



HDI
Leading IT Service & Support

Service Desk Practices



BENCHMARKING REPORT 2007



About the Help Desk Institute

Founded in 1988 in by Howard Kendall, The Help Desk Institute (HDI) is the leading authority on service desk and IT support related issues, providing specialist information and research about the technologies, tools and trends of the industry. It is Europe's only support network for IT service desk professionals, providing service management consulting, customised training courses and qualifications.

Acting as an independent advisor, HDI captures and disseminates creative and innovative ideas for tomorrow's service desk and support operation. HDI sets the standards for the IT support industry and is the conduit for delivering knowledge and career enhancing skills to the professional community.

HDI also offers the opportunity for international recognition of the support centre operation through a site certification audit programme. Our members span numerous industries and include Accenture, AOL (UK), Barclays Bank, Computer Associates, ITV, O2, T K Maxx, United Biscuits and YELL Ltd.

Further information about HDI can be found at www.hdi-europe.com.

Service Desk Practices Benchmarking Report 2007

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Main findings

Overall the report finds the Service Desk industry in good health. It appears to have turned the corner in terms of establishing its value to organisations, and has adopted a much more service-orientated stance.

The reduction in the number of organisations outsourcing all their Service Desk activities seems to underpin the argument that their value is now accepted, and the investment in additional staff reinforces this.

The use of technology to help cope with higher than ever demand from IT's customers is now well established. However the report also seems to confirm the view that some people are paying lip-service to Service Management rather than truly embracing the principles.

The specifics:

◆ More customer focus?

Good customer satisfaction levels are considered to be the main indicator of success for the majority of Service Desks in this study – The number of desks who consider customer satisfaction to be their main indicator of success has risen from 38% in 2005 to 44% this year.

The number of organisations who do NOT measure customer satisfaction is decreasing. 17% of respondents indicated that they did NOT measure customer satisfaction compared to 27% in 2001. More excellent news.

The average number of people employed in Service Desks has increased considerably, mainly due to an increase in customer facing staff. This reflects another welcome move within the industry toward a more customer-centric support offering.

◆ Is the status of the Service Desk rising?

39% of respondents indicated that there had been an increase in headcount compared with the previous year. In 2005 this figure was 32%. Only 12% indicated that there had been a decrease in employee numbers. In 2005 this figure was 15%. This seems to reflect a gradual shift in the status of the Service Desk. The Service Desk is increasingly perceived as a critical element to IT Services which must be invested in and adequately staffed.

◆ Lip-Service to Best Practice?

The survey shows that over 80% of respondents offer some customers priority status – which can be in line with formal procedures however, almost 60% of these do so on an unofficial basis!

16% of respondents do nothing with information gathered from customer surveys – they have become preoccupied with measurement for measurements sake and conduct customer satisfaction surveys as they feel they ought to - rather than as part of a service improvement strategy.

◆ **Outsourcing**

The number of organisations choosing to outsource all Service Desk activities has dropped to less than half that of the previous years. There is a level of reluctance among these organisations to 'let go' of Service Desk activities completely. This undoubtedly implies that organisations are more aware of the significance of the Service Desk and feel they should maintain an element of control, even if some activities are outsourced.

◆ **Technology**

There has been a sharp increase in the number of service Desks employing technology which enables users to log their own calls. This has risen from just 8% in 2001 to 10% in 2005 to 50% in 2007. This looks set to become increasingly popular over the coming year.

46% of respondents say that they use less than half of the functions on their Service Desk software. This may well be due to lack of training or inappropriate selling of Service Desk software products, or simply that, as with other software, customers really do not need all the available features.

◆ **Service Desk Structures**

The number of Service Desks whereby first line has the ability to take calls and resolve some incidents whilst others are passed to another group for resolution has increased considerably over the past year from **35%** in 2005 to **56%** in 2007.

1 Background & Methodology

The report provides an insight into the UK IT Support Industry by examining the core of any support organisation – the Service Desk. The study covers a wide range of issues from structures and salaries through to issues such as outsourcing and best practice adoption.

The Service Desk Practices questionnaire was distributed to approximately 3000 IT Professionals in the last quarter of 2006. The questions were broadly based on previous surveys which HDI conducted in 2001 and 2005, although several sections have been updated and amended to reflect the current issues affecting people working in Service Desks today. This report includes comparisons, where appropriate, with the results of previous studies.

1.1 Profile of Respondents

This section reviews the demographics of the 455 respondents. All respondents represent different organisations. Not all questions were answered by all respondents.

- **Industry Sectors**: As in previous surveys the respondents came from a cross section of industry sectors with no single area accounting for more than 16% (Public sector) of total respondents. The second highest industry sector represented was IT/Other services with 11%.
- **Customer Profiles – Internal**: On average these Service Desks supported over 4,100 internal customers. In 2005 the average figure was just over 5,500.
- **Customer Profiles – External**: On average these Service Desks supported over 30,000 external customers. In 2005 the average figure was 38,000. The average number of external customers is high because a number of respondents had extremely high customer bases, others had significantly fewer. Just under a third of the Service Desks supporting external customers supported fewer than 1000 customers.
- **Location of Customers**: 62% of the represented Service Desks only support customers based in the same country as the Service Desk. 20% also support customers based in other European countries. 18% support customers located throughout the rest of the World.
- **International Service Desks**: Respondents representing desks that provide services in IT/Software were most likely to have a higher ratio of international customers compared with any other sector. Most of the industry sectors represented in the survey supported both domestic and international customers to some degree.
- **Service Desk Structures**: 33% of respondents run technical desks where all Service Desk agents are call takers and responsible for resolving all queries. 7% of respondents run desks whereby one group logs calls and then immediately directs to another group who resolves all queries (log and refer). 56% are a hybrid of the two (two-tier) whereby one group of people take calls and resolve some incidents at first line and other queries are passed to another group for resolution.
- **Nature of Support**: 59% of the represented desks support IT services only, 38% IT services and other facilities and 3 % no IT services.

1.2 Industry Sectors

Below is the breakdown of the industry sectors represented by our sample. Each industry is represented by at least ten respondents.

	Your business	Number	Percent
1	Government	73	16
2	IT/Other services	48	11
3	IT/Software	38	8
4	Banking	34	7
5	Training/Education	33	7
6	Other Financial	24	5
7	Manufacturing	25	5
8	Insurance	18	4
9	Telecommunications	16	4
10	Retail	17	4
11	Charities / Not for profit organisations	15	3
12	Healthcare	14	3
13	Building/Construction	10	2
14	Business Services	10	2
	Total	455	100

In the remainder of the report reference to Industry sector will generally only be made where the sample size is 20 or more for the relevant question.

1.3 Structure of Service Desks

Respondents were asked to classify the structure of their Service Desk according to various criteria. The majority of desks represented in this study fell into the following categories:

- **Technical, highly skilled:** All Service Desk agents are call takers and are also responsible for resolving all queries
- **Log and refer:** Call takers are separated from those who deal with issues. One group logs calls and directs them to another group who resolve all issues.
- **Two-tier** (a hybrid of the two structures defined above): One group of people take calls and resolve some incidents at first line. Other issues are passed to other groups for resolution

The number of Service Desks whereby first line has the ability to take calls and resolve some incidents whilst others are passed to another group for resolution has increased considerably over the past year from **35%** in 2005 to **56%** in 2007.

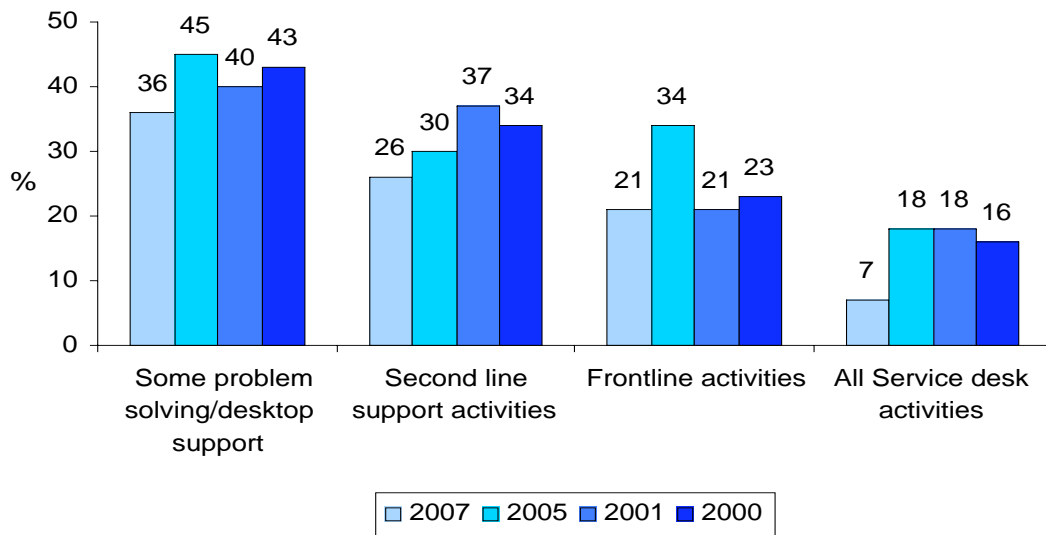
	Which of the following Service Desk structures most closely resemble your Service Desk?	2007 %	2005 %
1	Technical, highly skilled desk (all analysts are call takers and resolve all queries)	33	50
2	Log and refer (call takers separated from those who deal with queries)	7	9
3	Two-tier Service Desk (hybrid of two structures defined above)	56	35
4	All others	4	7

HDI would expect this desk structure / service model to be, and continue to be, one of the most commonly adopted organisational frameworks. Widespread adoption of ITIL and the associated principles of Knowledge Management make this structure feasible; first line analysts have access to 'extracts' of technical expertise enabling them to solve certain incidents at first level thus freeing up technical professionals for more complex incidents, problem solving and development. First line analysts are also less costly in terms of salary - making this structure the most economically sound option.

2 Outsourcing

Among the desks represented there has been a small decrease in the use of outsourcing overall from 36% to 34%. The following chart illustrates which Service Desk activities tend to be outsourced when the decision to outsource has been made.

Chart 1: *Outsourced Service Desk activities*



These figures reveal that there has been a level of consistency in the decisions surrounding the outsourcing of Service Desk activities since 2000. The least popular choice is to outsource all Service Desk activities as a whole. This has consistently been the least popular option since 2000. 2007 figures also show that the number of organisations choosing to outsource all Service Desk activities has dropped to less than half that of the previous years.

These organisations are most likely to opt for partial outsourcing of certain activities. For example the most popular choice since 2000 has been to outsource 'some problem solving/desktop support'.

There is a level of reluctance among these organisations to 'let go' of Service Desk activities completely. This implies that organisations are aware of the significance of the Service Desk and feel they should maintain an element of control, even if some activities are outsourced.

3 People

3.1 Service Desk Staffing

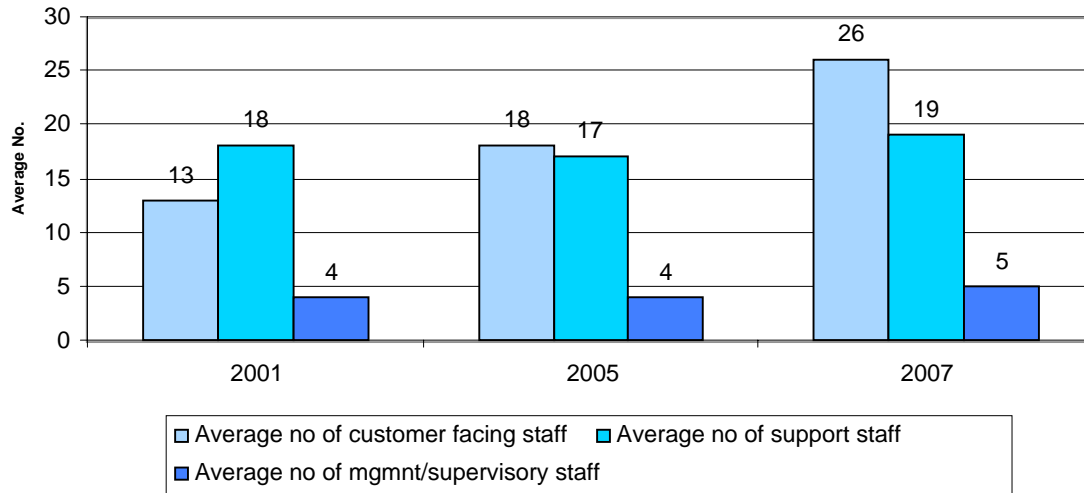
	2007	2005	2001
Average number of staff employed at a Service Desk	50	33	29
Average number of customer facing staff <i>(Staff who have direct contact with customers - not necessarily support staff)</i>	26	18	13
Average number of support staff <i>(Staff working in any support role - not necessarily customer facing)</i>	19	17	18
Average number of management/supervisory staff	5	4	4
Average customer facing staff to supervisory/mgmt staff	5	5	4
Average customer support staff to supervisory/mgmt staff	4	4	5

The table above indicates that the average number of people employed in Service Desks has increased considerably, mainly due to an increase in customer facing staff. This rise may well coincide with the finding that there has been an increase in the number of two-tier desks. The more technically oriented staff have been incorporated into the second tier of the Service Desk, focusing more resource toward the 'front' of IT.

This reflects a move within the industry toward a more customer-centric support offering. This is supported by another finding in this survey (this will be discussed in further detail later in the report) which shows that customer satisfaction levels are now considered to be the primary indicator of success by an increasing number of Service Desks.

The overall ratio between customer facing staff and/or support staff with Service Desk managers and supervisors remains largely unchanged in 2007 compared with the previous surveys.

Chart 2: Average number of support staff 2001 - 2007



3.2 Headcount

On average 90% of staff employed in Service Desks are in permanent employment. In 2001 this figure was 93% and in 2005 87%.

39% of respondents indicated that there had been an increase in headcount compared with the previous year. In 2005 this figure was 32%.

Only 12% indicated that there had been a decrease in employee numbers. In 2005 this figure was 15%.

This may reflect a gradual shift in the status of the Service Desk. The Service Desk is increasingly perceived as a critical element to IT Services which must be invested in and adequately staffed.

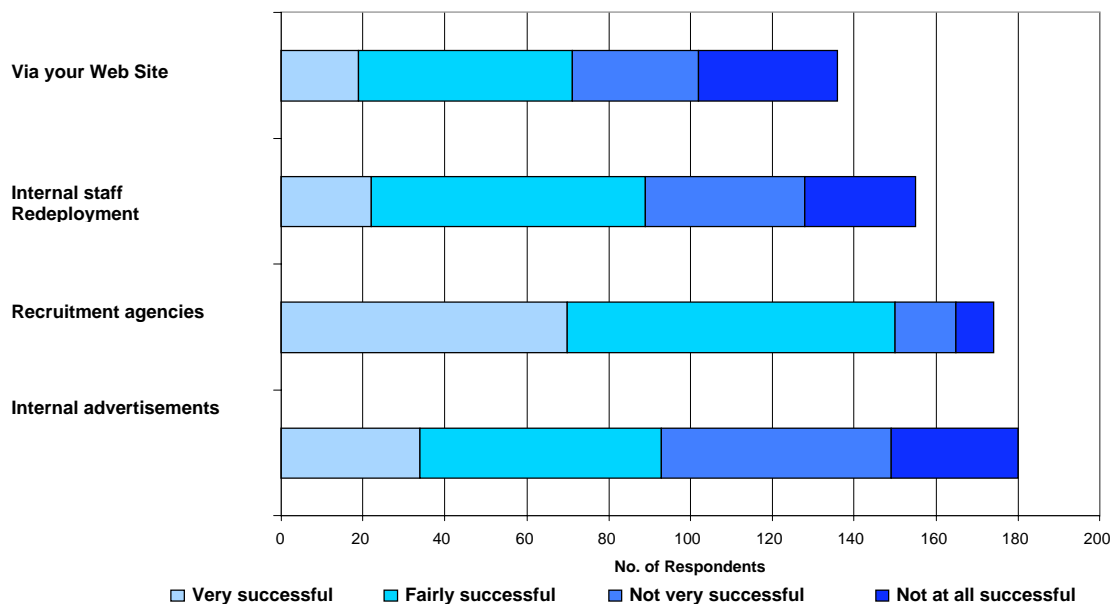
3.3 Recruitment

80% of respondents indicated that they use internal advertisements to recruit staff compared to 69% in 2005. However, nearly half of these respondents (48%) did not consider this to be a successful method of recruitment.

Recruitment agencies were the second most frequently used method of recruiting staff – 77% of respondents use them to fill vacancies. 86% of those who use them find them either very or fairly successful. The use of recruitment agencies to fill vacancies has risen substantially since 2001- 67% and 2005- 64%.

In 2001 and 2005 just under a third of respondents indicated that they regularly use internal staff redeployment as a means of recruiting staff; this figure has now risen to over 60%. 14% of respondents indicated that internal redeployment was very successful and 43% indicated that this method was fairly successful.

Chart 3: How does your Service Desk recruit Service Desk staff and how successful do you find these methods?



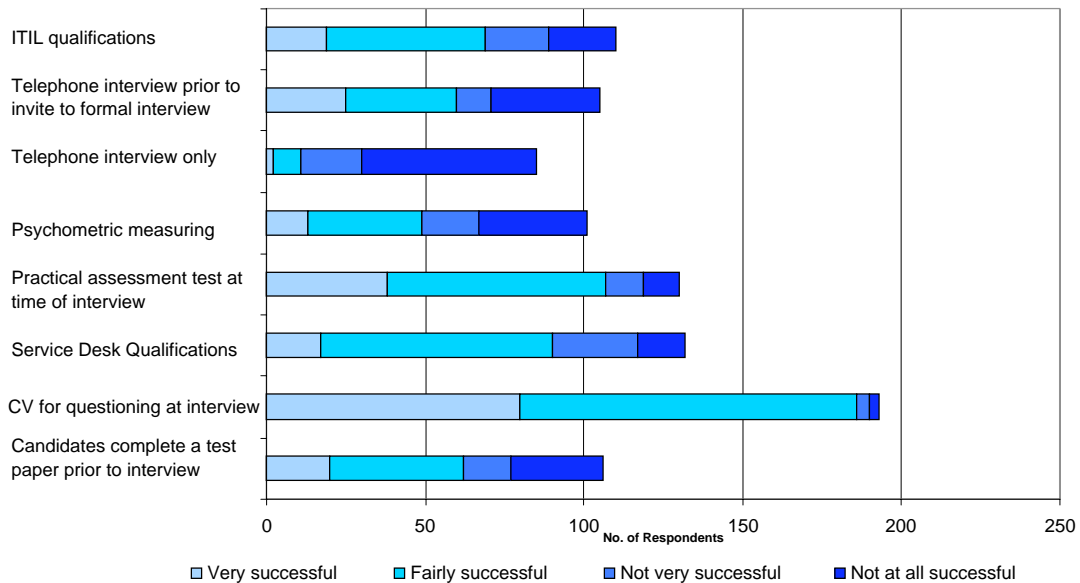
Analysis:

HDI sees increasing movement into the Service Desk from other areas of the organisation as an extremely positive sign. As the status of the Desk rises and perception becomes increasingly positive there are likely to be increasing numbers of staff happy to move into this area rather than perceiving the Service Desk purely as a springboard into other areas in the organisation.

3.4 Staff Selection

The respondents were then asked about their staff selection procedures and how successful they find these methods.

Chart 4: Which of the following staff selection procedures do you use and how successful do you consider these methods to be?



The selection method that was deemed most successful and was most frequently used was requesting a CV and then using this information as a basis for questioning at interview.

As one might expect, companies recruiting for a technical type Service Desk are more likely to include a practical assessment at the time of interview in order to gauge the technical ability of the candidate. Technical Service Desks were also more likely to consider Service Desk qualifications and use psychometric tests when assessing potential candidates. The more rigorous recruitment process prevalent in technical Service Desks is likely to reflect the higher level of investment (for example salary) associated with the recruitment of these analysts.

For those recruiting for a log and refer Service Desk pre formal interview selection procedures such as a telephone interview or completing a test paper prior to interview are more commonly used.

Overall, the larger the organisation the more likely a company was to employ a whole range of different selection procedures.

A quarter of respondents indicated that they use psychometric testing as a means of staff selection, however, only 30% of these use psychometric testing for any other use than recruitment e.g. for team development.

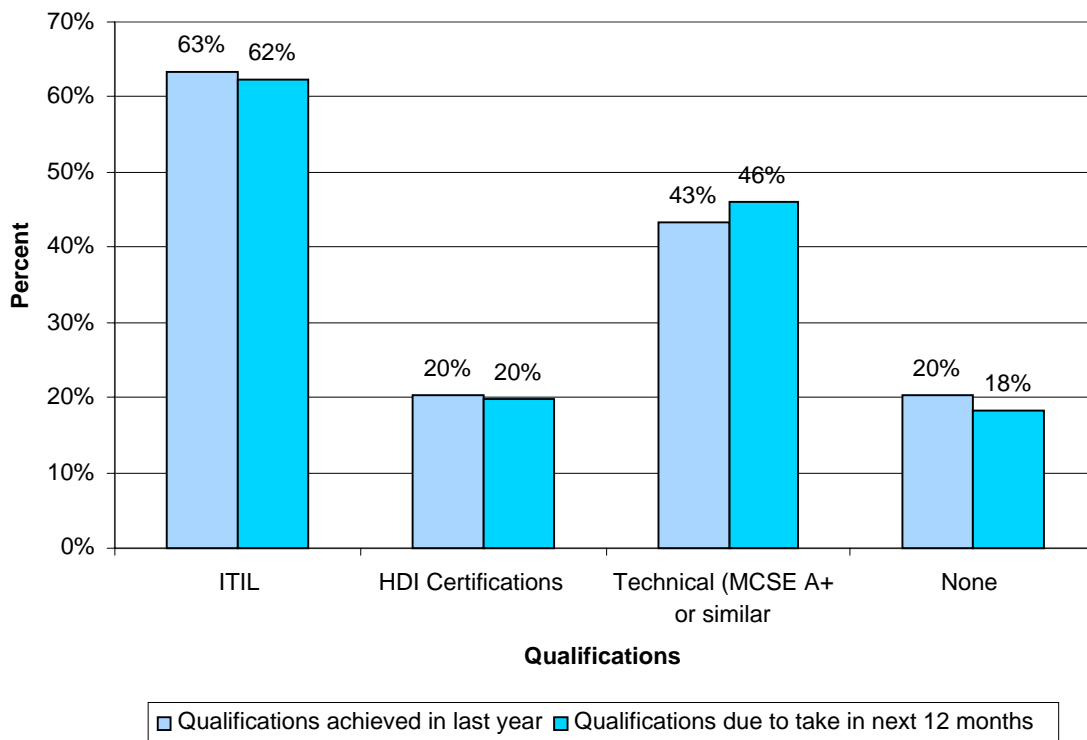
Aside from using a CV for questioning at interview, which widely used and was considered successful, no other selection procedure is deemed significantly more effective than any

other. Each of the other selection procedures were deemed to be successful to a certain extent however no single method outshone the rest.

3.5 Qualifications

The table below illustrates which qualifications Service Desk staff on the represented Service Desks have achieved during the last year and which qualifications staff are due to take in the next 12 months. Perhaps unsurprisingly a large proportion of respondents have opted for ITIL qualifications.

Chart 5: During the last year which of the following qualifications has any of your staff achieved and which qualifications are they due to take over the next 12 months?



Analysis:

HDI considers staff training to be an essential part of improving the quality of service, improving staff morale and reducing staff churn.

3.6 Induction Training

The table below illustrates the number of hours of formal induction training new Service Desk agents receive.

How many hours of formal INDUCTION training do new Service Desk agents receive?	Percent
Less than 10 hours	18
10-25 hours (1-3 days)	15
26-40 hours (3-5 days)	16
41-80 hours (1-2 weeks)	20
81-120 hours (2-3 weeks)	13
Over 120 hours (over 3 weeks)	12
None	5

The number of Service Desks where new staff receives less than ten hours formal induction training has remained the same as it was in 2001 and 2005 at 18%. 5% of respondents indicated that new staff received no formal induction training at all. This figure was 2% in 2005.

At the other end of the scale, the proportion of companies offering more than 3 weeks induction training has remained almost the same since 2005 – it is at 12% this year and was 13% in 2005.

The table below illustrates the types of formal induction given to new Service Desk agents.

What type of formal INDUCTION training, if any, is given to new Service Desk agents?	Percent
Service Desk procedures	89
Buddy training	71
Product/service information	65
Telephone skills	57
Customer service training	44
Problem solving	43
Computer skills	33
Writing techniques	9
Other	4

Less than half the organisations (44%) offer new Service Desk agents customer service training. Perhaps not surprisingly the majority of organisations offering this type of training were those who consider Customer Satisfaction to be the primary indicator of success in their Service Desks. The vast majority of those organisations not only offer this type of training at induction but also as part on on-going training.

3.7 Ongoing Training

The following figures reveal the number of hours of formal ongoing training for their Service Desk staff.

Once established in their role, how many hours of formal ONGOING training do Service Desk agents receive per year?	Percent
Less than 10 hours	14
10-25 hours (1-3 days)	19
26-40 hours (3-5 days)	23
41-80 hours (1-2 weeks)	25
81-120 hours (2-3 weeks)	11
None	7

The training most frequently offered on an **ongoing** basis was Service Desk procedures and 'specific IT skills'

What type of formal ONGOING INTERNAL training, if any, is given to Service Desk agents? Please tick as many as apply	Percent
Service Desk procedures	67
Specific IT skills	65
Product/service information	57
Problem solving	47
Customer service training	45
Telephone skills	33
Writing techniques	11

Only 33% of respondents indicated that they offer Service Desk agents ongoing telephone skills training and only 45% customer service training.

Over 60% of the organisations who offer a specific type of training at induction also offer this training on an ongoing basis. This leaves a substantial proportion of this sample receiving no training at all for some skills.

3.8 Staff Retention

At HDI we feel that the importance of employee satisfaction and retention is often underestimated. Organisations with unhappy, untrained, unmotivated staff and high staff churn are extremely unlikely to contribute to the high levels of customer satisfaction that companies strive for.

As indicated in the table below, the number of permanent staff remaining in the same organisation for over 3 years has risen considerably since 2005. This may reflect an increased awareness in the industry of the importance of staff retention and engagement.

Average length of service	2007 (%)	2005 (%)	2001 (%)
Less than 6 months	1	2	1
6-12 months	7	18	4
1-2 years	38	27	32
2-3 years	N/A	34	28
Over 3 years	53	19	33

3.9 Incentives

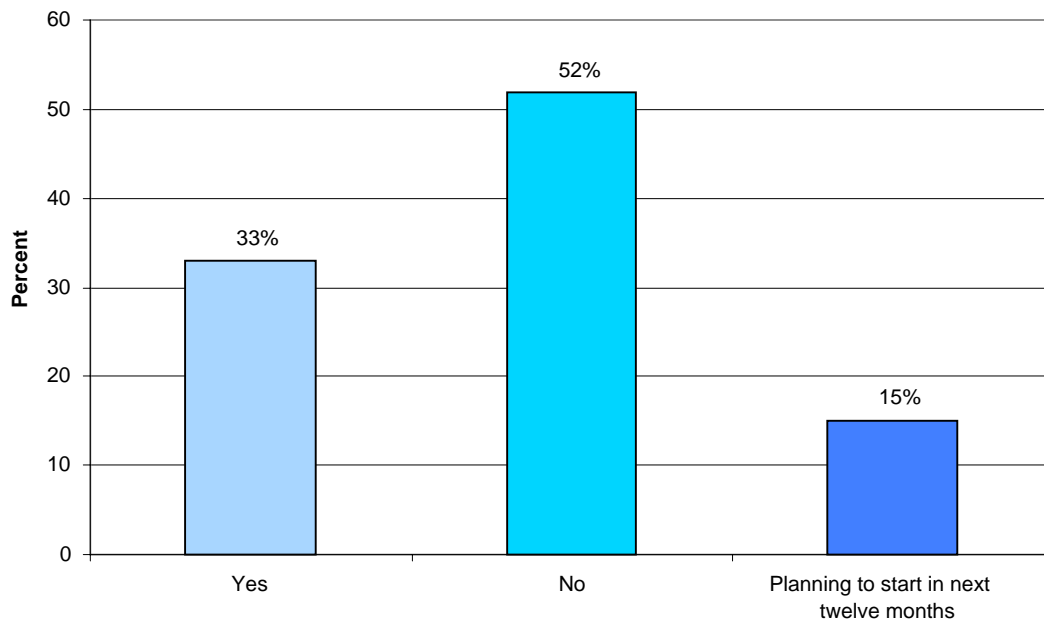
The table below illustrates the type of incentives that organisations are offering to Service Desk staff.

Which of the following staff incentives do you offer	Percent
Regular performance reviews	76
Regular one to ones with managers	68
Help towards qualifications	62
Opportunities for promotion	55
Career planning	45
Pay increases for high performance	40
Mention in newsletters	36
Away days for training/team building	32
Staff rotation	30
Cash bonuses	28
Gifts/certificates	25
Extra curricula activities	21
No Incentives	5
Other	4

Invariably the larger Service Desks offer a wider range of incentives. These include regular performance reviews, opportunities for promotion and cash bonuses.

3.10 Employee morale

Chart 6: Does your Service Desk carry out regular employee morale surveys?



33% of respondents indicated that they conduct regular employee morale surveys. This shows a small improvement from 2005 where only 29% conducted this type of survey. The larger Service Desks were much more likely to conduct these surveys than the smaller desks. This may be due to a feeling that it would be very apparent if there was a problem with staff morale and that employees have more opportunities to voice any concerns in smaller groups.

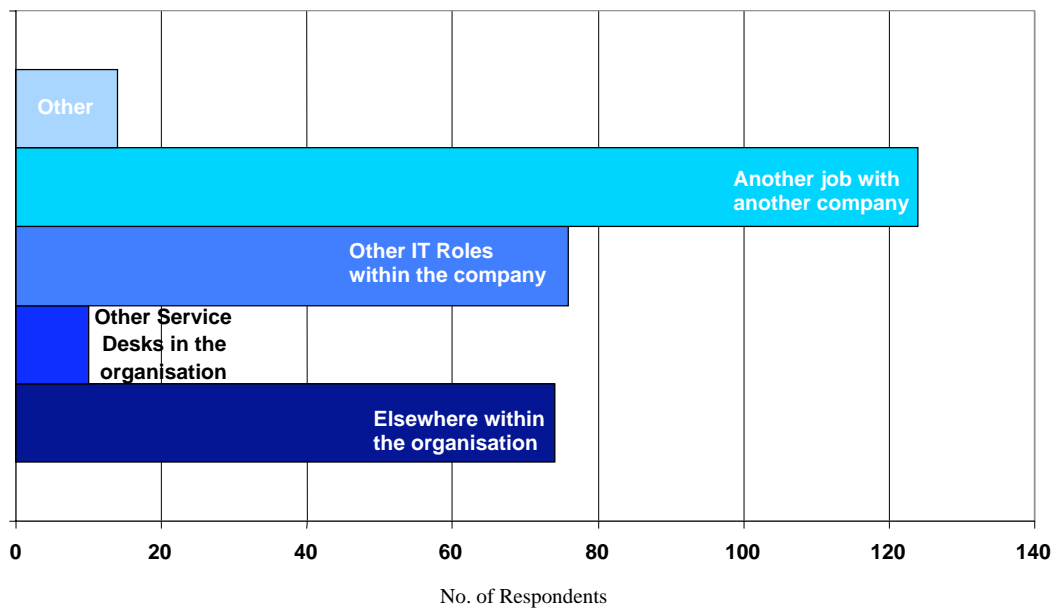
Analysis:

HDI feels that conducting such surveys provides invaluable information that employees may not feel happy about voicing in person and should be conducted in teams of all sizes.

3.11 Staff Turnover

A high proportion of respondents indicated that their permanent Service Desk employees tend to move on to other positions outside of the Service Desk in the same company. This implies that the Service Desk is still perceived by some as a launch pad for careers elsewhere in the organisation.

Chart 7: When people on permanent contracts leave the Service Desk where do they tend to go?



When these results were broken down further it became apparent that those working on log and refer desks tend to move on to positions in other organisations rather than other positions within the same organisation. In fact almost 80% of the log and refer desks indicated that their staff tended to move on to other organisations. This is almost double that of two-tier and technical desks. Those working on two-tier and technical desks were much more likely to go on to other IT roles in the same company.

3.12 Service Desk Salaries

This section looks at the average starting salary for various positions in the Service Desk and how this changes after a period of 2 years. (All figures in GBP)

Service Desk Analysts:

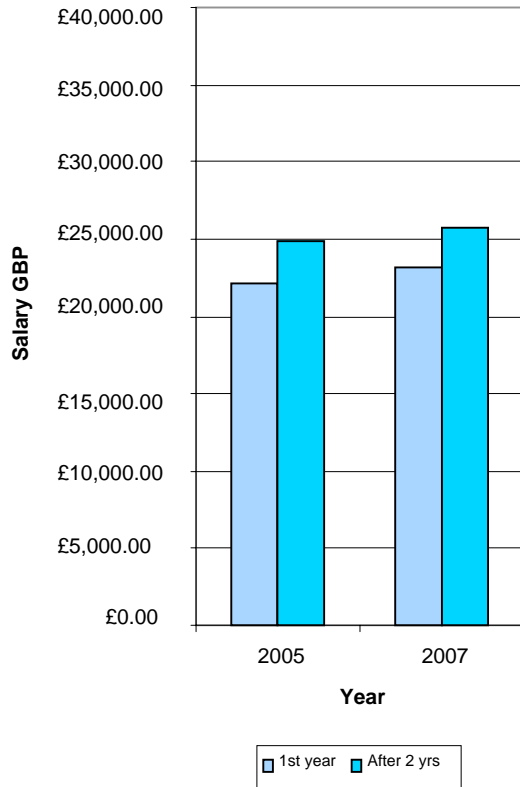
Chart 8: What is the average annual gross starting salary for Service Desk analysts in your organisation and how does this change after 2 years? (British Pounds)



Service Desk Analysts	2005	2007	Change (%)
Starting Salary (Gross)	£17 121	£18 568	+8
After 2 years (Gross)	£19 971	£22 147	+10

Service Desk Supervisors

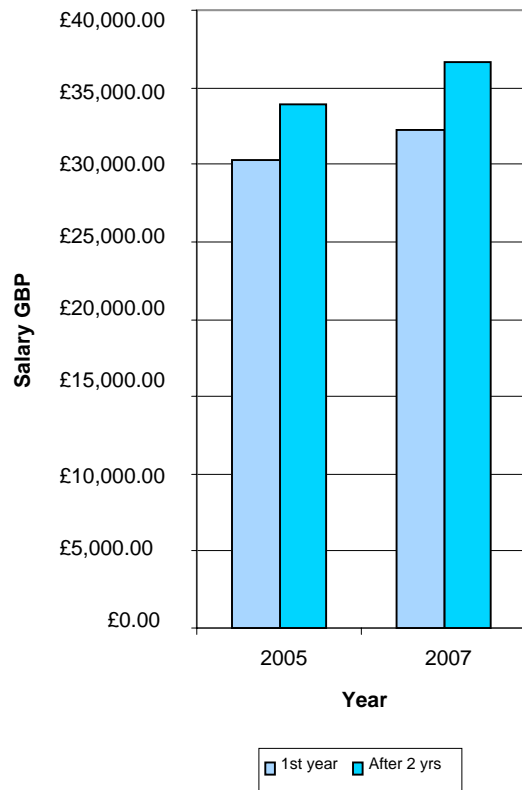
Chart 9: What is the average annual gross starting salary for Service Desk Supervisors in your organisation and how does this change after 2 years? (British Pounds)



Service Desk Supervisors	2005	2007	% Change
Starting Salary (Gross)	£22113	£23 203	+5
After 2 years (Gross)	£24 863	£25 778	+4

Service Desk Managers

Chart 10: What is the average annual gross starting salary for Service Desk Managers in your organisation and how does this change after 2 years? (British Pounds)



Service Desk Managers	2005	2007	% Change
Starting Salary (Gross)	£30 346	£32 241	+6
After 2 years (Gross)	£33 875	£36 590	+8

4 Productivity Measures

HDI is eager to stress that these figures should not be considered to equate to any kind of industry standard and are for interest only. Such standards can be misleading and at times disheartening as they do not reflect variations in the industry and differences in types of support. Also calculations are not always based upon equivalent criteria, which makes comparative analysis misleading at times.

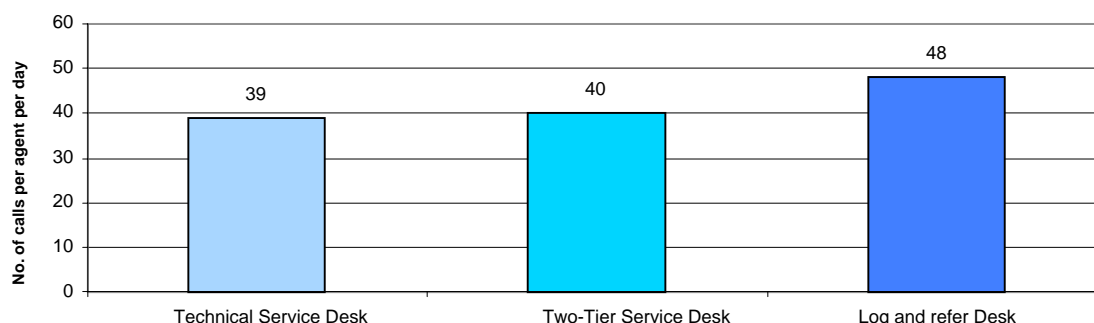
The average number of incoming calls (the term calls includes all contacts including emails etc) to the represented Service Desks is 392. This is an increase from 2005 when the figure was 346.

This rise in the number of incoming calls was unexpected due to the prevalence of self-help and self-service technologies. This rise could be accounted for due to the ever increasing and ever more complex range of technologies in use which require increasing levels of support. However, this rise may also reflect a shift in perception. Once the Service Desk is genuinely accepted and embraced by an organisation one might expect an increase in the number of incoming calls. Staff of all levels begin consider it the sole point of contact rather than bypassing what they may once have considered an unnecessary 'go-between' when requesting support.

There has been a considerable increase in the number of calls taken by each agent per day – the figure has risen from 30 to 42. Increased efficiency due to the introduction of frameworks such as ITIL and the introduction of new communication channels such as instant messaging which enable agents to deal with several contacts simultaneously will have undoubtedly increased agents' ability to deal with a larger number of calls.

	2007	2005	2001
Average number of calls received per day	392	346	280
Average number of calls per agent per day	42	30	33
Average abandoned call rate (%)	11	7.5	7
Average call duration (minutes)	7	8.8	7.86
Incidents resolved at first contact (%)	59	54	54

Chart 11: Average number of incoming calls taken per agent per day by desk type



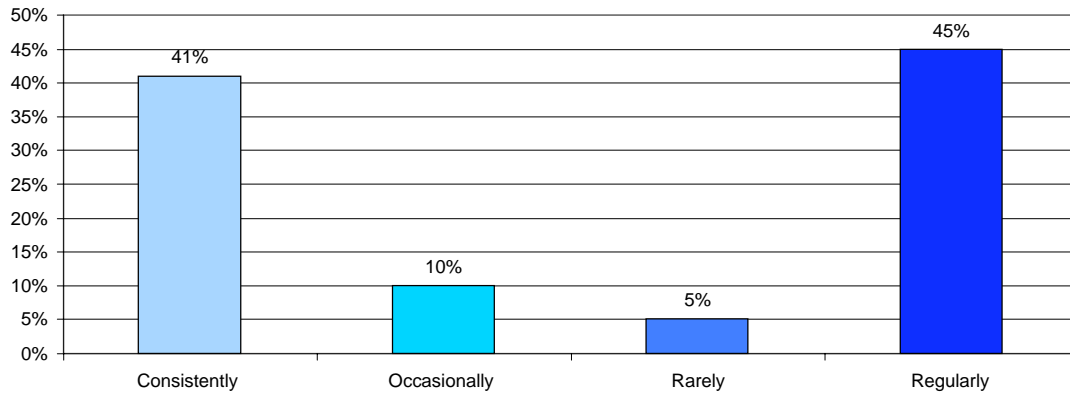
5 Performance Measurement

5.1 Service Level Agreements

66% of respondents indicated that their Service Desks had Service Level Agreements (SLAs) in place.

86% of those organisations with SLA's in place indicated that they either regularly or consistently meet their SLA levels.

Chart 12: How often do you meet you SLA targets?



40% of respondents with SLAs in place stated that their SLAs are not linked to business objectives.

Analysis:

We would like to see a reduction in the number of organisations with SLAs that are not linked to business objectives as one of the main objectives of putting a SLA in place is to improve service by defining and focusing on key services required to meet business requirements.

5.2 Priority Status

Respondents were then asked to indicate whether they offer certain customers priority status:

Chart 13: Do you offer your customer priority status?

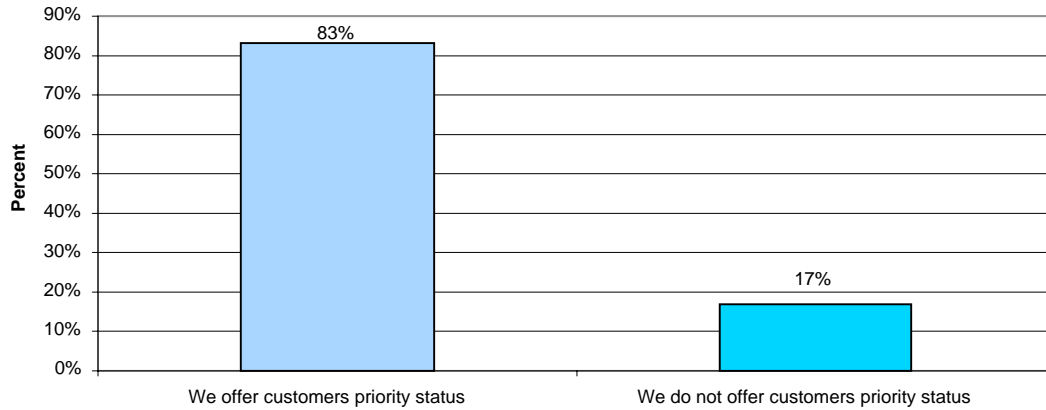
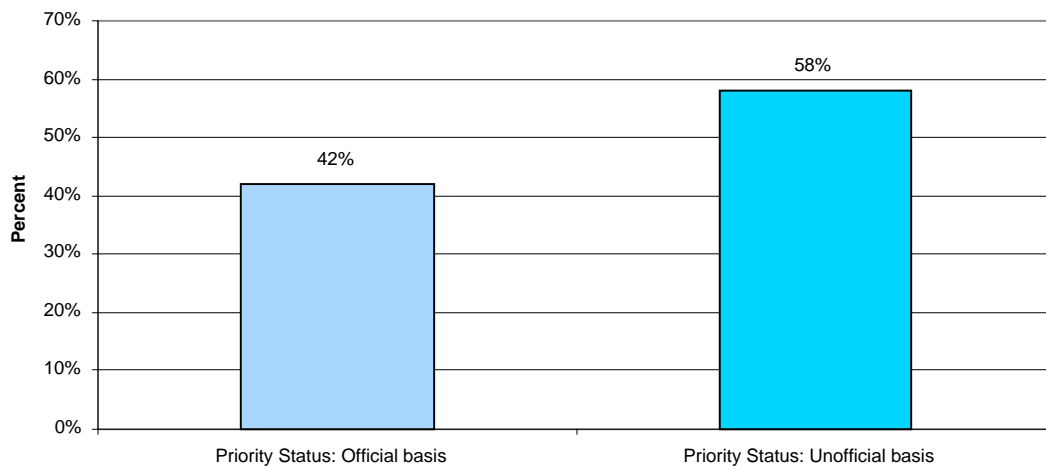


Chart 14: If you offer customers priority status, is this on an official or unofficial basis?



58% of those organisations that do offer customers priority status do so on an unofficial basis.

Analysis:

The survey shows that over 80% of respondents offer some customers priority status which can be in-keeping with formal guidelines however, nearly 60% of these offer customers priority status on an unofficial basis. This may indicate that in some cases lip service is being paid to best practice principles.

5.3 Customer Satisfaction

This year 17% of respondents indicated that their Service Desk did NOT measure customer satisfaction. In 2005 the figure was 19% and in 2001 the figure was far higher at 27%. The number of desks who do NOT measure customer satisfaction is decreasing. This reflects a trend toward a more customer focused service industry.

The stronger focus on customer experience is also evident with 44% compared to 38% in 2005 now saying that Customer Satisfaction levels are their main indicator of success.

What is the MAIN indicator of success for your Service Desk?	Percent
Customer satisfaction measures	44
Improvements to service quality	13
Number of calls / issues fixed vs. number received	32
Productivity improvements	7
Reduced cost per head of IT support	3

How do you measure customer satisfaction?	Percent
E-mail/ web based surveys	65
Call monitoring/listening in	23
Telephone surveys	20
We do not measure customer satisfaction	17
Postal surveys	15
Telephone survey during customer call	10
Mystery shoppers	5

What do you do with this information once collected?	Percent
Formal review process as per ISO/IEC 9002	20
Informal Escalation	64
Nothing	16

Analysis:

The fact that 16% of respondents do nothing with the results of their customer surveys implies that some organisations have become preoccupied with measurement for measurements sake and conduct customer satisfaction surveys as they feel they ought to rather than as part of a service improvement initiative. Lack of time may play its part in preventing some organisations from analysing and acting on customer survey data, however, there is little value in measuring customer satisfaction if the results will not be acted upon.

6 Quality Measurement

The table below illustrates the proportion of calls/incidents that are reviewed for quality purposes each month for each agent.

How many calls/incidents do you review each month for each agent?

Frequency	2007 (%)	2005 (%)	2001 (%)	2000 (%)
None	19	27	35	40
1 to 5	35	35	29	27
6 to 10	17	16	11	11
More than 10	28	22	23	19

There are fewer desks NOT reviewing any calls for quality purposes than in previous surveys and the number of desks reviewing more than 10 calls per agent per month is steadily increasing.

Number of calls/incidents reviewed per month per agent:

Frequency	Log and Refer (%)	Service Desk (Two-tier) (%)	Technical / Expert Desk (%)
None	56	16	19
1 to 5	11	36	39
6 to 10	22	19	15
More than 10	11	29	28

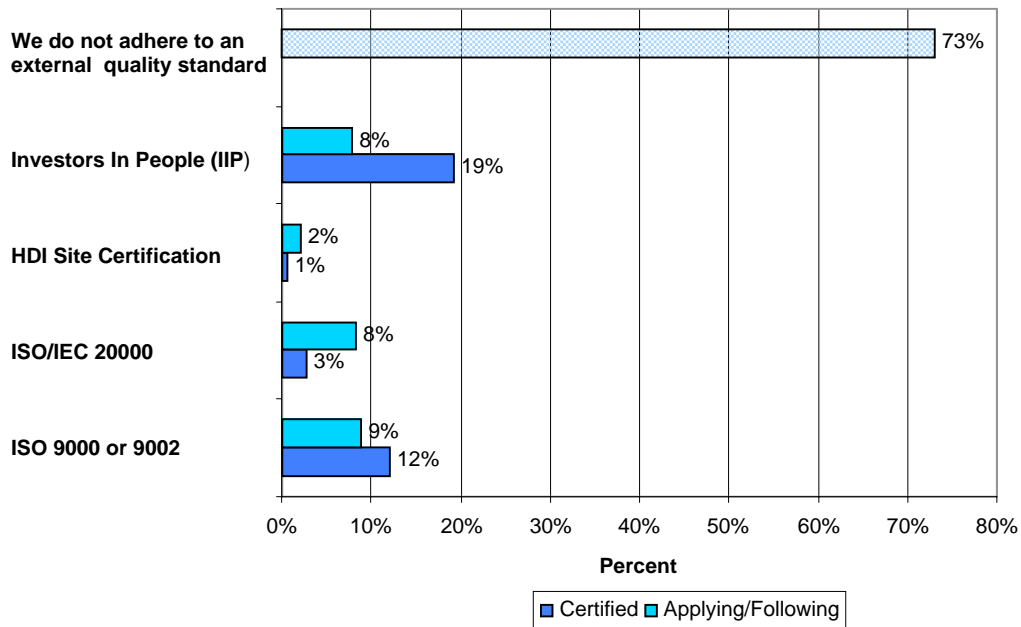
Analysis:

HDI sees the fact that there are fewer desks NOT reviewing any calls and more desks reviewing over 10 per agent per month as a positive indication of improvements in quality and best practice. It is disappointing that over half (56%) of log and refer desks have no calls/incidents reviewed each month for quality purposes.

6.1 External Quality Standards

The chart below illustrates the number of Service Desks that are certified according to an external quality standards programme. The chart also illustrates the number who are applying or following these standards.

Chart 15: Which of the following external quality standards is your Service Desk certified for?



Analysis:

Despite the widespread adoption of ITIL throughout the industry, there are still a relatively low number of organisations who have achieved ISO/IEC 20000 certification.

6.2 Business Continuity

Respondents were also asked about the measures they have in place to safeguard business continuity in the event of a disaster. 15% of respondents had no measures in place – this is a reduction from 2005 where almost a third (28%) had no measures in place.

Out of those organisations that did have measures in place only approximately 6 out of 10 organisations regularly test these measures and had done so in the last six months.

Analysis:

It is essential to regularly check and review business continuity plans so that they reflect current changes.

7 Charging and Cost

The next section looks at how Service Desks charge for providing IT support in their organisation. 50% (2005- 45%) of respondents indicated that they do not charge.

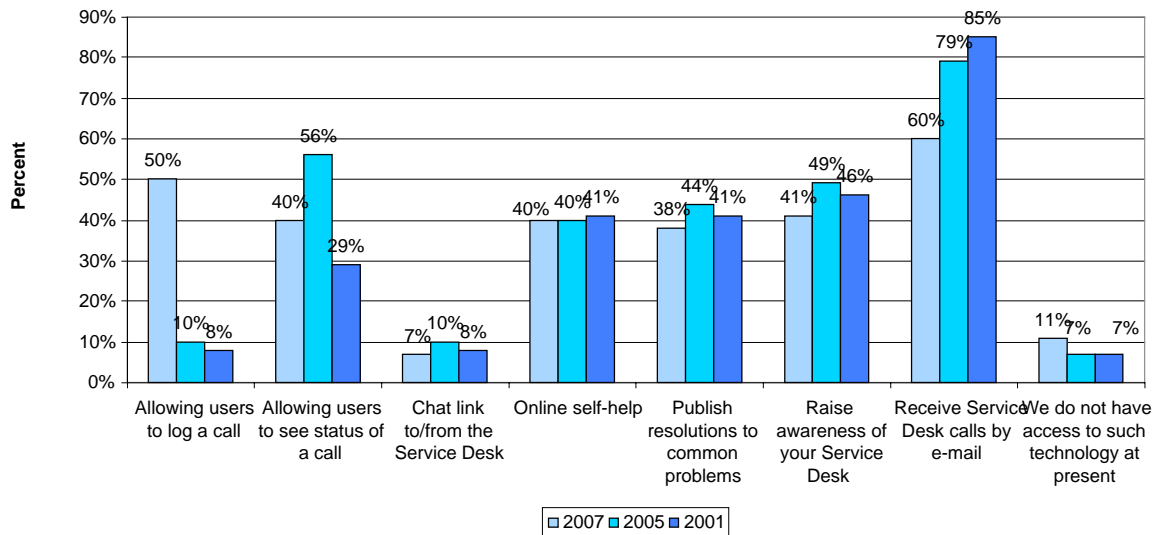
A third, 31% (2005 - 25%), of the desks charge on the basis of per person / device / period supported. 19% used a simple cross-charged cost recovery based on approximate usage.

How do you generally charge for providing IT support in your organisation?	2007 (%)
There is a charge per person / device / period supported cost recovery here is a charge per person / device / period supported cost recovery	31
There is a simple cross charged cost recovery based on approximate usage	19
We do not charge	50

8.0 Service Desk Technologies

Finally, the respondents were asked about the availability of service technologies and how well equipped Service Desks are to carry out any of a number of activities.

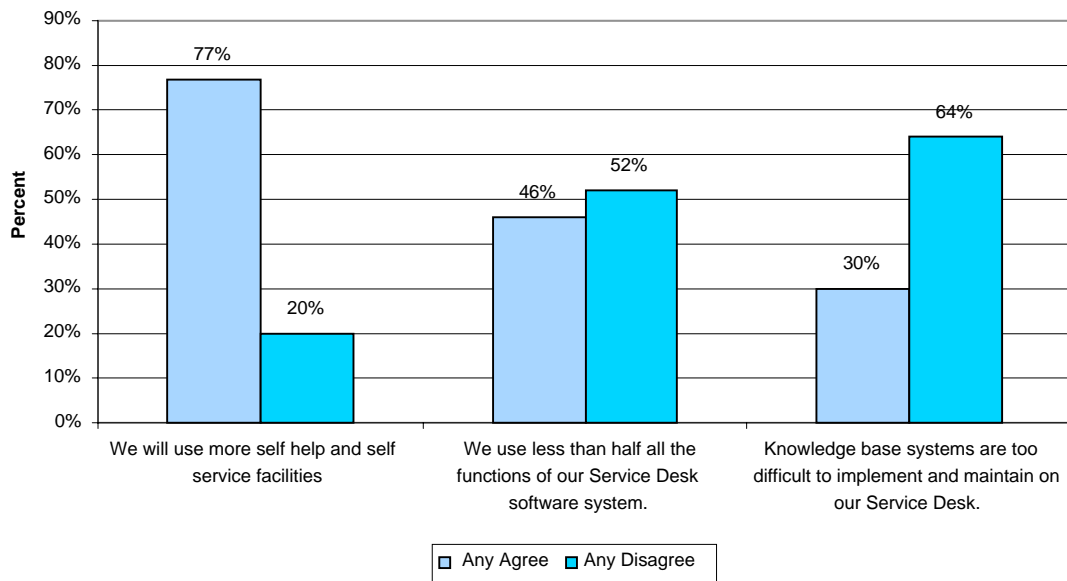
Chart 16: Which of the following Service Desk technologies do you currently have access to?



There has been a substantial rise in the availability of technology that enables users to log their own calls. This has risen from just 8% in 2001, 10% in 2005 to 50% in 2007.

Although there has been very little change in the number of organisations using self-help technologies since 2001, the prevalence of self help facilities looks set to rise further with 77% of respondents indicating that they intend to use more self-service solutions in future.

Chart 17: How far do you agree with the following statements:



**Those respondents who indicated that they were unsure have been excluded from this chart.*

Access to an abundance of technology has undoubtedly revolutionised the industry. However, in some cases, it appears that some Service Desk software is not used to its full potential. Nearly half (46%) of the respondents indicated that they use less than half of the functionality of their Service Desk software system. This figure was 41% in 2005 (38% in 2001). This may be due to a lack of staff training preventing staff from using such software to its full potential. Or it may be due to inappropriate selling or over-engineering of products.



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