



2016 TECHNICAL SUPPORT Practices & Salary Report

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TICKET
MANAGEMENT



TECHNOLOGY



OPERATIONS



METRICS



STAFF AND
STRUCTURE



SALARY



DEMOGRAPHICS



ABOUT THE
REPORT

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Ticket Management

Technical support organizations manage tickets received through a variety of channels, which require various levels of support. This section shares the current practices and experiences involved in managing end-user tickets.



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Ticket Management in the Support Center

- Reasons for increased ticket volumes
- Reasons for decreased ticket volumes
- Time spent on tickets and other activities
- Ticket resolution by level
- Ticket resolution strategies
- After-hours ticket handling
- Channels used to contact support
- Tickets per channel
- Cost per ticket

Ticket Management in Desktop Support

- Reasons for increased ticket volumes
- Reasons for decreased ticket volumes
- Time spent on tickets and other activities
- Tickets received by channel
- Criteria for ticket categorization
- Channels through which desktop support is provided
- Expectations for technician travel
- Vehicle use and reimbursement policies for technicians who travel

Ticket Management in the Support Center

Includes responses only from the 506 organizations that responded to the 2016 Support Center Practices & Salary Survey



57% of support organizations saw an increase in ticket volume over the past year.

They attribute this increase to the following factors:



Percentage of organizations

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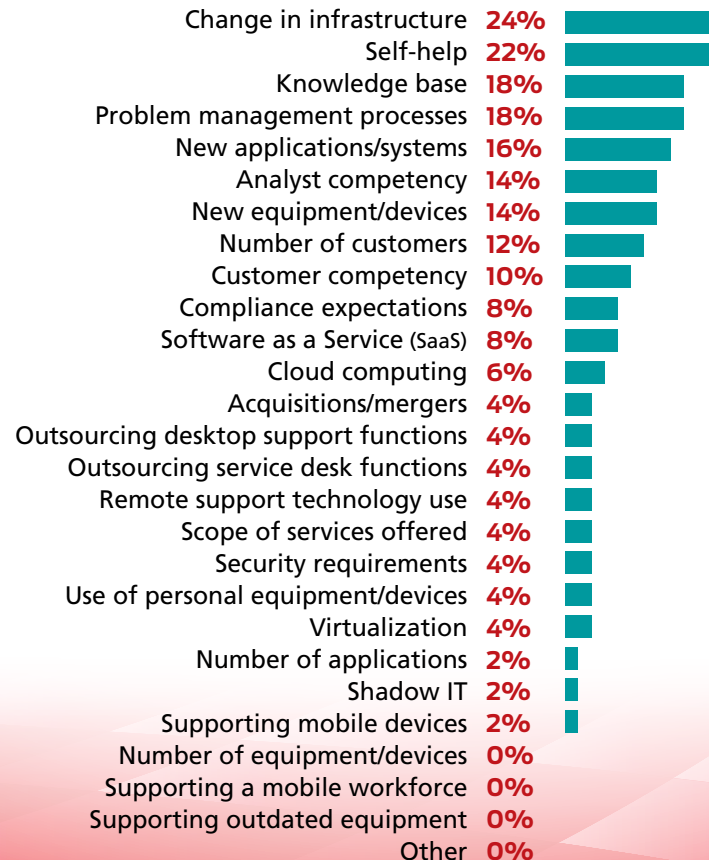
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10% of support organizations saw a decrease in ticket volume over the past year.

They attribute this decrease to the following factors:



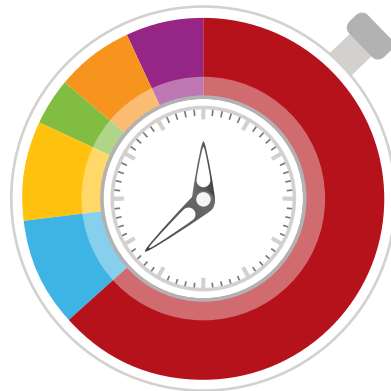
Percentage of organizations

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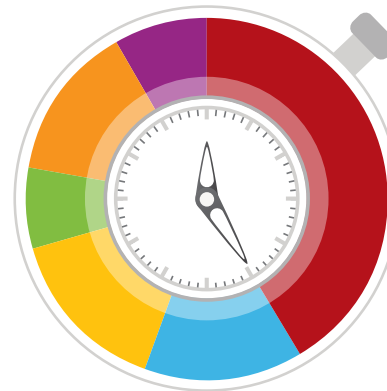
Time spent on tickets and other activities:

Level 1 Support



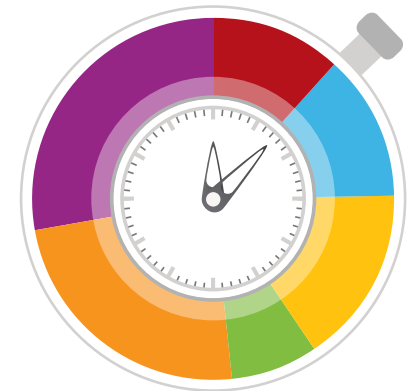
- 64% Ticket handling
- 10% Knowledge management
- 9% Problem management
- 4% Asset management
- 7% Projects
- 7% Other (e.g., meetings, training)

Level 2 Support



- 41% Ticket handling
- 14% Knowledge management
- 15% Problem management
- 7% Asset management
- 14% Projects
- 8% Other (e.g., meetings, training)

Support Center Manager



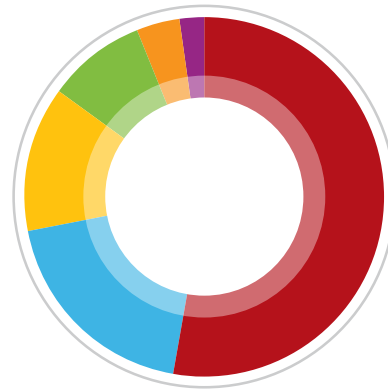
- 12% Ticket handling
- 13% Knowledge management
- 16% Problem management
- 8% Asset management
- 24% Projects
- 28% Other (e.g., meetings, training)

Percentage of time spent on each activity

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Ticket resolution by level:



- 53% Level 1 Support
- 19% Level 2 Support
- 13% Desktop Support
- 9% Level 3 Support
- 4% Management
- 2% Other

Percentage of tickets

Ticket resolution strategies:



Skills-based routing

Matching an end user's specific needs with an analyst, or group of analysts, who has the skills required to resolve the specific incident or request



Intelligent swarming

Aligning resources by assigning the correct people with various appropriate skill sets (regardless of tier) to "swarm" around issues as they occur

Percentage of organizations using these strategies

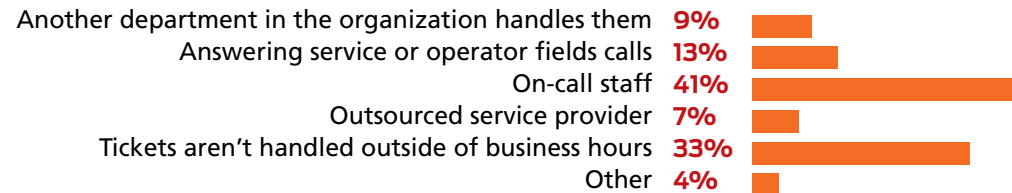
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72% of support centers
are not staffed 24x7.

After-hours ticket handling:

Includes responses only from those organizations that don't provide 24x7 support



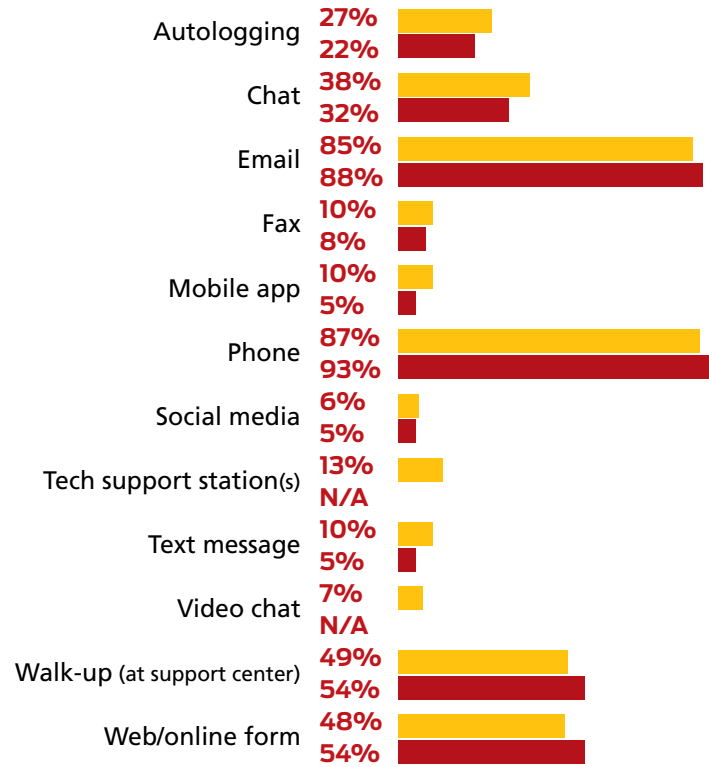
Percentage of support centers

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Channels used to contact support:

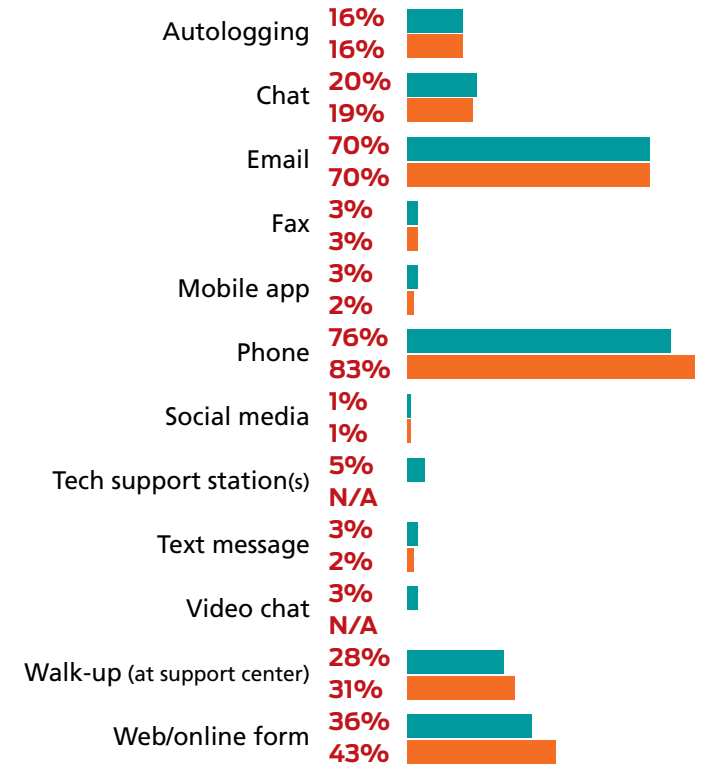
Formally offered



● 2016 ● 2015

Percentage of support centers

Formally measured



● 2016 ● 2015

Percentage of support centers

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Tickets per channel:

Autologging	21%
Chat	9%
Email	3%
Fax	14%
Mobile app	7%
Phone	47%
Social media	6%
Tech support station(s)	11%
Text message	13%
Video chat	20%
Walk-up (at support center)	11%
Web/online form	19%

Percentage of tickets

Cost per ticket (USD):

\$18.50
(median)



The cost of the support center's operations (including people, support infrastructures, and overhead) divided by the total number of tickets resolved through any channel

Ticket Management in Desktop Support

Includes responses only from the 618 organizations that responded to the 2016 Desktop Support Practices & Salary Survey



56% of desktop support teams saw an increase in ticket volume over the past year.

They attribute this increase to the following factors:



Percentage of desktop support teams

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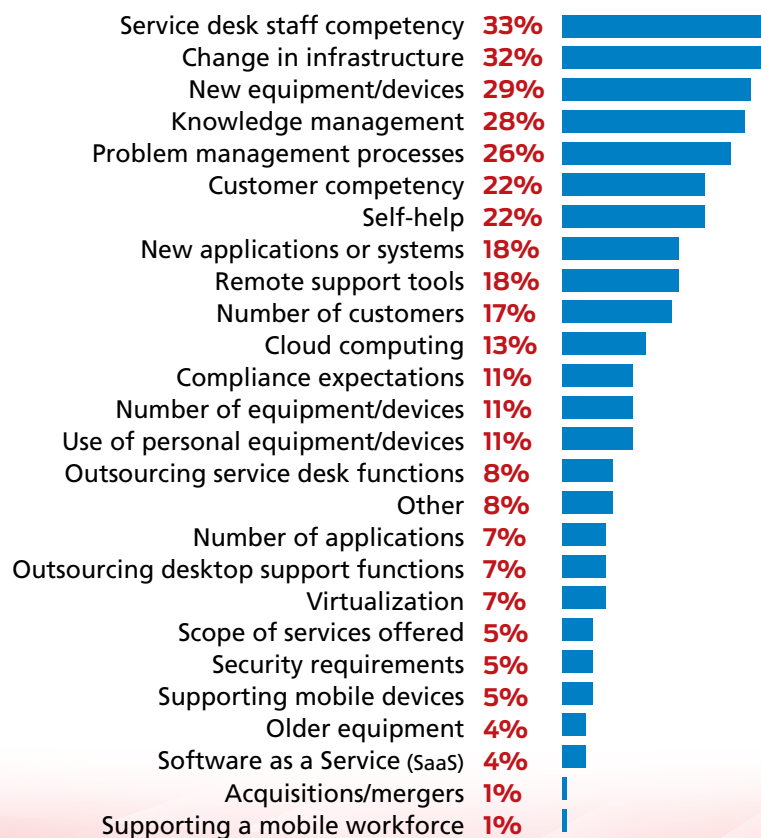
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13% of desktop support teams saw a decrease in ticket volume over the past year.

They attribute this decrease to the following factors:

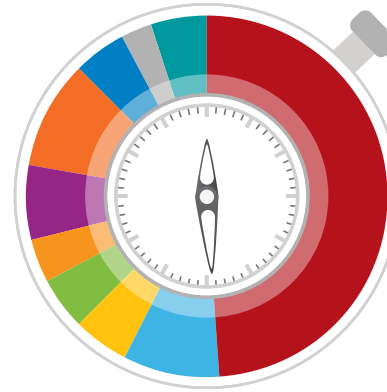


Percentage of desktop support teams

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Time spent on tickets and other activities:



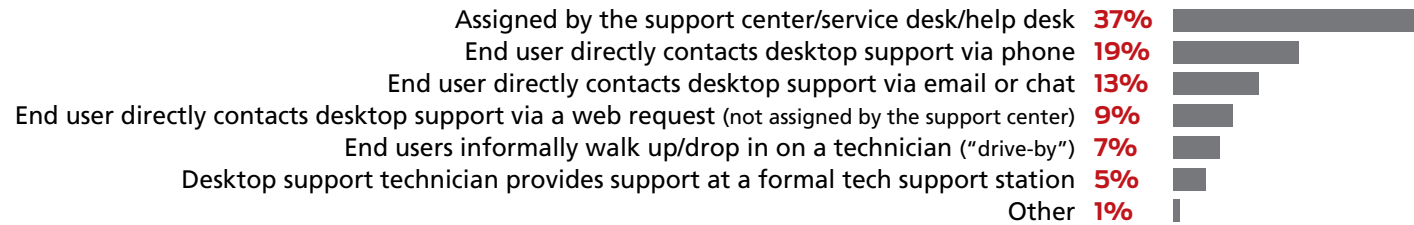
- 51% ● Ticket resolution
- 9% ● Projects
- 5% ● Training end users
- 5% ● Meetings
- 4% ● Professional development (e.g., training)
- 7% ● Knowledge management
- 10% ● Problem management
- 5% ● Asset management
- 3% ● Information security
- 5% ● Other

Percentage of time spent on each activity

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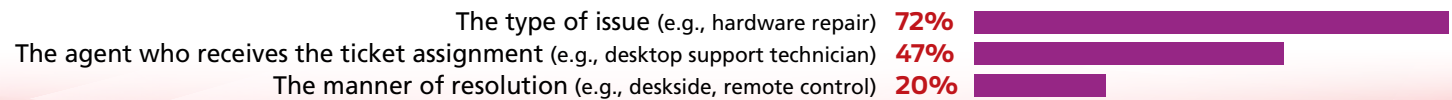
Tickets received by channel:



Percentage of tickets

51% of organizations track tickets resolved by desktop support separately from other tickets in the ticket tracking system.

Criteria for ticket categorization:

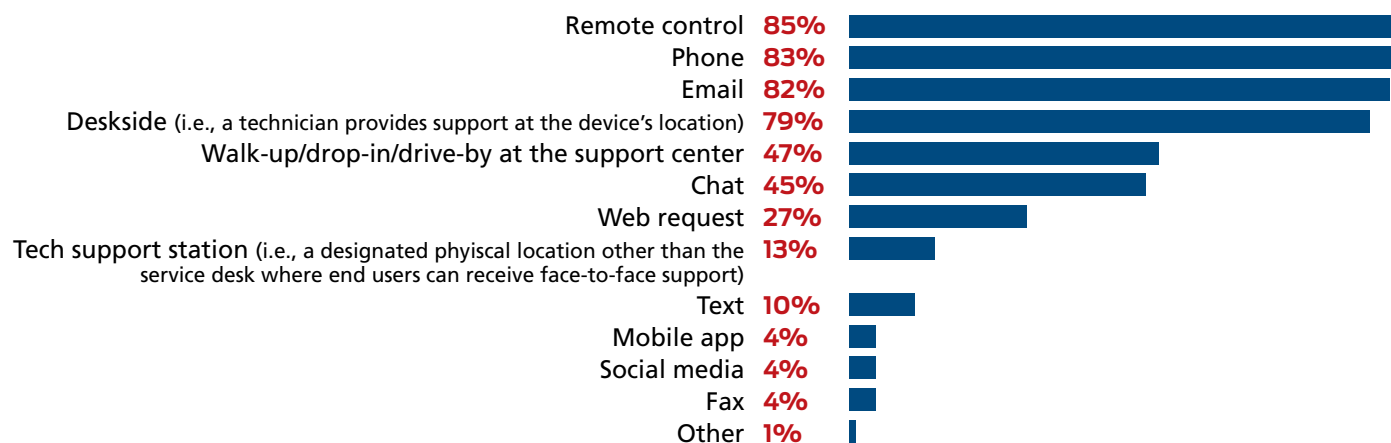


Percentage of organizations

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Channels through which desktop support is provided:



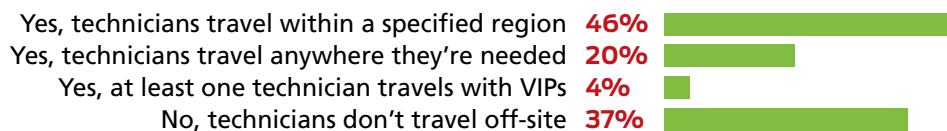
Percentage of organizations



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Expectations for technician travel:



Percentage of organizations

70% of desktop support technicians travel to provide support. **56%** of organizations track travel time in addition to other metrics.

Vehicle use and reimbursement policies for technicians who travel:



Percentage of organizations



Percentage of organizations whose technicians use personal vehicles

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About the Report

Introduction

The Technical Support Practices & Salary Report is a tool used by technical support leaders to better understand the workings and state of the industry as a whole, and to provide them with the knowledge needed to make research-based decisions that will ultimately improve the support provided by their organizations and even help them advance in their careers. This report illustrates current practices, processes, plans, and challenges in a variety of areas, such as metrics, ticket management, technologies, operations, staffing, and salaries.

All survey responses were collected via a web-based survey, open from December 2015 to January 2016 (desktop support) and again in August 2016 (support center). The 2016 report compiles the responses from 1,124 technical support professionals in more than thirty vertical industries (618 from the desktop support survey, 506 from the support center survey). The findings are based on responses submitted by support center and desktop support managers and professionals in similar positions around the world, and in support centers and on desktop support teams of all sizes. A full profile is available in the Demographics section.

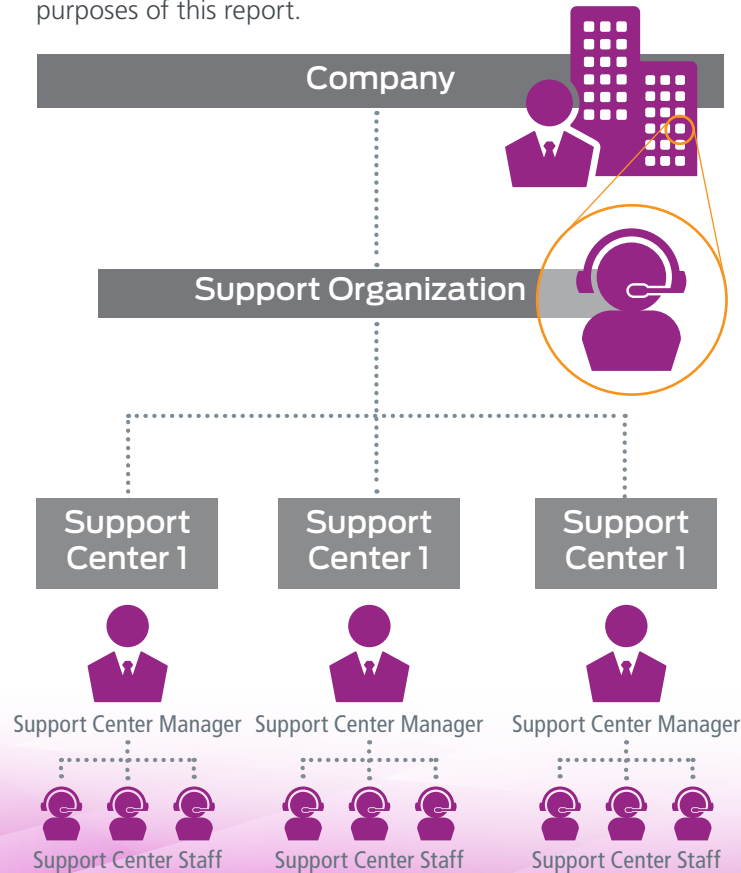


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Defining the Support Center

In the support center-specific sections of this report, most of the information presented refers to the individual support center, but a few of the survey questions refer to the company and support organization. The illustration below should help to clarify some of the terminology used for the purposes of this report.



Job Titles

LEVEL 1 SUPPORT/SUPPORT CENTER ANALYST:

The frontline technical support professionals who receive and handle tickets. These professionals are responsible for providing customers with information, restoring service, providing specific services, and escalating tickets to a higher level of support. These individuals are typically technical generalists.

LEVEL 2 SUPPORT: The technical support professionals who handle tickets that are escalated from level 1. These professionals require greater technical skills and/or access rights than level 1 support personnel. They're typically technical specialists and may also be responsible for participating in root cause analysis of problems. (This doesn't include desktop support technicians, who are reported on separately.)

DESKTOP SUPPORT TECHNICIAN: The technical support professionals who respond to tickets escalated by the support center that are related to customer equipment; additional skills, knowledge, tools, or authority are required. They may resolve incidents remotely, at the user's location, or via equipment returns. Responsibilities may include hardware and software deployments, moves, adds, and changes.

LEVEL 3 SUPPORT: The technical support professionals who build, maintain, and/or enhance technical products and services. These professionals are typically engineer-level staff. They're involved when the ticket cannot be resolved by either level 1 or level 2, and when there's high business impact or urgency. Level 3 support is commonly provided by either an internal engineering/development team or an external vendor.

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SUPPORT CENTER TEAM LEAD: The technical support professionals who oversee the day-to-day activities of a team of support staff. These professionals serve as the communication link between the team and the manager, as a coach or mentor to support staff, and are often the first point of internal escalation within the support center. Other possible titles include coordinator, supervisor, or senior analyst.

DESKTOP SUPPORT TEAM LEAD: An advanced DST who, in addition to DST responsibilities, provides training, mentoring, and/or coaching for a team of DSTs, but does not have direct staff management responsibilities. May have oversight responsibility for processes, project management tasks, and/or providing support to management.

SUPPORT CENTER MANAGER: The management professionals who manage a team of support center analysts and/or team leads while executing the operational and tactical plans of the support center and satisfying customer and business needs. Their responsibilities may include recruiting and hiring, monitoring and managing performance, monitoring and reporting metrics, and ensuring that process are followed and service levels are met. Other possible titles include help desk manager or service desk manager. This position typically reports to the support center director.

DESKTOP SUPPORT MANAGER: Manages a team of DSTs and/or supervisors while executing the operational and tactical plans of desktop support, and satisfying customer and business needs. Responsibilities may include performance management, monitoring/reporting metrics, audits, purchase approvals, and other similar job functions.

SUPPORT CENTER DIRECTOR: The management professionals who are responsible for leading the support organization as a whole, rather than a specific support center.

Their responsibilities may include overall service delivery, strategic direction, business alignment, financial accountability, and performance reporting. In addition to the support center(s), this person may also oversee other departments involved in technical support, such as desktop support. Other possible titles for this position include senior director, senior manager, or vice president. Support center managers report directly to this individual.

DESKTOP SUPPORT DIRECTOR: The management professionals who manage a team of desktop support technicians and/or team leads while executing the operational and tactical plans of desktop support and satisfying customer and business needs. Responsibilities may include recruiting and hiring, monitoring and managing performance, monitoring and reporting metrics, auditing, and approving purchases.

Salary Regions (US)

Where applicable, average US salaries are broken out by region. The fifty US states fall into three regions, as follows:

EAST: Connecticut, the District of Columbia, Florida, Georgia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, North Carolina, Pennsylvania, Rhode Island, South Carolina, Vermont, Virginia, and West Virginia

CENTRAL: Alabama, Arizona, Arkansas, Colorado, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Ohio, Oklahoma, South Dakota, Tennessee, Texas, Utah, Wisconsin, and Wyoming

WEST: Alaska, California, Hawaii, Oregon, and Washington

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About HDI

In 1989, HDI became the first membership association and certification body created for the technical support industry. Since then, HDI has remained the source for professional development by offering the resources needed to promote organization-wide success through exceptional customer service. In other words, we help professionals in service management better connect with customers, and that's just good business. We do this by facilitating collaboration and networking, hosting acclaimed conferences and events, producing renowned publications and research, and certifying and training thousands of professionals each year.

Technical support professionals love HDI because it provides them with a profound sense of community. At 190,000 people strong, HDI is a community built by industry peers and leaders that gives you the resources, knowledge, and drive to be great at what you do.

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SURVEY DEVELOPMENT

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