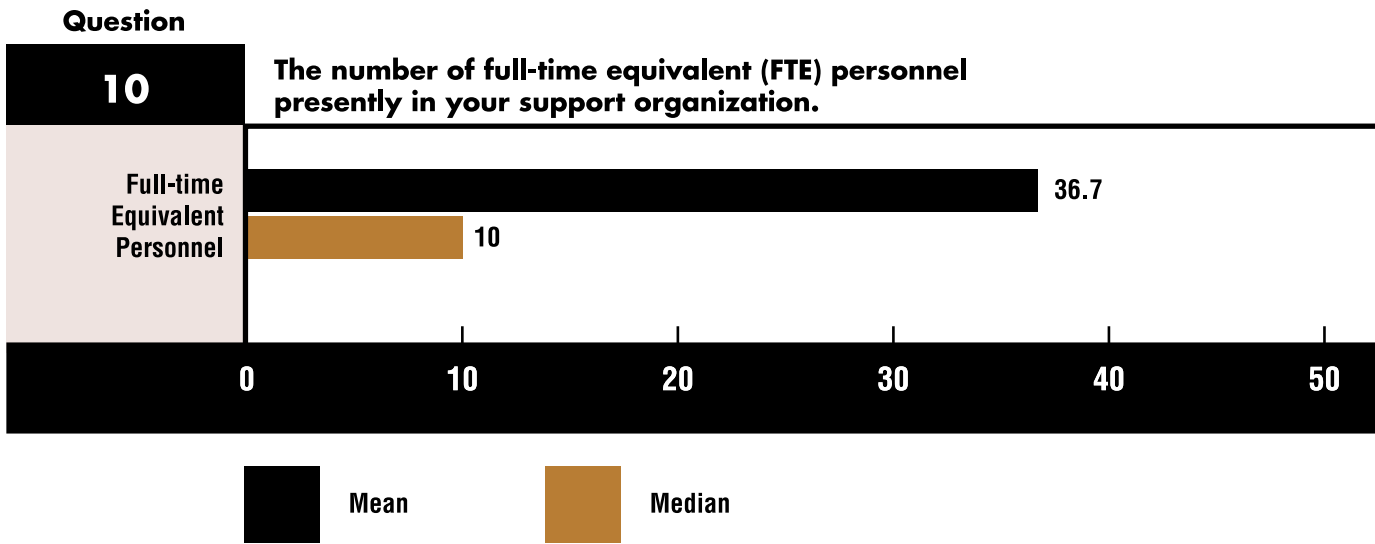
In 2002 we asked not only personnel FTE's but the number of contractors. The number of FTE's was 12, thus it appears that the average headcount within support organizations is down. We believe this is due to pressures to reduce costs as well as customers growing in skills and using self-help technologies.

Question

11

Which of the following does your support organization presently outsource?

Category	2003	2002
Do Not Outsource	57.3%	45%
Hardware Support and Repair	23.5%	24%
Off-the-Shelf PC Software Support	10.2%	10%
Proprietary Applications	9.3%	9%
*Desktop Support	9.1%	
After-Hours Service	8.3%	7.5%
Network/LAN Support	7.2%	10%
*Internet	6.9%	
Employees/Customers in Other Countries	5.1%	3%
All Support Organization Services	4.7%	4%
Support Management	3.3%	4%
Asset Managment	3%	4%
Peak Call Loads	2.3%	2%

0   10%   20%   30%   40%   50%   60%

■ 2003   ■ 2002

*New responses in 2003.

Question

12

**Which statement most reflects your expectations
for outsourcing as it relates to your support organization?**

**We Do Not Outsource
or Plan To**
45.3%
44%

**We Will Not Change Our
Current Level of Outsourcing**
31.2%
32%

We Will Outsource More
16.9%
17%

**We Will Reduce Our
Level of Outsourcing**
6.6%
8%

0   10%   20%   30%   40%   50%

■ 2003   ■ 2002

13

Similar to 2002, more organizations plan to increase their level of outsourcing (16.9%) than those planning to reduce their level of outsourcing (6.6%). This is a difference of 10.3% (9% in 2002) indicating a growth in outsourcing.

Question

13

Does your support organization have full, partial, or no responsibility for each of the following situations?

Asset Management

Response	2003	2002
Full Responsibility	34.5%	31%
Partial Responsibility	36.2%	32%
No Responsibility	22.8%	34%
Do Not Know	1.2%	3%
Not Applicable	5.2%	

Change Management

Response	2003	2002
Full Responsibility	30.5%	25%
Partial Responsibility	46.3%	48%
No Responsibility	17.8%	24%
Do Not Know	2.1%	3%
Not Applicable	3.3%	

Client/Server Support

Response	2003	2002
Full Responsibility	42.4%	38%
Partial Responsibility	43%	48%
No Responsibility	11.7%	13%
Do Not Know	.6%	1%
Not Applicable	2.3%	

Customer Training/Documentation

Response	2003	2002
Full Responsibility	28%	25%
Partial Responsibility	56.2%	56%
No Responsibility	14%	18%
Do Not Know	.8%	1%
Not Applicable	1%	

Customer Self-Help Tools

Response	2003	2002
Full Responsibility	38.8%	40%
Partial Responsibility	45.3%	40%
No Responsibility	9.3%	18%
Do Not Know	1%	2%
Not Applicable	5.7%	

Database Maintenance

Response	2003	2002
Full Responsibility	29.7%	28%
Partial Responsibility	31.1%	42%
No Responsibility	35.9%	29%
Do Not Know	.7%	1%
Not Applicable	2.6%	

0 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ 2003   ■ 2002

*We added the response of not applicable in 2003.

13 cont.

Does your support organization have full, partial, or no responsibility for each of the following situations?

Data Center Service Level Reporting

	2003	2002
Full Responsibility	46.1%	41%
Partial Responsibility	27.3%	30%
No Responsibility	20.3%	26%
Do Not Know	1.7%	3%
Not Applicable	4.6%	

Knowledge Maintenance

	2003	2002
Full Responsibility	48.3%	47%
Partial Responsibility	38%	42%
No Responsibility	7.2%	9%
Do Not Know	1.5%	2%
Not Applicable	5%	

Maintenance Contracts

	2003	2002
Full Responsibility	27.9%	29%
Partial Responsibility	38.3%	35%
No Responsibility	27.3%	34%
Do Not Know	2.2%	2%
Not Applicable	4.3%	

Network Support

	2003	2002
Full Responsibility	35.6%	34%
Partial Responsibility	43.5%	46%
No Responsibility	18%	19%
Do Not Know	.8%	1%
Not Applicable	2.1%	

Quality Control and Assurance

	2003	2002
Full Responsibility	30.5%	35%
Partial Responsibility	46.7%	42%
No Responsibility	17.8%	21%
Do Not Know	2.5%	2%
Not Applicable	2.5%	

Service Level Agreements

	2003	2002
Full Responsibility	42.8%	45%
Partial Responsibility	40.7%	37%
No Responsibility	7.5%	16%
Do Not Know	2.3%	2%
Not Applicable	6.6%	

0   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

■ 2003   ■ 2002

*We added the response of not applicable in 2003.

Question

14

What self-service tools are provided to the customer so they may solve their own problems?

Tool	2003	2002
FAQs	72.3%	58%
Access to Downloads	45.9%	27%
Documentation Library	43.5%	38%
Access to Incident/ Problem Status	41.7%	35%
Knowledge Management/ Search Tools	36.5%	42.5%
Message Boards	28.9%	14.5%
Other	12.3%	12%
Self-Diagnostic	8.3%	8%
Self-Healing	6.8%	6%

0   10%   20%   30%   40%   50%   60%   70%   80%

■ 2003   ■ 2002

16

Question

15

What call tracking/problem management system do you use?

System	Percentage
Remedy	20.8%
FrontRange Solutions' HEAT	15.1%
Peregrine	10%
Network Associates' Magic	9.7%
Homegrown	6.7%
Tivoli Service Desk	4.7%
Clarify	4.4%
Intuit	3.4%
Computer Associates	3.1%
PeopleSoft Vantive	2.9%

Scale: 0   10%   20%   30%

Of all the respondents that use call tracking systems, about 68% use at least one of these top 10.

Question

16

Which of these technologies does your support organization use now, plan to add in the next 12 months, or plan to replace in the next 12 months?

Alert/Prompter/Display Systems
- Use Now: 43.8% / 56%
- Plan to Add Within 12 Months: 9.7% / 18%
- Plan to Replace Within 12 Months: 1.1% / 2%
- No Plans: 45.4% / 28%

Automatic Call Distributors
- Use Now: 57.2% / 65%
- Plan to Add Within 12 Months: 9% / 9%
- Plan to Replace Within 12 Months: 3% / 3%
- No Plans: 30.8% / 23%

Automation of Password Resets
- Use Now: 18.8% / 19%
- Plan to Add Within 12 Months: 25.7% / 33%
- Plan to Replace Within 12 Months: 3% / 5%
- No Plans: 52.5% / 43%

Change Control Software
- Use Now: 30.9% / 34%
- Plan to Add Within 12 Months: 17.3% / 22%
- Plan to Replace Within 12 Months: 3.5% / 4%
- No Plans: 48.3% / 40%

Customer Survey Software
- Use Now: 43.2% / 39%
- Plan to Add Within 12 Months: 25.8% / 29%
- Plan to Replace Within 12 Months: 2.9% / 4.5%
- No Plans: 28% / 27.5%

Direct Customer Input Into Request System
- Use Now: 31.1% / 29%
- Plan to Add Within 12 Months: 33.7% / 34%
- Plan to Replace Within 12 Months: 2.9% / 4%
- No Plans: 32.3% / 33%

Direct Customer Review of Their Requests
- Use Now: 31.9% / 27%
- Plan to Add Within 12 Months: 36.3% / 35%
- Plan to Replace Within 12 Months: 3.7% / 4%
- No Plans: 28% / 34%

Distribution of Online Training Programs
- Use Now: 32.3% / 31%
- Plan to Add Within 12 Months: 15.9% / 25%
- Plan to Replace Within 12 Months: 2.9% / 4%
- No Plans: 48.9% / 41%

X-axis: 0 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

The top 3 technologies in use now according to our respondents are; e-mail, voicemail, and Internet. The top 3 technologies that respondents plan to add are; Web input of customer requests, direct customer review of their requests, and Web review by customers of their requests. The top 3 technologies that respondents plan to replace are; VOIP, problem/service management software, and staff modeling/scheduling software.

Question

16 cont.

Which of these technologies does your support organization use now, plan to add in the next 12 months, or plan to replace in the next 12 months?

E-mail

Use Now	93.2% / 93%
Plan to Add Within 12 Months	1.5% / 2%
Plan to Replace Within 12 Months	.7% / 1%
No Plans	4.6% / 4%

Expert Systems/Artificial Intelligence

Use Now	8.7%
Plan to Add Within 12 Months	8.8%
Plan to Replace Within 12 Months	3.2%
No Plans	79.3%

Extranet

Use Now	32.9%
Plan to Add Within 12 Months	61%
Plan to Replace Within 12 Months	3.2%
No Plans	57.9%

Frequently Asked Questions (FAQs)

Use Now	57.3% / 62%
Plan to Add Within 12 Months	22.5% / 14%
Plan to Replace Within 12 Months	3.6% / 1%
No Plans	16.6% / 23%

Intranet

Use Now	84.7% / 84%
Plan to Add Within 12 Months	7% / 4%
Plan to Replace Within 12 Months	1.1% / 1%
No Plans	7.2% / 11%

Internet

Use Now	87.7% / 88%
Plan to Add Within 12 Months	3% / 3%
Plan to Replace Within 12 Months	1.3%
No Plans	9% / 9%

Inventory/Asset Management Tools

Use Now	51.2% / 39%
Plan to Add Within 12 Months	3.5% / 5%
Plan to Replace Within 12 Months	21.5% / 27%
No Plans	23.8% / 29%

Message Boards

Use Now	38.3% / 23%
Plan to Add Within 12 Months	13.3% / 20%
Plan to Replace Within 12 Months	2.8% / 3%
No Plans	45.7% / 54%

0   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

Question

16 cont.

Which of these technologies does your support organization use now, plan to add in the next 12 months, or plan to replace in the next 12 months?

Multimedia Applications
- Use Now: 37.3% / 34%
- Plan to Add Within 12 Months: 8.8% / 13%
- Plan to Replace Within 12 Months: 3% / 2%
- No Plans: 50.8% / 51%

Network Performance Tools
- Use Now: 63.1% / 62%
- Plan to Add Within 12 Months: 9.5% / 14%
- Plan to Replace Within 12 Months: 2.3% / 3%
- No Plans: 25% / 21%

Online Chat/ Instant Messaging
- Use Now: 33.1% / 14%
- Plan to Add Within 12 Months: 17.5% / 24%
- Plan to Replace Within 12 Months: 3.3% / 4%
- No Plans: 46% / 58%

Problem/Service Management Software
- Use Now: 64.4% / 74%
- Plan to Add Within 12 Months: 9.9% / 7%
- Plan to Replace Within 12 Months: 4.4% / 10%
- No Plans: 21.3% / 9%

Project Management Software
- Use Now: 63% / 55%
- Plan to Add Within 12 Months: 8.6% / 12%
- Plan to Replace Within 12 Months: 2.9% / 2%
- No Plans: 25.6% / 31%

Remote Monitoring/ Support Tools
- Use Now: 73.2% / 62%
- Plan to Add Within 12 Months: 10.6% / 19%
- Plan to Replace Within 12 Months: 1.2% / 3%
- No Plans: 14.9% / 16%

Self-Diagnostic Tools
- Use Now: 19.5% / 18%
- Plan to Add Within 12 Months: 16.4% / 25%
- Plan to Replace Within 12 Months: 3.9% / 2%
- No Plans: 60.2% / 55%

Self-Healing Tools
- Use Now: 8.6% / 13%
- Plan to Add Within 12 Months: 15.2% / 28%
- Plan to Replace Within 12 Months: 3.6% / 2%
- No Plans: 72.7% / 57%

Axis: 0 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

The top 3 technologies in use now according to our respondents are; e-mail, voicemail, and Internet. The top 3 technologies that respondents plan to add are; Web input of customer requests, direct customer review of their requests, and Web review by customers of their requests. The top 3 technologies that respondents plan to replace are; VOIP, problem/service management software, and staff modeling/scheduling software.

Question

16 cont.

Which of these technologies does your support organization use now, plan to add in the next 12 months, or plan to replace in the next 12 months?

Staff Modeling/Scheduling Software

	Black	Tan
Use Now	19.6%	24%
Plan to Add Within 12 Months	11%	22%
Plan to Replace Within 12 Months	4%	4%
No Plans	65.3%	50%

Text Retrieval/Online Documentation

	Black	Tan
Use Now	40.9%	49%
Plan to Add Within 12 Months	12.4%	19%
Plan to Replace Within 12 Months	3%	2%
No Plans	43.6%	30%

Voicemail

	Black	Tan
Use Now	89.5%	88%
Plan to Add Within 12 Months	1.7%	2%
Plan to Replace Within 12 Months	1%	1%
No Plans	7.9%	9%

Voice Response Units

	Black	Tan
Use Now	32.5%	36%
Plan to Add Within 12 Months	5.2%	15%
Plan to Replace Within 12 Months	2.2%	4%
No Plans	60.1%	46%

VOIP

	Black	Tan
Use Now	18.1%	
Plan to Add Within 12 Months	18.4%	
Plan to Replace Within 12 Months	4.6%	
No Plans	59%	

Web-Based Knowledge Base/Search Tools

	Black	Tan
Use Now	43.4%	49%
Plan to Add Within 12 Months	29%	24%
Plan to Replace Within 12 Months	3.5%	3%
No Plans	24.2%	24%

Web Input of Customer Requests

	Black	Tan
Use Now	35.8%	31%
Plan to Add Within 12 Months	36.9%	34%
Plan to Replace Within 12 Months	3%	4%
No Plans	24.3%	28%

Web Review by Customers of Their Requests

	Black	Tan
Use Now	31.5%	27%
Plan to Add Within 12 Months	36.2%	37%
Plan to Replace Within 12 Months	2.8%	3%
No Plans	29.6%	33%

0 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

17

With whom does your support organization maintain service level agreements?

Category	2003	2002
Customers	54.6%	46%
Internal (2nd and 3rd Level Support)	33.7%	29%
Vendors	28.6%	26%
Some Customers	25%	22%
Some Vendors	24.1%	20%
Some Internal (2nd and 3rd Level Support)	21.1%	19%

■ 2003   ■ 2002

Over half of you have Service Level Agreements with your customers (up from 46% last year). Additionally, we saw an increase in the usage of Service Level Agreements with internal support groups as well as with external vendors.

Question

18

Does your support organization charge for support services?

Category		
Internal Customers - Support Charges May Be Included in Overall Technology Cost Allocation	38% (2003)	41% (2002)
Internal Customers - Charge to Departments at Fixed Allocation	19.9% (2003)	16% (2002)
Internal Customers - Charge to Departments Based on Usage	17.2% (2003)	10% (2002)
External Customers - Fixed Fee Service Contract	37.2% (2003)	21% (2002)
External Customers - Fixed Fee Per Support Service	21.9% (2003)	14% (2002)
External Customers - Charge Based on Length of Call	7.7% (2003)	6% (2002)
Other	7.7% (2003)	13% (2002)

Scale: 0 10% 20% 30% 40% 50%

■ 2003   ■ 2002

There is an increase in the number of organizations that charge for support service, both internal and external. Data applies to only respondents that do charge for services. Also, charging on a service event or usage basis is growing significantly for both internal and external support organizations.

Question

19

How long does it take your support organization to respond to an incident or problem reported through e-mail?

Category	%
5 Minutes or Less	5.7%
5 Minutes to Less Than 10 Minutes	7.7%
10 Minutes to Less Than 15 Minutes	8.4%
15 Minutes to Less Than 20 Minutes	7.7%
20 Minutes to Less Than 30 Minutes	10.5%
30 Minutes to Less Than 40 Minutes	8%
40 Minutes to Less Than 1 Hour	8.8%
1 Hour to Less Than 2 Hours	10.9%
2 Hours to Less Than 3 Hours	6.5%
3 Hours or More	16.2%
Not Applicable	9.5%

24

Question

20

What is your target average speed to respond to an incident or problem reported through e-mail?

Category	%
5 Minutes or Less	7.3%
5 Minutes to Less Than 10 Minutes	7.5%
10 Minutes to Less Than 15 Minutes	8.3%
15 Minutes to Less Than 20 Minutes	5%
20 Minutes to Less Than 30 Minutes	8%
30 Minutes to Less Than 40 Minutes	5.9%
40 Minutes to Less Than 1 hour	10.2%
1 Hour to Less Than 2 hours	14.1%
2 Hours to Less Than 3 Hours	5.1%
3 Hours or More	16%
Not Applicable	12.6%

Question 21

How long does it take your support organization to respond to an incident or problem logged directly into the system by the customer?

Response	%
5 Minutes or Less	7.9%
5 Minutes to Less Than 10 Minutes	5.7%
10 Minutes to Less Than 15 Minutes	4.4%
15 Minutes to Less Than 20 Minutes	4.7%
20 Minutes to Less Than 30 Minutes	5.2%
30 Minutes to Less Than 40 Minutes	3%
40 Minutes to Less Than 1 Hour	4.8%
1 hour to Less Than 2 Hours	6.9%
2 hours to Less Than 3 Hours	3.9%
3 Hours or More	5%
Not Applicable	48.5%

Question 22

What is your target average speed to respond to an incident or problem logged directly into the system by a customer?

Response	%
5 Minutes or Less	7.6%
5 Minutes to Less Than 10 Minutes	5.5%
10 Minutes to Less Than 15 Minutes	5.8%
15 Minutes to Less Than 20 Minutes	3.9%
20 Minutes to Less Than 30 Minutes	3.7%
30 Minutes to Less Than 40 Minutes	3.5%
40 Minutes to Less Than 1 Hour	4.3%
1 Hour to Less Than 2 Hours	6.6%
2 Hours to Less Than 3 Hours	3.2%
3 Hours or More	5.8%
Not Applicable	50.1%

Question

23

Approximately what percentage of service requests taken by electronic means are resolved on the first contact?

Mean	56.29%
Median	65%

0 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

26

Question

24

What is the distribution percentage of average daily incoming call volume by hour of day?

Time	Percentage
Midnight - 1 AM	.58%
1 AM - 2 AM	.4%
2 AM - 3 AM	.33%
3 AM - 4 AM	.3%
4 AM - 5 AM	.39%
5 AM - 6 AM	1.01%
6 AM - 7 AM	1.95%
7 AM - 8 AM	5.83%
8 AM - 9 AM	11.65%
9 AM - 10 AM	12.21%
10 AM - 11 AM	10.47%
11 AM - Noon	8.38%
Noon - 1 PM	7.51%
1 PM - 2 PM	9.26%
2 PM - 3 PM	8.99%
3 PM - 4 PM	7.48%
4 PM - 5 PM	5.84%
5 PM - 6 PM	2.86%
6 PM - 7 PM	1.52%
7 PM - 8 PM	.97%
8 PM - 9 PM	.64%
9 PM - 10 PM	.52%
10 PM - 11 PM	.46%
11 PM - Midnight	.45%

25) What percentage of service level request calls are resolved by level 1, level 2, and level 3 support?

The statistical data was not reliable to make an accurate analysis of the results. We have decided to remove the question from our survey report for 2003.

28

Question 26

What is the average speed to answer time (by phone) at your organization?

Category	2003	2002
Less Than 10 Seconds	25.6%	17%
10-20 Seconds	30.7%	40%
21-30 Seconds	18.5%	16%
31-59 Seconds	12.8%	10%
60-90 Seconds	5.9%	8%
More Than 90 Seconds	6.5%	10%

0   10%   20%   30%   40%

Question 27

What is your target speed to answer time by phone?

Category	2003	2002
Less Than 10 Seconds	29.8%	15%
10-20 Seconds	26.8%	41%
21-30 Seconds	20.2%	16%
31-59 Seconds	10.9%	6%
60-90 Seconds	5.7%	12%
More Than 90 Seconds	6.6%	10%

0   10%   20%   30%   40%

■ 2003   ■ 2002

Question

28

Does your telephone system provide reporting on any of the following statistics?

Statistic	2003	2002
Number of Incoming Calls	72%	72%
Incoming Call Duration	67.3%	70%
Percentage of Calls Abandoned	65.2%	65%
Number of Outgoing Calls	62.2%	64%
Time Available	59.4%	59%
Outgoing Call Duration	57.6%	60%
Time On Hold	56.8%	59%
Call Wrap-up Time	43.6%	41%
Number of Rings Before Answering	25.1%	30%
None of the Above Statistics	25.4%	21%
*Number of Calls Terminated Before/ After Initial Prompt or Message	50.7%	

0 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ **2003**   ■ **2002**

29

*New response in 2003.

Question

29

Does your support organization receive service requests by voice mail?

No
25.3%

Yes
74.7%

30

Question

30

What is the average length of time for your support center's first level calls?

Mean — 6.5 Minutes

Median — 4 Minutes

| 0 | 5 | 10 | 15 |

Question

31

What is the average length of time before a call is referred to second level support?

Mean — 12.4 Minutes

Median — 5 Minutes

| 0 | 5 | 10 | 15 |

Question

32

Approximately, what percent of phone calls are abandoned?

Mean — 4.76%

Median — 4%

| 0 | 1% | 2% | 3% | 4% | 5% |

Question

33

What is your target for call abandon rate?

Mean — 3.5%

Median — 2%

| 0 | 1% | 2% | 3% | 4% | 5% |

**What is the average number of incidents
your support organization receives each month?**

Mean	5,925
Median	2,000

0   1000   2000   3000   4000   5000   6000   7000

For statistical analysis, 14 responses that were over 100,000 were eliminated.

What percentage of these requests are communicated via the following methods?

Method	Percentage
Phone	65.1%
E-mail	15.98%
Customer Incident Logging	8.25%
Voicemail	3.99%
Walk-ups	3.3%
Fax	1.34%
Other	1.03%
Voice Response Unit	1.02%

0   10%   20%   30%   40%   50%   60%   70%   80%

Service Requests & Incidents

33

Question

36

Do you provide tools for your customers to resolve incidents on their own?

35%

30%

25%

20%

15%

10%

5%

0

34.9%

29%

Yes

■ 2003   ■ 2002

37) If you provide tools for your customers, what percentage of all monthly incidents are resolved through these self-help technologies?

Due to the structure of the question and the analysis of the data, we have chosen not to publish the results for 2003.

38

**The monthly number of incidents
(calls, fax, e-mail, etc.) at your organization is...**

60%

56%

53.5%

50%

40%

31.4%

30%

27%

20%

15.2%

16.5%

10%

0

Increasing　　　**Remaining the Same**　　　**Decreasing**

■ **2003**　　　■ **2002**

The growth rate seems to be slowing in the monthly number of incidents.

What are the THREE most likely reasons for the increase in service requests?

Reason	Percentage
Changes: Upgrades, Conversions, Installations	75.7%
More Customers	47.5%
Customers Demanding More Service, Increased Computer Usage	43.9%
More Responsibilities for the Support Organization	41.3%
New Business/Company Growth	37%
Increased Awareness of the Support Organization	26.4%
Reduced Customer Training or Increased Employee Turnover	14.5%
Decreased Product Quality	6.2%
Other	2.6%

0   10%   20%   30%   40%   50%   60%   70%   80%

Question

40

What are the THREE most likely reasons for decrease in service requests?

Reason	Percentage
Systems Are More Stable, Mature	62.7%
Root Cause Problem Elimination (Quality Initiatives)	40.9%
Customers Are More Experienced	40%
Proactive Resolution/ Troubleshooting	34.5%
Business/Workforce Reduction	30.9%
Increased Product Quality	30.9%
Better Customer Training	26.4%
Customer Use of Self-Help Tools	12.7%
Business Functions Outsourced	7.3%
Less Responsibility/Narrower SLAs	4.5%
Other	9.1%

Root cause analysis went from five (5) last year to the second most likely reason for decreases in service requests (incidents).

Who prioritizes service requests to your support organization?

Category	2003	2002
Support Organization	43.5%	47%
Support Organization and Customer, Jointly	37%	41%
Support Organization and Assignee, Jointly	22.9%	9%
In Order Received	19.1%	17%
Customer	15.7%	16%
Requests Are Not Prioritized	3.9%	5%

0   10%   20%   30%   40%   50%

■ 2003   ■ 2002

When your support organization is not staffed, how do you handle customers' requests for service?

Category	2003	2002
Voicemail, Answering Machine, or Answering Service	52.3%	53%
Forward Requests to Support Staff Via Pagers, etc.	41.6%	39%
E-mail	31.5%	29%
Forward Requests to Computer Operations	20.2%	21%
No Procedure Specified for Off Hours	9.5%	10%

2003   2002

Because 24% in 2002 and 31.5% in 2003 had 24-hour support, this data does not apply to them.

Question

43

What percentage of service requests falls into each of the following catagories?

Category	2003	2002
Proprietary Applications	15.5%	20%
Password Resets	14.8%	12%
Standard Desktop Software	12%	13%
Other	5.7%	11%
Hardware (Except Printers)	10.8%	11%
Service Requests	8.7%	9%
Data Communications/Network	9.2%	9%
Printers	7.7%	7%
Operating Systems	7.1%	5%
Databases	5%	3%
Voice Communications	3.3%	2%

■ 2003   ■ 2002

Question

44

What percentage of incidents/service requests are generated from mobile (offsite, traveling) employees?

Mean	9.8%
Median	6%

Question

45

What percentage of incidents are resolved at each of the following points?

Category	2003	2002
Level 0 (Self-Help)	3.5%	4%
Level 1 Support	56.6%	58%
Level 2 Support - Assigned to More Technical Resource	22.8%	20%
Level 3 Support - Developers or Vendors Responsible for Product	7.3%	8%
Deskside Support	8.7%	14%
Other	1.3%	2%

0   10%   20%   30%   40%   50%   60%

■ 2003   ■ 2002

The drop in deskside support is likely the result of greater use of remote support, self-diagnostic, and self-healing technologies. Additionally, standard desktop hardware and operating systems are becoming more stable.

Question

46

Phone

What is the average fully-burdened cost, per incident, for your support organization?

Mean
$28.19
$29.58

Median
$23.00
$25.00

| 0 | $10 | $20 | $30 | $40 |

E-mail

Mean
$20.66
$22.15

Median
$15.00
$16.00

| 0 | $10 | $20 | $30 | $40 |

Self-Service

Mean
$8.25
$8.46

Median
$5.00
$5.00

| 0 | $10 | $20 | $30 | $40 |

■ **2003** ■ **2002**

**Question**

47

How often does your support organization produce statistics?

Frequency	2003	2002
Daily	43%	42%
Weekly	49.9%	52%
Monthly	74.4%	70%
Quarterly	33.4%	31%
Semi-Annually	11.4%	11%
Annually	36.5%	34%
Upon Request	39.7%	39%
Do Not Produce Stats	5.7%	6%

■ 2003   ■ 2002

48

Who sees your performance statistics?

Category	Percentage
All IT/IS Data Processing Departments	32.7%
Customers	29%
Everyone	26.7%
IT/IS Management	75%
Other Management, Executives	50%
Vendors	5.2%

0 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

49

How are your performance statistics primarily generated?

Direct From Service Management System
45.1%
50%

Exported From Service Management System to Analysis Software
44.2%
41%

Manually, From Paper Records
10.7%
9%

0   10%   20%   30%   40%   50%

■ 2003   ■ 2002

Statistics & Measurements

45

Question

50

Does your support organization promote and encourage visits from customers to your support center?

Yes, Somewhat
32.3%
35%

Yes, Strongly
22.7%
28%

Not Often
25.4%
25%

No, Not at All
19.6%
12%

0   10%   20%   30%   40%   50%

■ 2003   ■ 2002

46

Budget considerations may be impacting the amount of encouragement for onsite visits from customers.
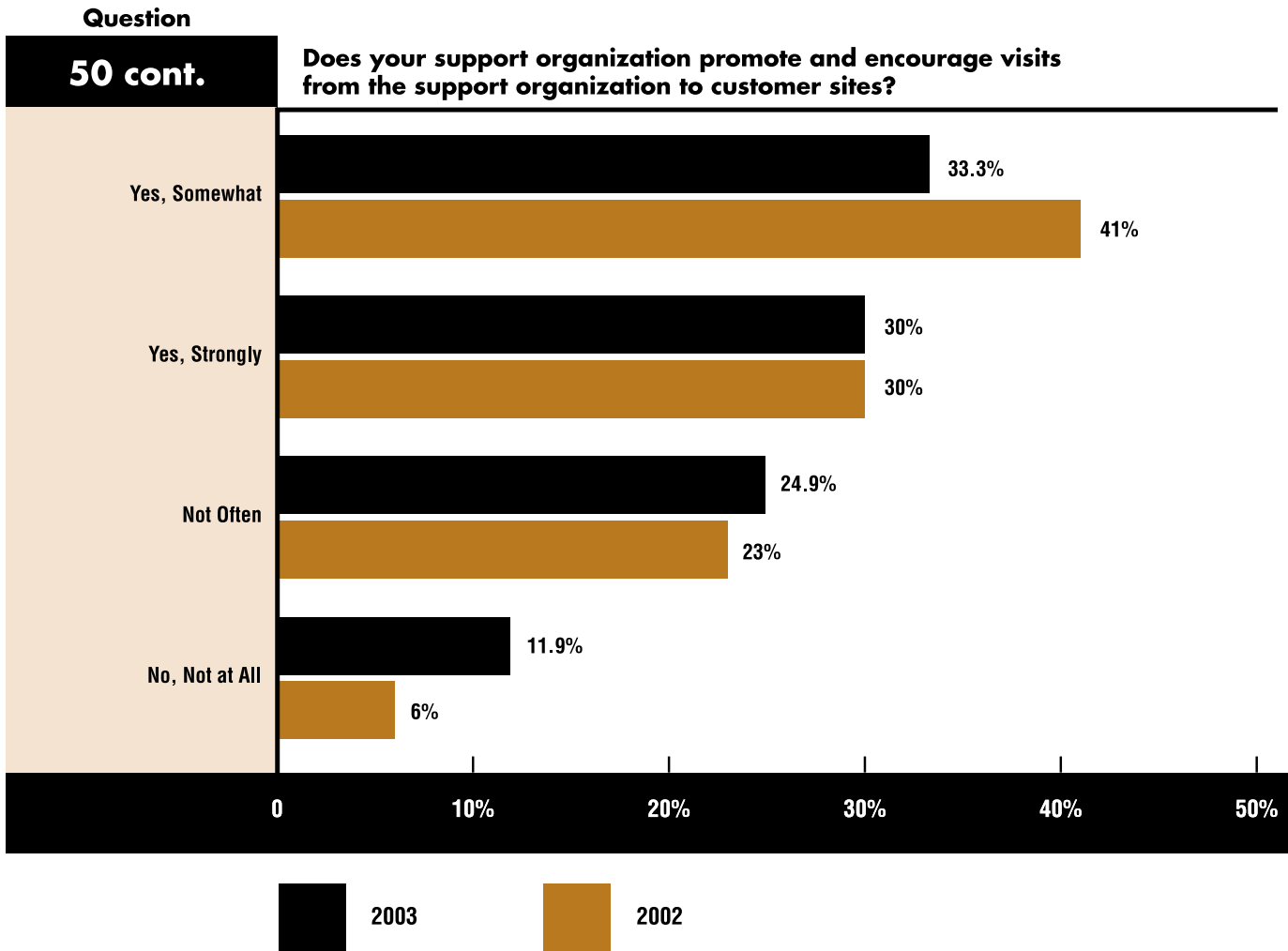
Question

50 cont.

Does your support organization promote and encourage visits from the support organization to customer sites?

Yes, Somewhat	33.3%
	41%
Yes, Strongly	30%
	30%
Not Often	24.9%
	23%
No, Not at All	11.9%
	6%

0   10%   20%   30%   40%   50%

■ 2003   ■ 2002
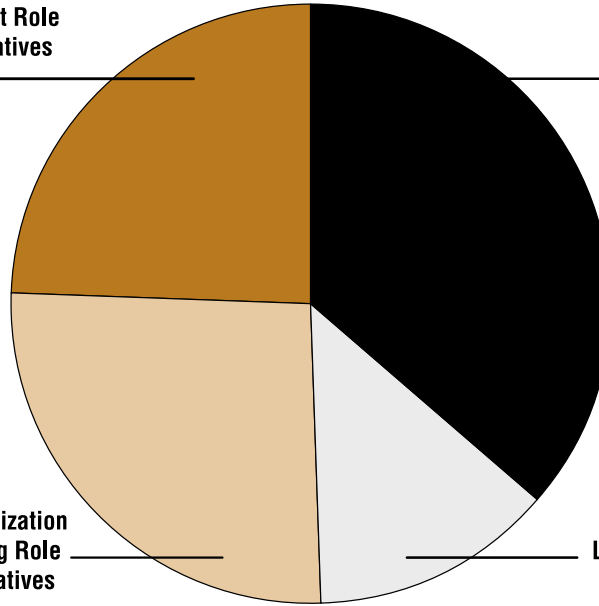
Question

51

Which of the following best describes the role of your support organization in implementation related to your company's CRM or e-CRM efforts?

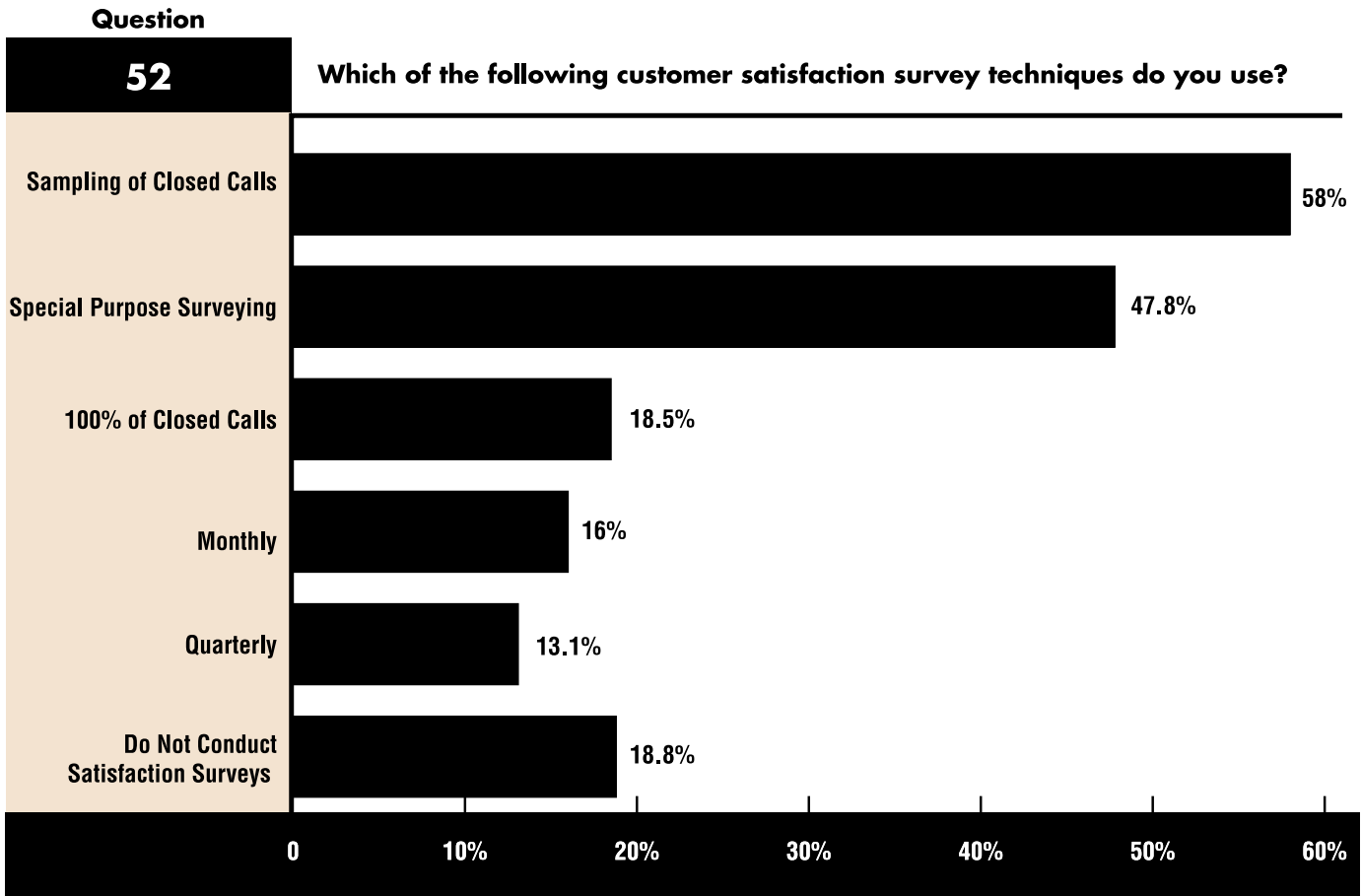The Support Organization
Takes an Important Role
in New CRM Initiatives
24.4%

**Does Not Apply
36.3%**

The Support Organization
Plays a Supporting Role
in New CRM Initiatives
26.1%

The Support Organization
Leads New CRM Initiatives
13.1%

48

Question

52

Which of the following customer satisfaction survey techniques do you use?

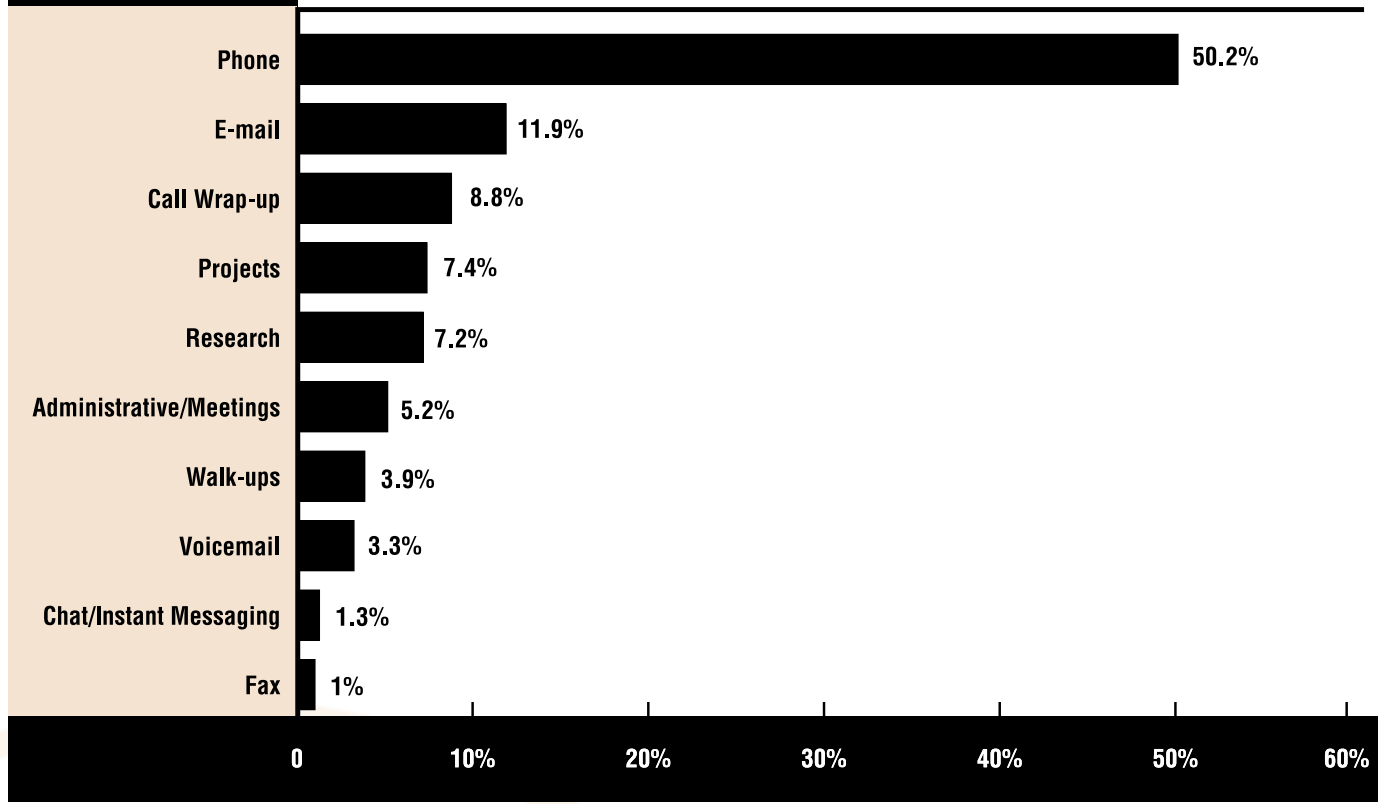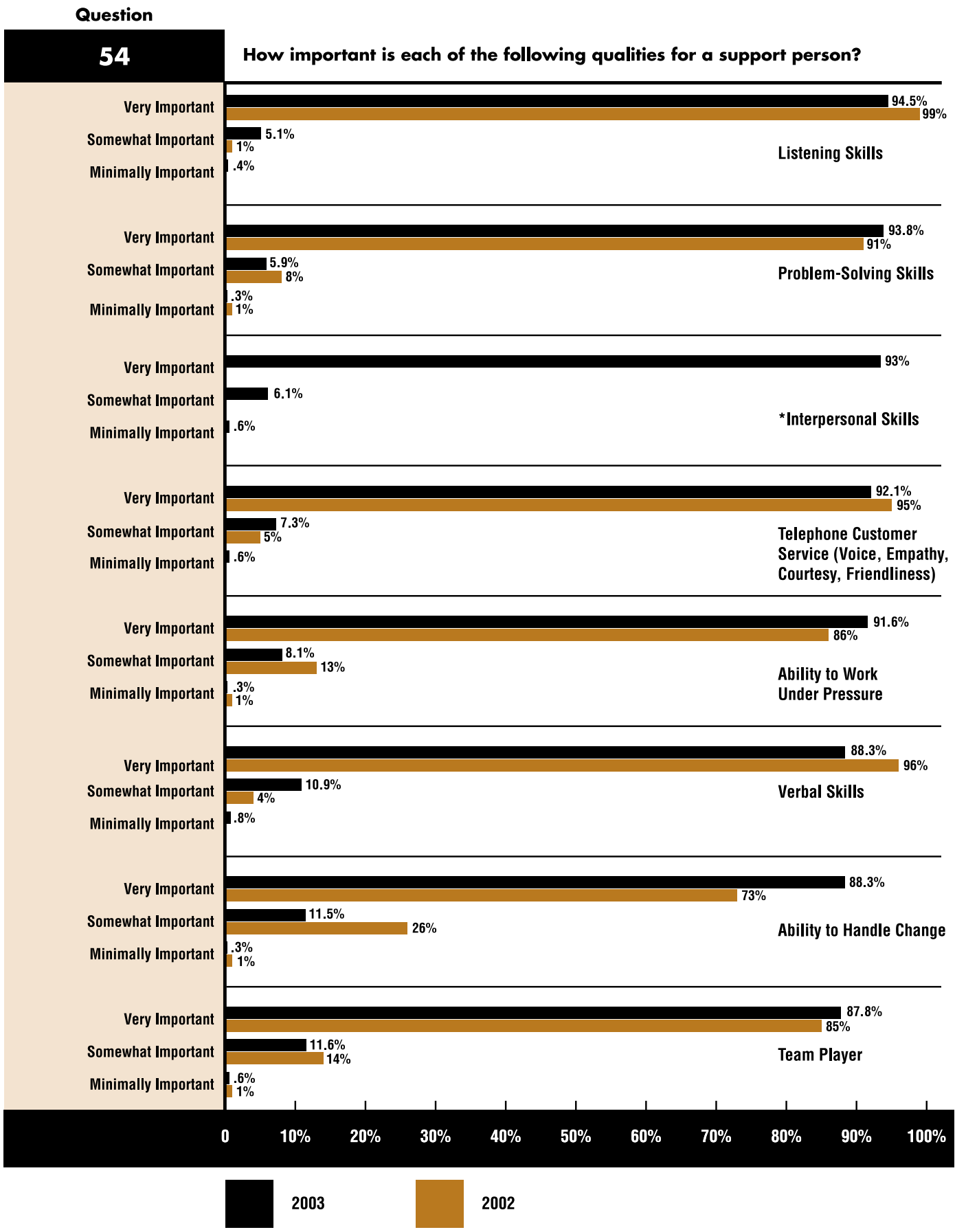| Technique	Percentage
Sampling of Closed Calls	58%
Special Purpose Surveying	47.8%
100% of Closed Calls	18.5%
Monthly	16%
Quarterly	13.1%
Do Not Conduct Satisfaction Surveys	18.8%

0   10%   20%   30%   40%   50%   60%

53

During a typical shift, what percentage of hours does your support staff spend on each of the frontline duties listed below?

Duty	Percentage
Phone	50.2%
E-mail	11.9%
Call Wrap-up	8.8%
Projects	7.4%
Research	7.2%
Administrative/Meetings	5.2%
Walk-ups	3.9%
Voicemail	3.3%
Chat/Instant Messaging	1.3%
Fax	1%

0   10%   20%   30%   40%   50%   60%

Question

54

How important is each of the following qualities for a support person?

Listening Skills
- Very Important: 94.5% (2003), 99% (2002)
- Somewhat Important: 5.1% (2003), 1% (2002)
- Minimally Important: .4% (2003)

Problem-Solving Skills
- Very Important: 93.8% (2003), 91% (2002)
- Somewhat Important: 5.9% (2003), 8% (2002)
- Minimally Important: .3% (2003), 1% (2002)

*Interpersonal Skills
- Very Important: 93% (2003)
- Somewhat Important: 6.1% (2003)
- Minimally Important: .6% (2003)

Telephone Customer Service (Voice, Empathy, Courtesy, Friendliness)
- Very Important: 92.1% (2003), 95% (2002)
- Somewhat Important: 7.3% (2003), 5% (2002)
- Minimally Important: .6% (2003)

Ability to Work Under Pressure
- Very Important: 91.6% (2003), 86% (2002)
- Somewhat Important: 8.1% (2003), 13% (2002)
- Minimally Important: .3% (2003), 1% (2002)

Verbal Skills
- Very Important: 88.3% (2003), 96% (2002)
- Somewhat Important: 10.9% (2003), 4% (2002)
- Minimally Important: .8% (2003)

Ability to Handle Change
- Very Important: 88.3% (2003), 73% (2002)
- Somewhat Important: 11.5% (2003), 26% (2002)
- Minimally Important: .3% (2003), 1% (2002)

Team Player
- Very Important: 87.8% (2003), 85% (2002)
- Somewhat Important: 11.6% (2003), 14% (2002)
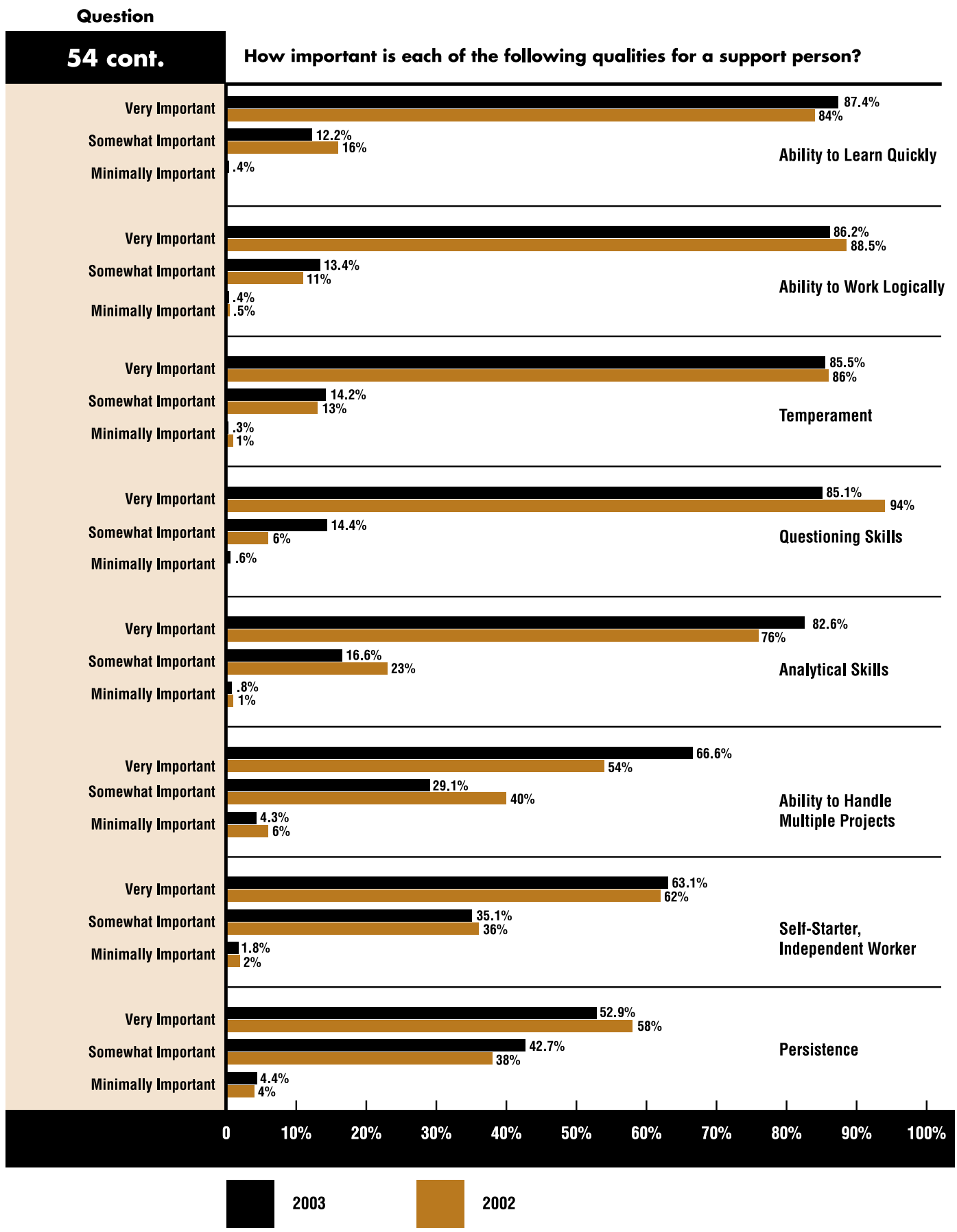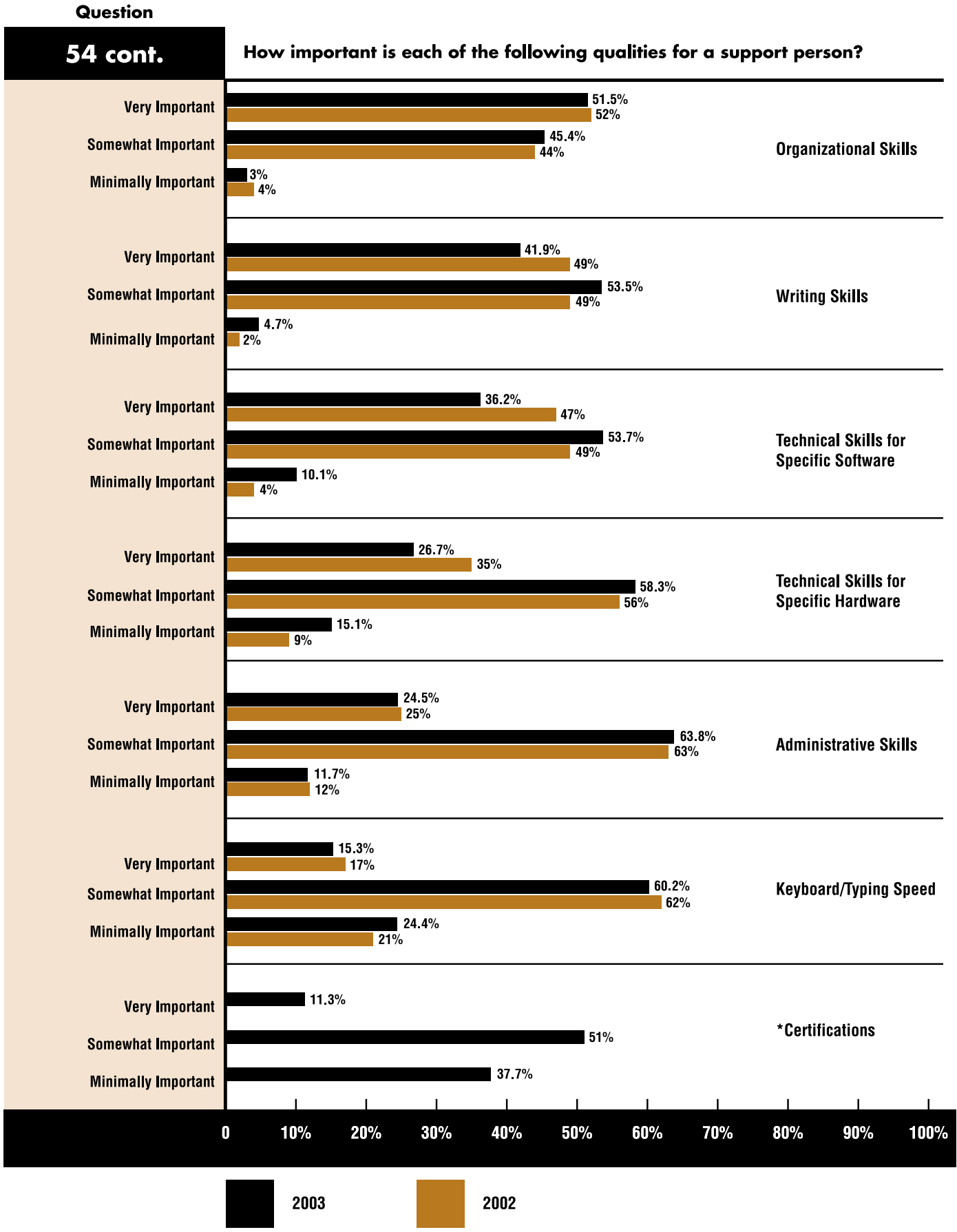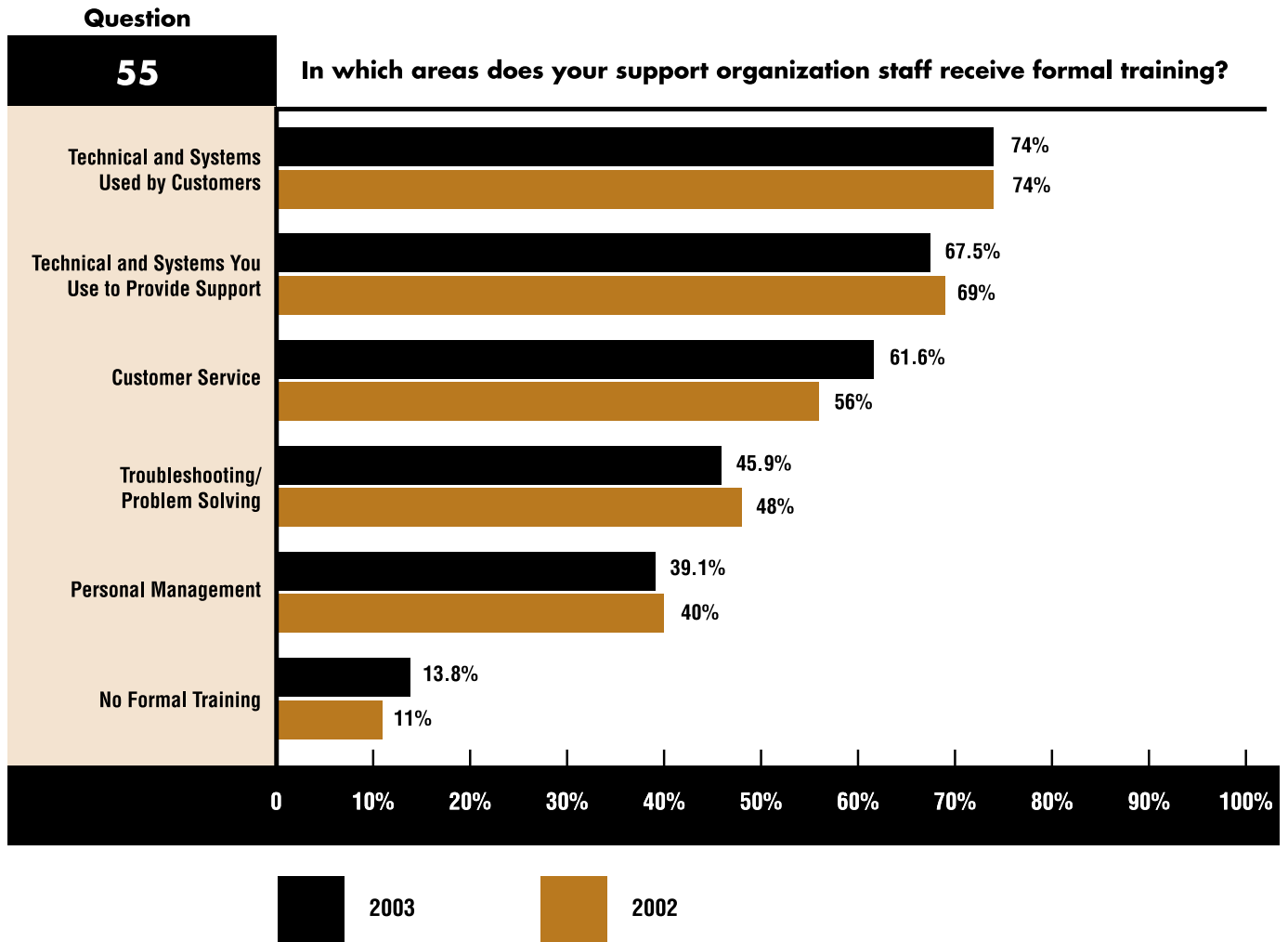- Minimally Important: .6% (2003), 1% (2002)

■ 2003   ■ 2002

Soft skills continue to be very important in support personnel qualities. Listening, problem solving/interpersonal skills, telephone customer service, and the ability to work under pressure scored very high.
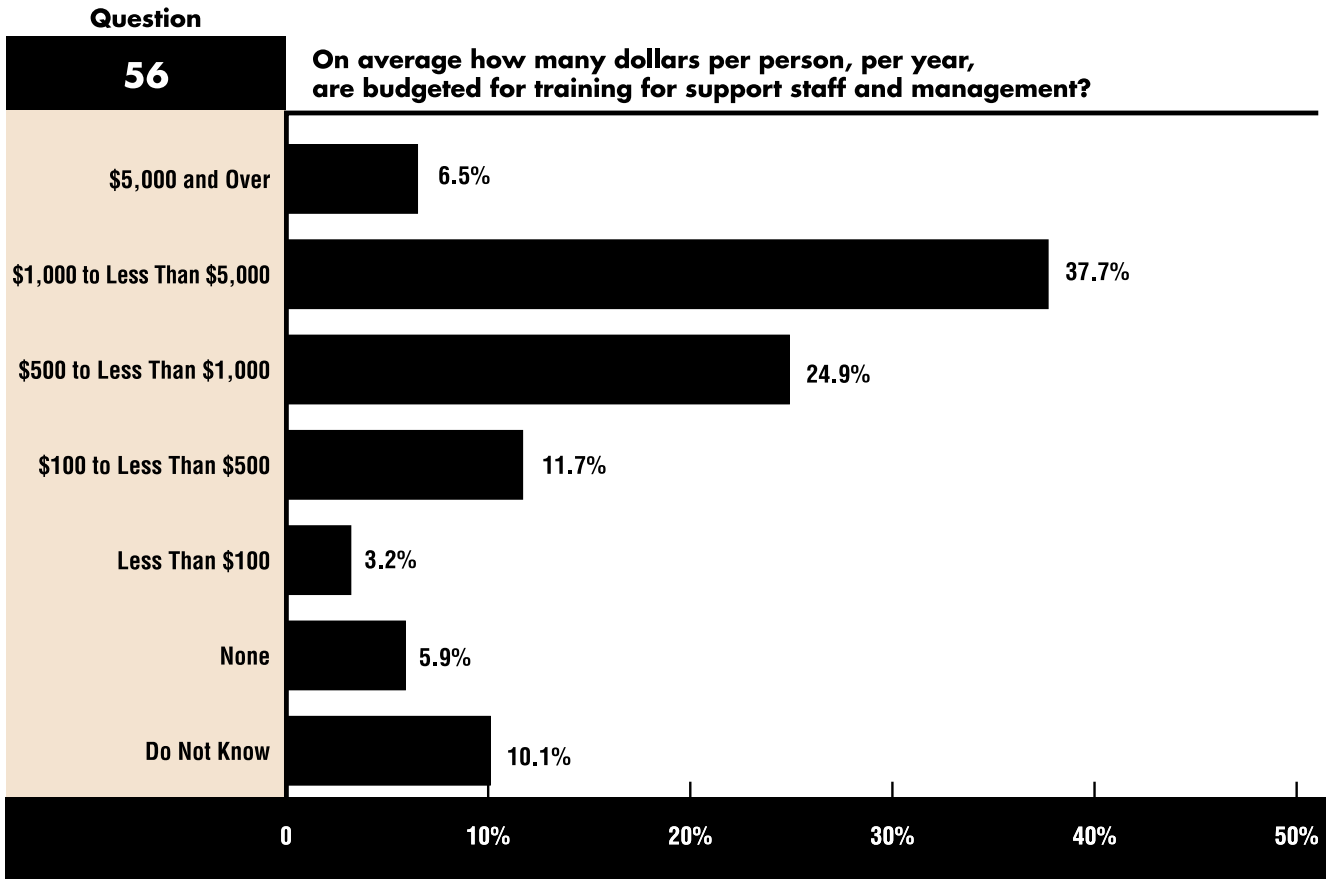
* New response in 2003

Question

54 cont.
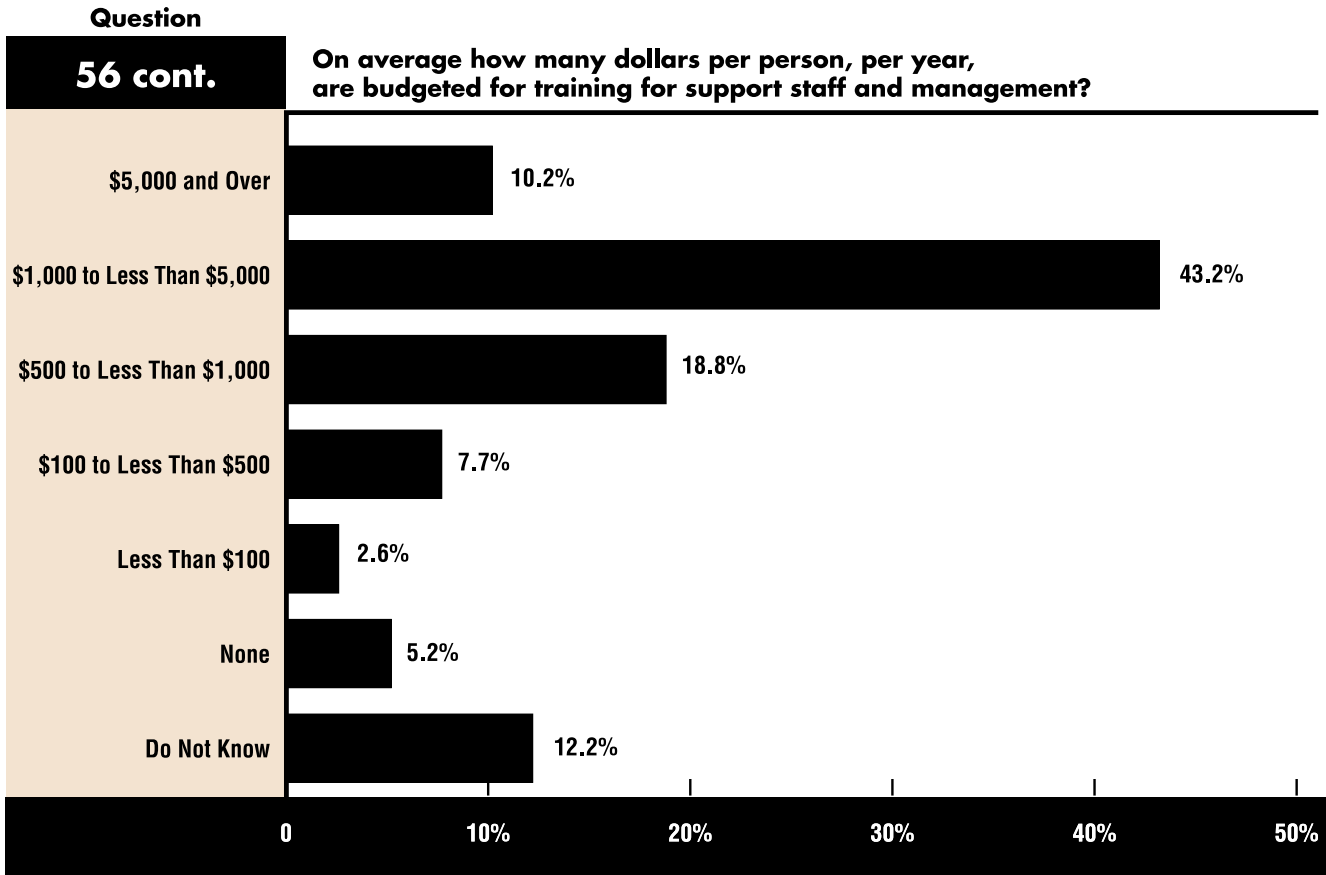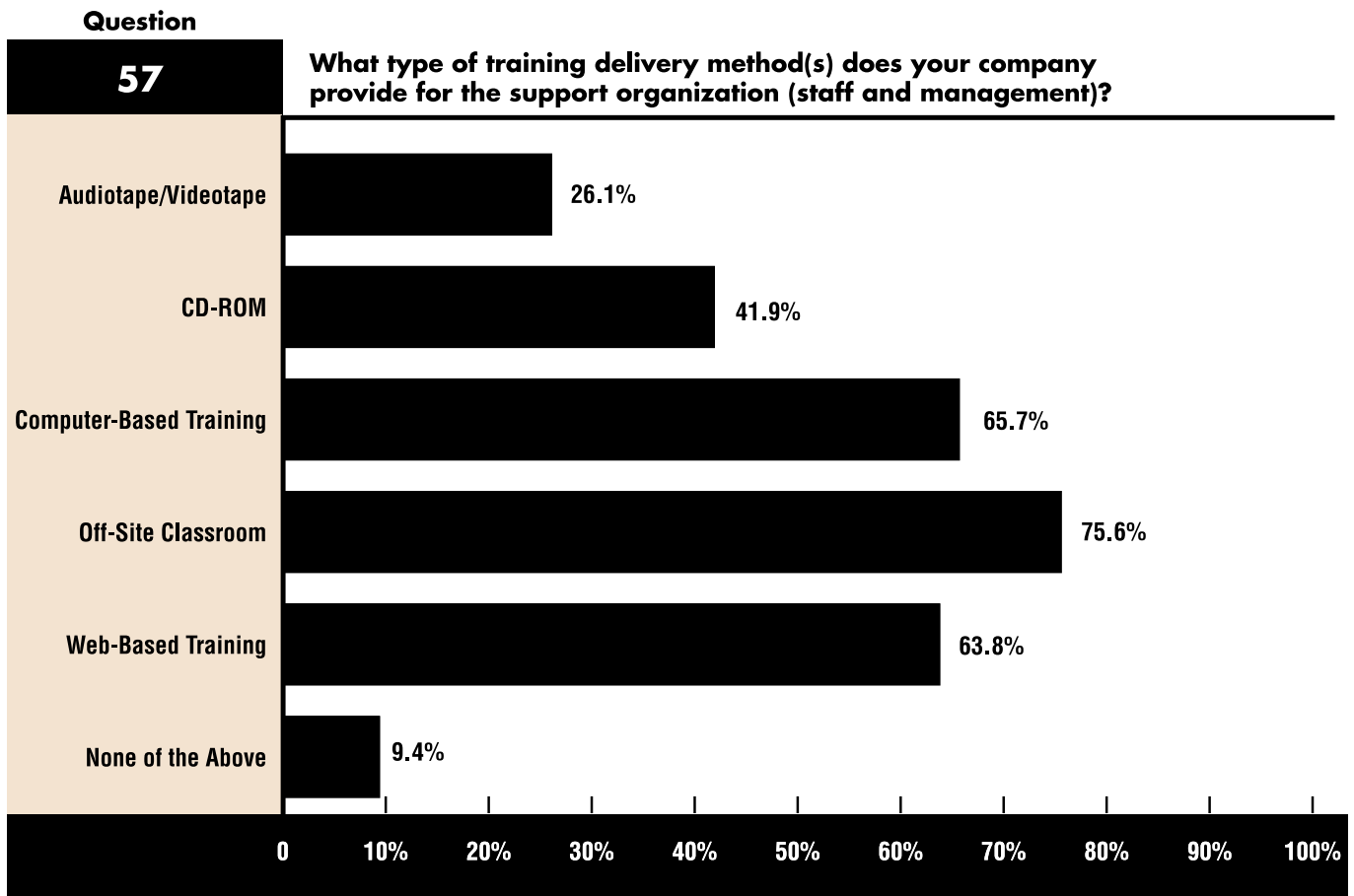
How important is each of the following qualities for a support person?

Ability to Learn Quickly
- Very Important — 87.4% (2003), 84% (2002)
- Somewhat Important — 12.2% (2003), 16% (2002)
- Minimally Important — .4% (2003)

Ability to Work Logically
- Very Important — 86.2% (2003), 88.5% (2002)
- Somewhat Important — 13.4% (2003), 11% (2002)
- Minimally Important — .4% (2003), .5% (2002)

Temperament
- Very Important — 85.5% (2003), 86% (2002)
- Somewhat Important — 14.2% (2003), 13% (2002)
- Minimally Important — .3% (2003), 1% (2002)

Questioning Skills
- Very Important — 85.1% (2003), 94% (2002)
- Somewhat Important — 14.4% (2003), 6% (2002)
- Minimally Important — .6% (2003)

Analytical Skills
- Very Important — 82.6% (2003), 76% (2002)
- Somewhat Important — 16.6% (2003), 23% (2002)
- Minimally Important — .8% (2003), 1% (2002)

Ability to Handle Multiple Projects
- Very Important — 66.6% (2003), 54% (2002)
- Somewhat Important — 29.1% (2003), 40% (2002)
- Minimally Important — 4.3% (2003), 6% (2002)

Self-Starter, Independent Worker
- Very Important — 63.1% (2003), 62% (2002)
- Somewhat Important — 35.1% (2003), 36% (2002)
- Minimally Important — 1.8% (2003), 2% (2002)

Persistence
- Very Important — 52.9% (2003), 58% (2002)
- Somewhat Important — 42.7% (2003), 38% (2002)
- Minimally Important — 4.4% (2003), 4% (2002)

0   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

■ 2003   ■ 2002

Soft skills continue to be very important in support personnel qualities. Listening, problem solving/interpersonal skills, telephone customer service, and the ability to work under pressure scored very high.

* New response in 2003

Question

54 cont.

How important is each of the following qualities for a support person?

Organizational Skills

	2003	2002
Very Important	51.5%	52%
Somewhat Important	45.4%	44%
Minimally Important	3%	4%

Writing Skills

	2003	2002
Very Important	41.9%	49%
Somewhat Important	53.5%	49%
Minimally Important	4.7%	2%

Technical Skills for Specific Software

	2003	2002
Very Important	36.2%	47%
Somewhat Important	53.7%	49%
Minimally Important	10.1%	4%

Technical Skills for Specific Hardware

	2003	2002
Very Important	26.7%	35%
Somewhat Important	58.3%	56%
Minimally Important	15.1%	9%

Administrative Skills

	2003	2002
Very Important	24.5%	25%
Somewhat Important	63.8%	63%
Minimally Important	11.7%	12%

Keyboard/Typing Speed

	2003	2002
Very Important	15.3%	17%
Somewhat Important	60.2%	62%
Minimally Important	24.4%	21%

*Certifications

	2003
Very Important	11.3%
Somewhat Important	51%
Minimally Important	37.7%

0   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

■ 2003   ■ 2002

* New response in 2003

Question

55

In which areas does your support organization staff receive formal training?

Area	2003	2002
Technical and Systems Used by Customers	74%	74%
Technical and Systems You Use to Provide Support	67.5%	69%
Customer Service	61.6%	56%
Troubleshooting/Problem Solving	45.9%	48%
Personal Management	39.1%	40%
No Formal Training	13.8%	11%

0   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

■ 2003   ■ 2002

It is interesting to note that soft skills are considered more important than technical skills, yet training for customer service ranks behind training provided for technologies used by customers and technologies used to provide support.

STAFF

Question

56

On average how many dollars per person, per year,
are budgeted for training for support staff and management?

Category	Percentage
$5,000 and Over	6.5%
$1,000 to Less Than $5,000	37.7%
$500 to Less Than $1,000	24.9%
$100 to Less Than $500	11.7%
Less Than $100	3.2%
None	5.9%
Do Not Know	10.1%

0   10%   20%   30%   40%   50%

MANAGEMENT

Question

56 cont.

On average how many dollars per person, per year,
are budgeted for training for support staff and management?

Category	Percentage
$5,000 and Over	10.2%
$1,000 to Less Than $5,000	43.2%
$500 to Less Than $1,000	18.8%
$100 to Less Than $500	7.7%
Less Than $100	2.6%
None	5.2%
Do Not Know	12.2%

0   10%   20%   30%   40%   50%

Question

57

What type of training delivery method(s) does your company provide for the support organization (staff and management)?

Method	Percentage
Audiotape/Videotape	26.1%
CD-ROM	41.9%
Computer-Based Training	65.7%
Off-Site Classroom	75.6%
Web-Based Training	63.8%
None of the Above	9.4%

0   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

The question varied from 2002, so we have not provided a year-to-year comparison, however, it appears that the methods with the highest growth in usage rates are Web-based training and computer-based training.

Question

58

Which of the following career development plans are in place?

Category		
Informal Training Plans	63.5% (2003)	51% (2002)
Formal Job Recognition and Appreciation	43.8% (2003)	42% (2002)
Defined Career Paths	32.7% (2003)	28% (2002)
Formal Written Training Plans	30% (2003)	42% (2002)
Formal Certification Programs	25.4% (2003)	24% (2002)
Job Enrichment Programs	22.4% (2003)	20% (2002)

0 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ 2003　　■ 2002

Personnel & Staff Training

57

Question

59

On average, how many days of training does a new support professional receive before functioning alone at your organization?

Response	2003	2002
*Over 20 Days	20.2%	
11-20 Days	22.9%	47%
5-10 Days	31.8%	30%
2-4 Days	16.9%	12%
1 Day or Less	5.9%	6%
None	2.3%	5%

0   10%   20%   30%   40%   50%

58

■ **2003**   ■ **2002**

*Over 20 days is a new response in 2003. Ten days or more represented 47% of the responses in 2002 and 43.1% of the responses in 2003.

Question

60

What is the target number of training days per year for support staff and managers?

STAFF

Category	2003	2002
*Over 20 Days	5.7%	
11-20 Days	16.3%	30%
5-10 Days	47.7%	44%
2-4 Days	19.6%	18%
1 Day or Less	4%	3%
None	6.8%	6%

MANAGERS

Category	2003	2002
*Over 20 Days	6.2%	
11-20 Days	15.9%	25%
5-10 Days	49.2%	43%
2-4 Days	17.3%	22%
1 Day or Less	4.1%	3%
None	7.3%	7%

0   10%   20%   30%   40%   50%

■ 2003   ■ 2002
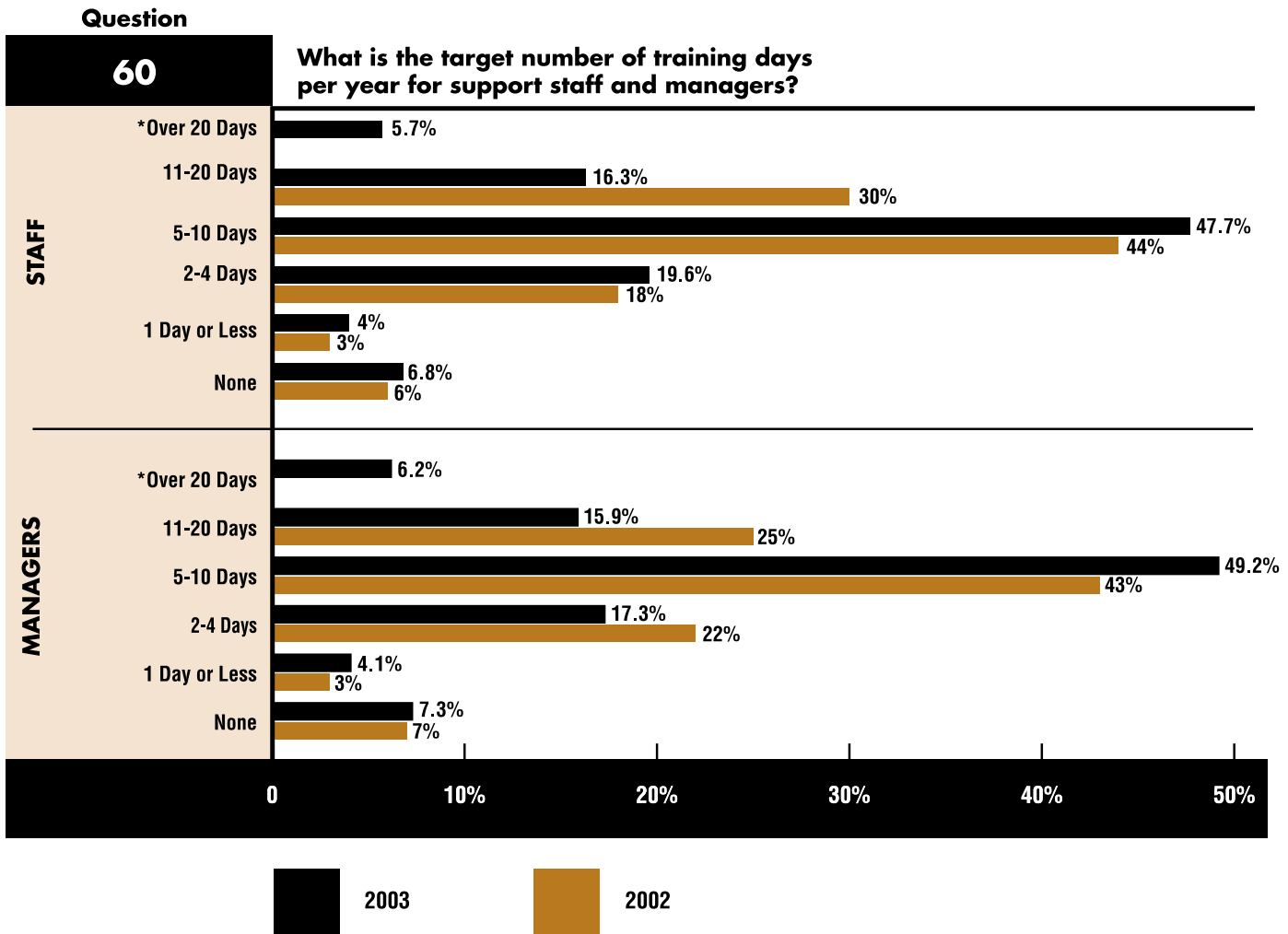
*Over 20 days is a new response for 2003.

The target number of training days above 10 was down from 30% in 2002 for staff to 22% in 2003. For managers, target training days above 10 are down from 25% in 2002 to 22.1% in 2003.

61

What formal industry certifications do your staff and management hold and/or are planned for the next 12 months?

Certification	Percentage
Microsoft	64.9%
Help Desk Institute	50.1%
Cisco	27.2%
Novell	21.8%
CompTIA	19.8%
ITIL	17.8%
Citrix	11.7%
Oracle	11.7%
Sun	6.8%
Linux	5.5%
Sybase	3.3%
BEA	1%
Other	40.3%

0   10%   20%   30%   40%   50%   60%   70%
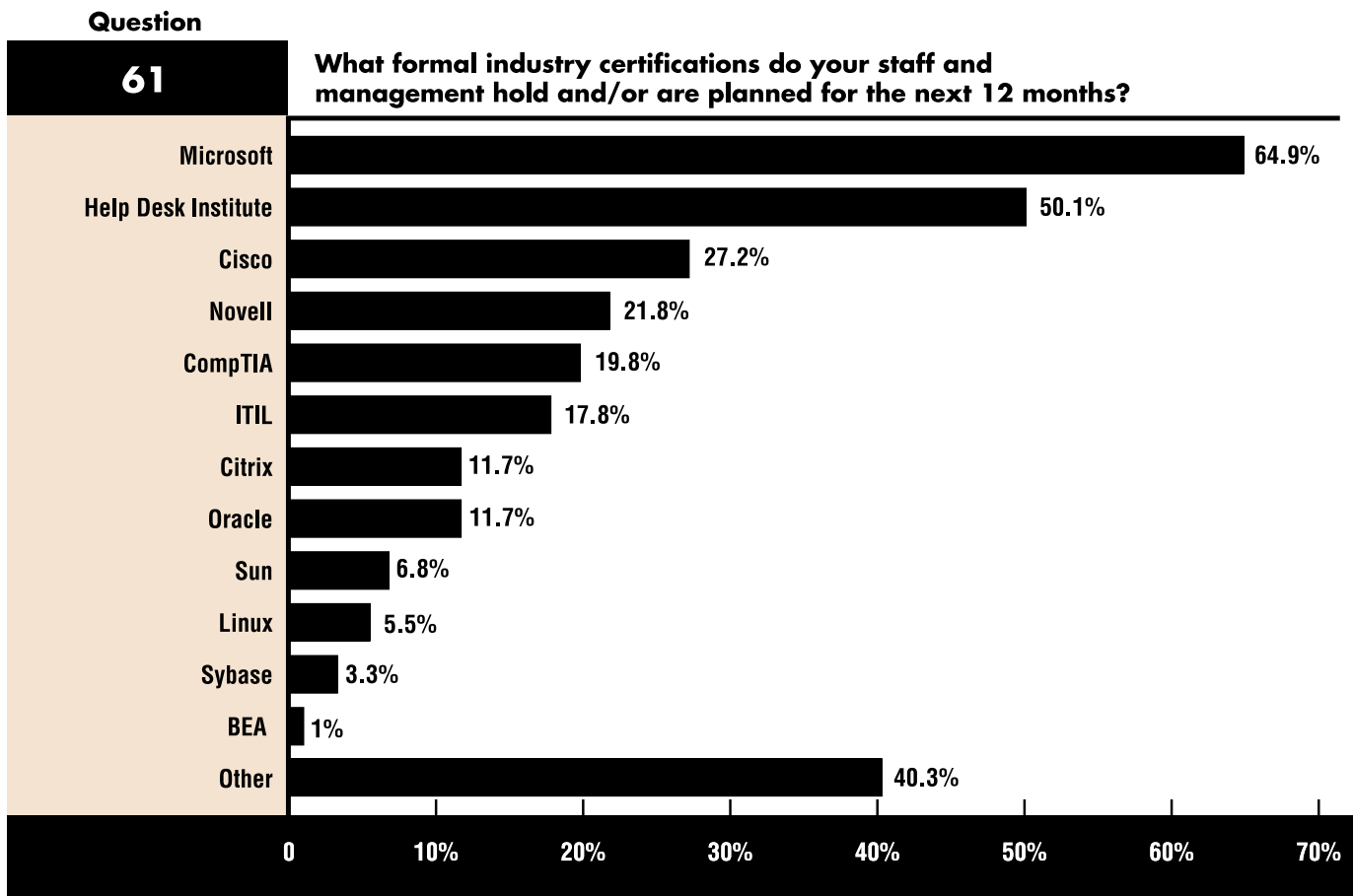
Certification continues to be an important component for the support professional.

Question

62

On average, how long does staff remain in your support organization?

Call Screening/Dispatch

	2003	2002
Over 5 Years	15.5%	15%
3-5 Years	33.2%	23%
1-2 Years	45.2%	51%
Less Than 1 Year	6.1%	11%

Level 1 Support

	2003	2002
Over 5 Years	19%	15%
3-5 Years	40.7%	32%
1-2 Years	38.9%	51%
Less Than 1 Year	1.3%	2%

Level 2 Support

	2003	2002
Over 5 Years	29.5%	23%
3-5 Years	53.2%	50%
1-2 Years	16.2%	26%
Less Than 1 Year	1.1%	1%

Supervisor

	2003	2002
Over 5 Years	41%	42%
3-5 Years	46.4%	44%
1-2 Years	11.2%	14%
Less Than 1 Year	1.4%	0%

Manager

	2003	2002
Over 5 Years	52.6%	53%
3-5 Years	35.6%	35%
1-2 Years	10.3%	11%
Less Than 1 Year	1.5%	1%

0   10%   20%   30%   40%   50%   60%

■ 2003   ■ 2002

Question

63

Is employee turnover an issue for your support organization?

Serious Issue
- 2.3%
- 69%

Moderate Issue
- 19.6%
- 26.5%

Minor Issue
- 78%
- 4.5%

0   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

■ 2003   ■ 2002

62

This indicates the impact of the economy. Turnover is not an issue.

2003 Help Desk Institute
Practices Survey Questionnaire

DEMOGRAPHICS

1. What industry best describes your company? (select one)

   - ❏ Advertising Agencies
   - ❏ Aerospace
   - ❏ Automotive
   - ❏ Computers - Hardware
   - ❏ Computers - Software
   - ❏ Consulting
   - ❏ Consumer Products
   - ❏ Chemical/Biotechnical
   - ❏ Distribution
   - ❏ Education
   - ❏ Entertainment
   - ❏ Financial Services - Banking
   - ❏ Financial Services - Insurance
   - ❏ Financial Services - Securities
   - ❏ Food and Beverage
   - ❏ Government - Federal
   - ❏ Government - State
   - ❏ Government - Other
   - ❏ Healthcare/Pharmaceutical
   - ❏ Legal
   - ❏ Manufacturing (non-computer)
   - ❏ New Media/Publishing
   - ❏ Nonprofit/Association
   - ❏ Outsourced Services Provider
   - ❏ Retail
   - ❏ Telecom
   - ❏ Travel
   - ❏ Utilities/Energy
   - ❏ Other

2. What is the total number of employees at your company? (select one)

   - ❏ Less Than 100
   - ❏ 100-499
   - ❏ 500-999
   - ❏ 1,000-1,499
   - ❏ 1,500-1,999
   - ❏ 2,000-5,000
   - ❏ 5,001 or More

3. Which of the following most closely matches the name of your support organization? (select one)

   - ❏ Call Center
   - ❏ Customer Service Center
   - ❏ Customer Support Center
   - ❏ End-user Computer Support
   - ❏ Help Desk
   - ❏ IT/IS Support
   - ❏ LAN Support
   - ❏ Service Desk
   - ❏ Service Support Center
   - ❏ Support Services
   - ❏ Technical Support

4. What is the total number of support centers in your organization? (select one)

   - ❏ 1
   - ❏ 2
   - ❏ 3
   - ❏ 4
   - ❏ 5
   - ❏ 6-10
   - ❏ 10 or More

5. Describe your support center. (select one)

   - ❏ One Localized Center
   - ❏ Nationwide
   - ❏ Several Countries
   - ❏ Global

6. What type of support does your organization provide? (select one)

   - ❏ Internal
   - ❏ External
   - ❏ Blended

7. To whom does your support organization primarily report? (select one)

   - ❏ CIO/IT/IS or MIS Senior Executive
   - ❏ Senior Executive Outside IT/IS/MIS
   - ❏ Administrative Services
   - ❏ Computer Operations
   - ❏ Computer Services (non-IT)
   - ❏ Infrastructure Management
   - ❏ Technical Services

8. How many customers/employees does your support organization serve? (numeric answer required, no commas please)

9. How many hours per day is at least one support employee on-site to provide support? (select one per category)

Categories:
Monday-Friday • Saturday • Sunday

Options:
- ❏ 0 Hours
- ❏ 1-7 Hours
- ❏ 8 Hours
- ❏ 9-12 Hours
- ❏ 13-16 Hours
- ❏ 17-23 Hours
- ❏ 24 Hours
- ❏ Does Not Apply

10. Please estimate the number of full-time equivalent personnel presently in your support organization. Example: Four full-time and two half-time people equal five full-time equivalent employees. (numeric answer required, no commas please)

11. Which of the following does your organization presently outsource? (select all that apply)

- ❏ After-Hours Service
- ❏ All Support Organization Services
- ❏ Asset Management
- ❏ Desktop Support
- ❏ Employees/Customers in Other Countries
- ❏ Hardware Support and Repair
- ❏ Internet Support
- ❏ Network/LAN Support
- ❏ Peak Call Loads
- ❏ Proprietary Applications
- ❏ Software/Applications Support
- ❏ Support Management
- ❏ None of the Above

12. Which statement most reflects your expectations for outsourcing as it relates to your support organization? (select one)

- ❏ We Will Outsource More
- ❏ We Will Not Change Our Current Level of Outsourcing
- ❏ We Will Reduce Our Level of Outsourcing
- ❏ We Do Not Outsource or Plan To

13. Does your support organization have full, partial, or no responsibility for each of the following situations? (select one per category)

Categories:
Asset Management
Change Management
Client/Server Support
Customer Training/Documentation
Customer Self-Help Tools
Database Maintenance
Data Center Service Level Reporting
Knowledge Maintenance
Maintenance Contracts
Network Support
Quality Control and Assurance
Service Level Agreements

Responses:
- ❏ Full Responsibility
- ❏ Partial Responsibility
- ❏ No Responsibility
- ❏ Not Applicable
- ❏ Do Not Know

64

TOOLS & TECHNOLOGIES

14. What self-service tools are provided to the customer so they may solve their own problems? (select all that apply)

❑ Access to Downloads
❑ Access to Incident/Problem Status
❑ Documentation Library
❑ FAQs
❑ Knowledge Management/Search Tools
❑ Message Boards
❑ Self-Diagnostic (Automated Determinations of Error Conditions)
❑ Self-Healing (Automated Solutions Based Upon System Findings from System Diagnostics)
❑ Other
❑ None of the Above

15. What call tracking/problem management system do you use? (select all that apply)

❑ Axios
❑ Clarify
❑ Computer Associates
❑ DK Systems
❑ FrontRange Solutions' HEAT
❑ GWI
❑ Homegrown
❑ Intuit
❑ Kemma BridgeTrak
❑ Network Associates' Magic
❑ Peregrine
❑ PeopleSoft Vantive
❑ Previo
❑ Remedy
❑ Tivoli Service Desk
❑ None of the Above

16. Which of these technologies does your support organization use now, plan to add in the next 12 months, or plan to replace in the next 12 months. (select one per category)

Categories:
Alert/Prompter/Display Systems
Automatic Call Distributors
Automation of Password Resets
Change Control Software
Customer Survey Software
Direct Customer Input Into Request System
Direct Customer Review of Their Requests
Distribution of Online Training Programs
E-mail
Expert Systems/Artificial Intelligence
Extranet
Frequently Asked Questions (FAQs)
Intranet
Internet
Inventory/Asset Management Tools
Message Boards
Multimedia Applications
Network Performance Tools
Online Chat/Instant Messaging
Problem/Service Management Software
Project Management Software
Remote Monitoring/Support Tools
Self-Diagnostic Tools
Self-Healing Tools
Staff Modeling/Scheduling Software
Text Retrieval/Online Documentation
Voicemail
Voice Response Units
VOIP
Web-Based Knowledge Base/Search Tools
Web Input of Customer Requests
Web Review by Customers of Their Requests

Responses:
❑ Use Now
❑ Plan to Add Within 12 Months
❑ Plan to Replace Within 12 Months
❑ No Plans
❑ Not Applicable
❑ Do Not Know

SERVICE LEVEL AGREEMENTS

17. With whom does your support organization maintain service level agreements (SLAs) with? (select all that apply)

❑ Customers
❑ Some Customers
❑ Vendors
❑ Some Vendors
❑ Internal (2nd/3rd Level Support)
❑ Some Internal (2nd/3rd Level Support)
❑ No, We Do Not Maintain SLAs

18. Does your support organization charge for support services? (select all that apply)

❑ Internal Customers, Included in Overall Technology Cost Allocation
❑ Internal Customers, Charge to Departments at Fixed Allocation
❑ Internal Customers, Charge to Departments Based on Usage
❑ External Customers, Fixed Fee Service Contract
❑ External Customers, Fixed Fee Per Support Service
❑ External Customers, Based on Length of Call
❑ Other
❑ No, We Do Not Charge for Support Services

ELECTRONIC SUPPORT

19. How long does it take your support organization to respond to an incident or problem reported through e-mail? (select one)

❑ 5 Minutes or Less
❑ 5 Minutes to Less Than 10 Minutes
❑ 10 Minutes to Less Than 15 Minutes
❑ 15 Minutes to Less Than 20 Minutes
❑ 20 Minutes to Less Than 30 Minutes
❑ 30 Minutes to Less Than 40 Minutes
❑ 40 Minutes to Less Than 1 Hour
❑ 1 Hour to Less Than 2 Hours
❑ 2 Hours to Less Than 3 Hours
❑ 3 Hours or More
❑ Not Applicable

20. What is your target average speed to response to an incident or problem reported through e-mail? (select one)

❑ 5 Minutes or Less
❑ 5 Minutes to Less Than 10 Minutes
❑ 10 Minutes to Less Than 15 Minutes
❑ 15 Minutes to Less Than 20 Minutes
❑ 20 Minutes to Less Than 30 Minutes
❑ 30 Minutes to Less Than 40 Minutes
❑ 40 Minutes to Less Than 1 Hour
❑ 1 Hour to Less Than 2 Hours
❑ 2 Hours to Less Than 3 Hours
❑ 3 Hours or More
❑ Not Applicable

21. How long does it take your support organization to respond to an incident or problem logged directly into the system by the customer? (select one)

❑ 5 Minutes or Less
❑ 5 Minutes to Less Than 10 Minutes
❑ 10 Minutes to Less Than 15 Minutes
❑ 15 Minutes to Less Than 20 Minutes
❑ 20 Minutes to Less Than 30 Minutes
❑ 30 Minutes to Less Than 40 Minutes
❑ 40 Minutes to Less Than 1 Hour
❑ 1 Hour to Less Than 2 Hours
❑ 2 Hours to Less Than 3 Hours
❑ 3 Hours or More
❑ Not Applicable

22. What is your target average speed to respond to an incident or problem logged directly into the system by a customer? (select one)

❑ 5 Minutes or Less
❑ 5 Minutes to Less Than 10 Minutes
❑ 10 Minutes to Less Than 15 Minutes
❑ 15 Minutes to Less Than 20 Minutes
❑ 20 Minutes to Less Than 30 Minutes
❑ 30 Minutes to Less Than 40 Minutes
❑ 40 Minutes to Less Than 1 Hour
❑ 1 Hour to Less Than 2 Hours
❑ 2 Hours to Less Than 3 Hours
❑ 3 Hours or More
❑ Not Applicable

23. Approximately, what percentage of service requests taken by electronic means are resolved on the first contact? (select one)

❏ 0%
❏ 1-10%
❏ 11-20%
❏ 21-30%
❏ 31-40%
❏ 41-50%
❏ 51-60%
❏ 61-70%
❏ 71-80%
❏ 81-90%
❏ 91-100%
❏ Not Applicable

VOICE SUPPORT

24. What is the distribution percentage of your support organization's average daily incoming call volume by hour of day? (enter percentage by hour of day, all responses must equal to a total of 100%)

❏ Midnight – 1 A.M.   ❏ Noon – 1 P.M.
❏ 1 A.M. – 2 A.M.   ❏ 1 P.M. – 2 P.M.
❏ 2 A.M. – 3 A.M.   ❏ 2 P.M. – 3 P.M.
❏ 3 A.M. – 4 A.M.   ❏ 3 P.M. – 4 P.M.
❏ 4 A.M. – 5 A.M.   ❏ 4 P.M. – 5 P.M.
❏ 5 A.M. – 6 A.M.   ❏ 5 P.M. – 6 P.M.
❏ 6 A.M. – 7 A.M.   ❏ 6 P.M. – 7 P.M.
❏ 7 A.M. – 8 A.M.   ❏ 7 P.M. – 8 P.M.
❏ 8 A.M. – 9 A.M.   ❏ 8 P.M. – 9 P.M.
❏ 9 A.M. – 10 A.M.   ❏ 9 P.M. – 10 P.M.
❏ 10 A.M. – 11 A.M.   ❏ 10 P.M. – 11 P.M.
❏ 11 A.M. – Noon   ❏ 11 P.M. – Midnight

25. What percentage of resolved service request calls are resolved by Level 1, Level 2, and Level 3 support? (enter percentage by level; all responses must equal to a total of 100%)

❏ Level 1
❏ Level 2
❏ Level 3
❏ Does Not Apply

26. What is the average speed to answer time (by phone) at your organization? (select one)

❏ Less Than 10 Seconds
❏ 10-20 Seconds
❏ 21-30 Seconds
❏ 31-59 Seconds
❏ 60-90 Seconds
❏ More Than 90 Seconds

27. What is your target speed to answer time by phone? (select one)

❏ Less Than 10 Seconds
❏ 10-20 Seconds
❏ 21-30 Seconds
❏ 31-59 Seconds
❏ 60-90 Seconds
❏ More Than 90 Seconds

28. Does your telephone system provide reporting on any of the following statistics? (select all that apply)

❏ Call Wrap-up Time
❏ Incoming Call Duration
❏ Number of Calls Terminated Before/After Initial Prompt or Message
❏ Number of Incoming Calls
❏ Number of Rings Before Answering
❏ Number of Outgoing Calls
❏ Outgoing Call Duration
❏ Percentage of Calls Abandoned
❏ Time Available
❏ Time on Hold
❏ None of the Above

29. Does your support organization receive service requests by voicemail? (select one)

❏ Yes
❏ No

30. What is the average length of time for your support center's first level calls? (numeric responses required, enter 0 if not applicable)

31. What is the average length of time before a call is referred to second level support? (numeric response required, enter 0 if not applicable)

32. Approximately, what percentage of phone calls are abandoned? (select one)

❑ None
❑ Less Than 1%
❑ 1%
❑ 2%
❑ 3%
❑ 4%
❑ 5%
❑ 6%
❑ 7%
❑ 8%
❑ 9%
❑ 10-15%
❑ 16-20%
❑ 21-30%
❑ 31% or More

33. What is your target for call abandon rate? (select one)

❑ None
❑ Less Than 1%
❑ 1%
❑ 2%
❑ 3%
❑ 4%
❑ 5%
❑ 6%
❑ 7%
❑ 8%
❑ 9%
❑ 10-15%
❑ 16-20%
❑ 21-30%
❑ 31% or More

SERVICE REQUESTS & INCIDENTS

34. What is the average number of incidents (inquiries, problems, service requests, etc.) your support organization receives each month? Include all contact types (phone, e-mail, chat, fax, walk-in, auto-logging, etc.). (numeric responses required, no commas please)

35. Keeping in mind the monthly average you specified in Question #34, please tell us what percentage of these requests are communicated via the following methods. (numeric answer required, all responses must total to 100%)

❑ Customer Incident Logging
❑ E-mail
❑ Fax
❑ Phone
❑ Voicemail
❑ Voice Response Units
❑ Walk-Ups
❑ Other

36. Do you provide tools for your customers to resolve incidents on their own? (select one)

❑ Yes
❑ No

(if answer yes go to #37; if no go to #38)

37. If you provide tools for your customers to resolve incidents on their own, what percentage of all monthly incidents are resolved through these self-help technologies? (numeric answer required, responses must total to 100%)

❑ Customer Usage of Knowledge Management/Search Tools
❑ FAQs
❑ Forum/Message Boards
❑ Self-Diagnostic/Self-healing
❑ Other

38. The monthly number of incidents (calls, fax, e-mail, etc.) at your support organization is... (select one)

❑ Increasing
❑ Decreasing
❑ Remaining the Same

(if increasing go to #39, if decreasing go to #40, if remaining the same go to #41)

39. What are the THREE most likely reasons for increases in service requests? (select three)

   ❑ Changes: Upgrades, Conversions, Installations
   ❑ Customers Demanding More Service, Increasing Computer Usage
   ❑ Decreased Product Quality
   ❑ Increased Awareness of the Support Organization
   ❑ More Customers
   ❑ More Responsibilities for the Support Organization
   ❑ New Business/Company Growth
   ❑ Reduced Customer Training or Increased Employee Turnover
   ❑ Other

40. What are the THREE most likely reasons for decreases in service requests? (select three)

   ❑ Better Customer Training
   ❑ Business Functions Outsourced
   ❑ Business/Workforce Reduction
   ❑ Customers are More Experienced
   ❑ Customer Use of Self-Help Tools
   ❑ Increased Product Quality
   ❑ Less Responsibility/Narrower SLAs
   ❑ Proactive Resolution/Troubleshooting
   ❑ Root Cause Problem Elimination (Quality Initiatives)
   ❑ Systems are More Stable
   ❑ Other

41. Who prioritizes service requests? (select all that apply)

   ❑ Customer
   ❑ In Order Received
   ❑ Requests are Not Prioritized
   ❑ Support Organization
   ❑ Support Organization and Assignee (Jointly)
   ❑ Support Organization and Customer (Jointly)

42. When your support organization is not staffed, how do you handle customer requests for service? (select all that apply)

   ❑ Does Not Apply: We Have a 24-hour Support Center
   ❑ E-mail
   ❑ Forward Requests to Computer Operations
   ❑ Forward Requests to Support Staff Via Cell Phones, Pagers, etc.
   ❑ No Procedure Specified for Off-Hours
   ❑ Voicemail, Answering Machine, or Answering Service

43. What percentage of your service request falls into each of the following categories? (numeric responses required, total responses must equal to 100%)

   ❑ Databases
   ❑ Data Communications/Network
   ❑ Hardware (Except Printers)
   ❑ Operating Systems
   ❑ Password Resets
   ❑ Printers
   ❑ Proprietary Applications
   ❑ Service Requests
   ❑ Standard Desktop Software
   ❑ Voice Communications
   ❑ Other

44. What percentage of incidents/service requests are generated from mobile (offsite, traveling) employees? (select one)

   ❑ None
   ❑ 1% or Less
   ❑ 2-4%
   ❑ 5-7%
   ❑ 8-10%
   ❑ 11-15%
   ❑ 16-20%
   ❑ 21-30%
   ❑ 31-50%
   ❑ 50% or More

45. What percentage of incidents are resolved at each of the following points? (numeric responses required, all responses must total to 100%)

   ❑ Level 0 (Self-help)
   ❑ Level 1 Support
   ❑ Level 2 Support – Assigned to More Technical Resource
   ❑ Level 3 Support - Developers or Vendors Responsible for Product
   ❑ Deskside Support
   ❑ Other

Questionnaire

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46. What is the average fully-burdened cost, per incident, for your support organization? (Total annual expenses budget divided by the total number of incidents received per year) (numeric response in whole dollar amount required per category)

❑ Chat/Instant Messaging
❑ E-mail
❑ Fax
❑ Phone
❑ Self-Service
❑ Walk-Ups

STATISTICS & MEASUREMENTS

47. How often does your support organization produce performance statistics? (select all that apply)

❑ Daily
❑ Weekly
❑ Monthly
❑ Quarterly
❑ Semi-annually
❑ Annually
❑ Upon Request
❑ We Do Not Produce Statistics

(if respondent selects "we do not produce statistics" go to #50)

48. Who sees your performance statistics? (select all that apply)

❑ All IT/IS Data Processing Departments
❑ Customers
❑ Everyone (Stats Posted or Published)
❑ IT/IS Management
❑ Other Management, Executives
❑ Vendors

49. How are your performance statistics primarily generated? (select one)

❑ Direct from Service Management System
❑ Exported from Service Management System to Analysis Software
❑ Manually, from Paper Records

CUSTOMER RELATIONS

50. Does your support organization promote and encourage visits... (select one per category)

Categories:
From customers to your support center
From the support organization to customer sites

Responses:
❑ No, Not at All
❑ Not Often
❑ Yes, Somewhat
❑ Yes, Strongly

51. Which of the following best describes the role of your support organization in implementation related to your company's CRM or e-CRM efforts (Customer Relationship Management)? (select one)

❑ The Support Organization Leads New CRM Initiatives
❑ The Support Organization Takes an Important Role in New CRM Initiatives
❑ The Support Organization Plays a Supporting Role in New CRM Initiatives
❑ Does Not Apply

52. Which of the following customer satisfaction survey techniques do you use? (select all that apply)

❑ 100% of Closed Calls
❑ Sampling Closed Calls
❑ Monthly
❑ Quarterly
❑ Special Purpose Surveying
❑ We Do Not Conduct Satisfaction Surveys

PERSONNEL & STAFF TRAINING

53. During a typical shift, what percentage of hours does your support staff spend on each of the frontline duties listed below? (numeric responses required, response totals to equal 100%)

❑ Administrative/Meetings
❑ Call Wrap-Up
❑ Chat/Instant Messaging
❑ E-mail
❑ Fax
❑ Phone
❑ Projects
❑ Research
❑ Voicemail
❑ Walk-ups

54. How important is each of the following qualities for a support person? (select one per category)

Categories:
Ability to Handle Change
Ability to Handle Multiple Projects
Ability to Learn Quickly
Ability to Work Logically
Ability to Work Under Pressure
Administrative Skills
Analytical Skills
Certifications
Interpersonal Skills
Keyboard/Typing Speed
Listening Skills
Organizational Skills
Persistence
Problem-Solving Skills
Questioning Skills
Self-starter, Independent Worker
Team Player
Technical Skills for Specific Hardware
Technical Skills for Specific Software
Telephone Customer Service (Voice, Empathy, Courtesy, Friendliness, etc.)
Temperament
Verbal Skills
Writing Skills

Responses:
❑ Very Important
❑ Somewhat Important
❑ Minimally Important

55. In which areas does your support organization staff receive formal training? (select all that apply)

❑ Customer Service - Communication, What to Ask, How to Ask, etc.
❑ Personal Management - Stress, Time, Assertiveness, Interpersonal Skills
❑ Technologies and Systems Used by Customers
❑ Technologies and Systems Used to Provide Support
❑ Troubleshooting/Problem-solving
❑ No Formal Training
❑ Other

56. On average, how many dollars per person, per year, are budgeted for training for support staff and management? (select one per category)

Categories:
Staff • Management

Responses:
❑ None
❑ Less Than $100
❑ $100 to Less Than $500
❑ $500 to Less Than $1,000
❑ $1,000 to Less Than $5,000
❑ $5,000 and Over
❑ Do Not Know

57. What type of training delivery method(s) does your company provide for the support organization (staff and management)? (select all that apply)

❑ Audiotape/Videotape
❑ CD-ROM
❑ Computer-based Training
❑ Off-site Classroom
❑ Web-based Training
❑ None of the Above

58. Which of the following career development plans are in place? (select all that apply)

❑ Defined Career Paths
❑ Formal Certification Programs
❑ Formal Job Recognition and Appreciation
❑ Formal Written Training Plans
❑ Informal Training Plans
❑ Job Enrichment Programs

59. On average, how many days of training does a new support professional receive before functioning alone at your organization? (select one)

   ❑ 0
   ❑ 1 Day or Less
   ❑ 2-4 Days
   ❑ 5-10 Days
   ❑ 11-20 Days
   ❑ Over 20 Days

60. What is the target number of training days per year for support staff and managers? (select one per category)

Categories:
Staff • Managers

Responses:
   ❑ 0
   ❑ 1 or Less
   ❑ 2-4
   ❑ 5-10
   ❑ 11-20 Days
   ❑ Over 20 Days

61. What formal industry certifications do your staff and management hold and/or are planned for the next 12 months? (select all that apply)

   ❑ BEA
   ❑ CompTIA
   ❑ Citrix
   ❑ Cisco
   ❑ Help Desk Institute
   ❑ ITIL
   ❑ Linux
   ❑ Microsoft
   ❑ Novell
   ❑ Oracle
   ❑ Sun
   ❑ Sybase
   ❑ Other

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62. On average, how long does staff remain in your support organization? (select one per category)

Categories:
Call Screening/Dispatch
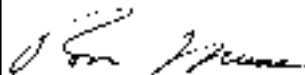Level 1 Support
Level 2 Support
Supervisor
Manager

Responses:
   ❑ Less Than 1 Year
   ❑ 1 Year
   ❑ 2 Years
   ❑ 3 Years
   ❑ 4 Years
   ❑ 5 Years
   ❑ Over 5 Years
   ❑ Does Not Apply

63. Is employee turnover an issue for your support organization? (select one)

   ❑ Minor Issue
   ❑ Moderate Issue
   ❑ Serious Issue

"HDI thanks you for your contribution to the industry by completion of the Practices Survey questionnaire...your support colleagues from around the world appreciate your participation!"

Ron Muns, CEO and Founder,
Help Desk Institute

Notes

Notes