



# 2018 PRACTICES & SALARY REPORT Ticket Management & Metrics

▼ CLICK/TAP ICONS TO JUMP TO A SECTION



TICKET MANAGEMENT



METRICS



DEMOGRAPHICS



ABOUT THE REPORT

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▼ FOR SECTIONS

- Ticket Management
- Metrics
- Demographics
- About the Report

**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.**







# Ticket Management

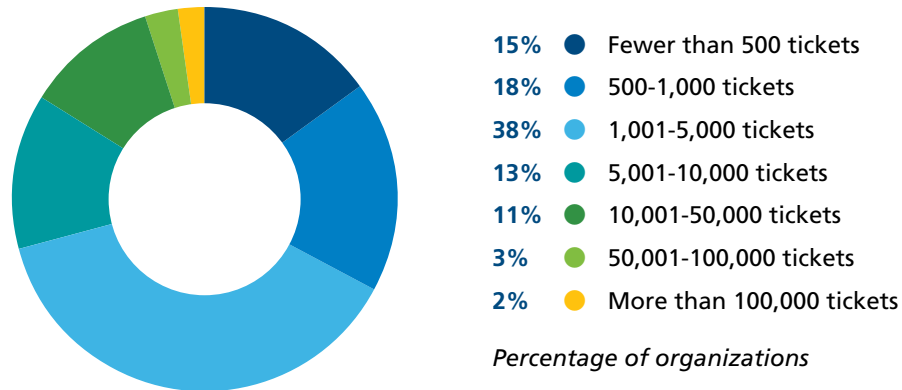
## ▼ Click/Tap Each Entry for Charts

- Average number of tickets resolved per month
- Factors contributing to increased ticket volume
- Factors contributing to decreased ticket volume
- Percentage of tickets resolved by level
- Average time spent on ticket management and other activities, by level
- Channels used to contact support
- Percentage of tickets received by channel
- Percentage of desktop support tickets received by channel
- Criteria for classifying tickets as desktop support
- Ticket resolution strategies
- After-hours ticket handling

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## Average number of tickets resolved per month:



**71%** of tickets received are for **internal** end users/customers  
(that is, employees/contractors within the company or  
organization that your team supports)

**29%** of tickets received are for **external** end users/customers  
(that is, customers or consumers outside your company or  
organization that your team supports)

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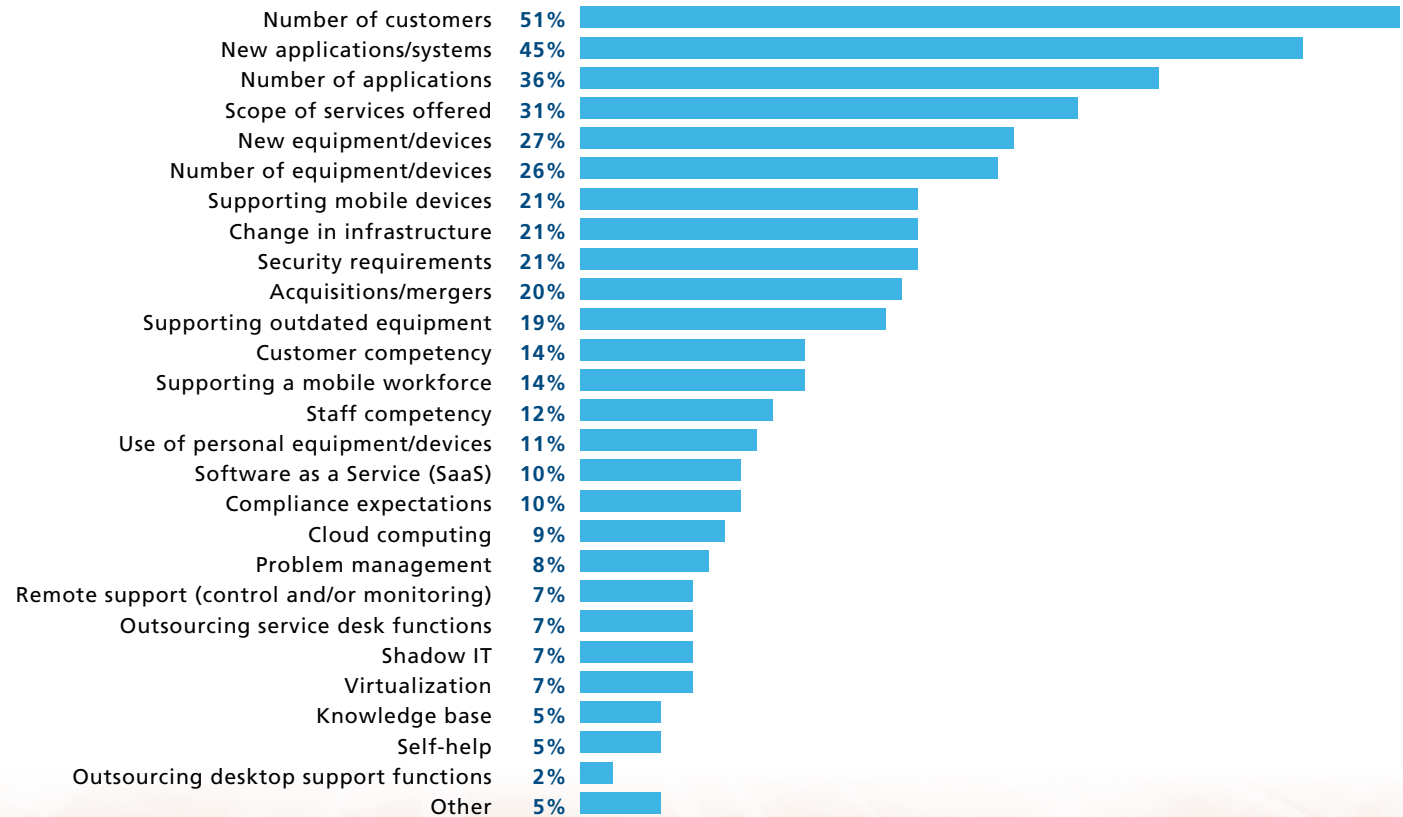
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**61%**

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

## They attribute this increase to the following factors:



Percentage of organizations

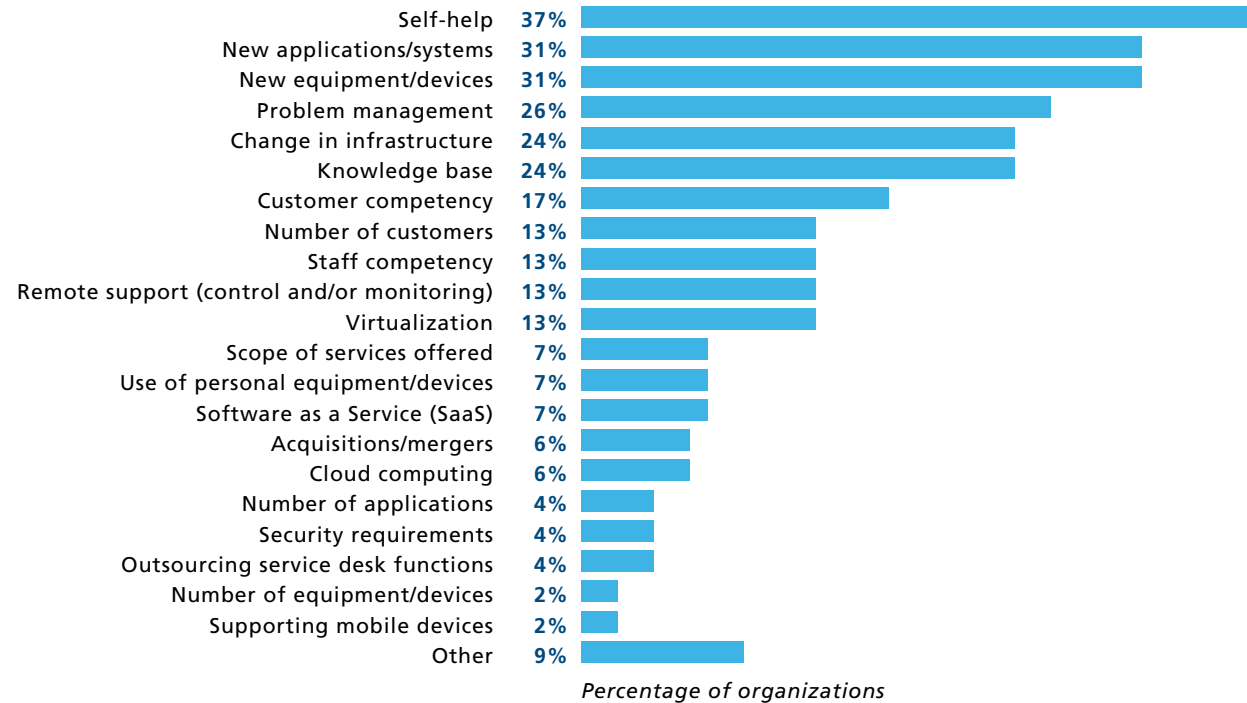


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 **14%** of support organizations saw a decrease in ticket volume over the past year.

## They attribute this decrease to the following factors:



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### Percentage of tickets resolved by level:

Percentage of tickets	Level 1 Support	Level 2 Support	Desktop Support	Level 3 Support	Management
10% or less	5%	24%	23%	<b>53%</b>	<b>79%</b>
11-20%	7%	<b>29%</b>	<b>26%</b>	20%	9%
21-30%	6%	19%	21%	12%	3%
31-40%	8%	8%	9%	5%	2%
41-50%	12%	4%	5%	2%	1%
51-60%	14%	4%	4%	1%	0%
61-70%	<b>19%</b>	2%	1%	2%	1%
71-80%	15%	4%	3%	1%	2%
More than 80%	14%	5%	7%	4%	3%

*Percentage of organizations*

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### Average time spent on ticket management and other activities, by level:

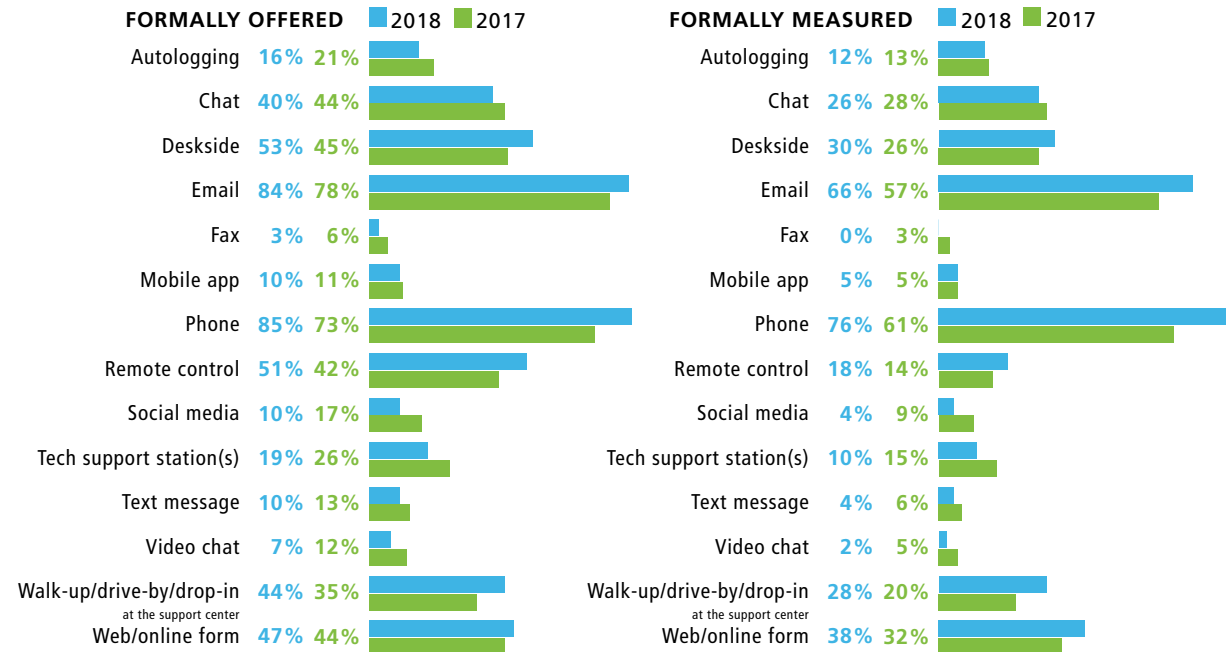
Activity	Level 1 Support	Level 2 Support	Desktop Support	Level 3 Support	Management
Ticket handling/ resolution	<b>68%</b>	<b>47%</b>	<b>49%</b>	<b>26%</b>	12%
Knowledge management	7%	12%	6%	13%	10%
Problem management	5%	12%	9%	14%	12%
Asset management	4%	7%	9%	7%	7%
Projects	7%	12%	13%	<b>26%</b>	26%
Training end users/ customers	7%	8%	7%	6%	6%
Professional development	5%	6%	7%	6%	18
Meetings	5%	7%	6%	11%	<b>29%</b>
Information security	3%	4%	3%	9%	8%

*Percentage of time spent on each activity*

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## Channels used to contact support:



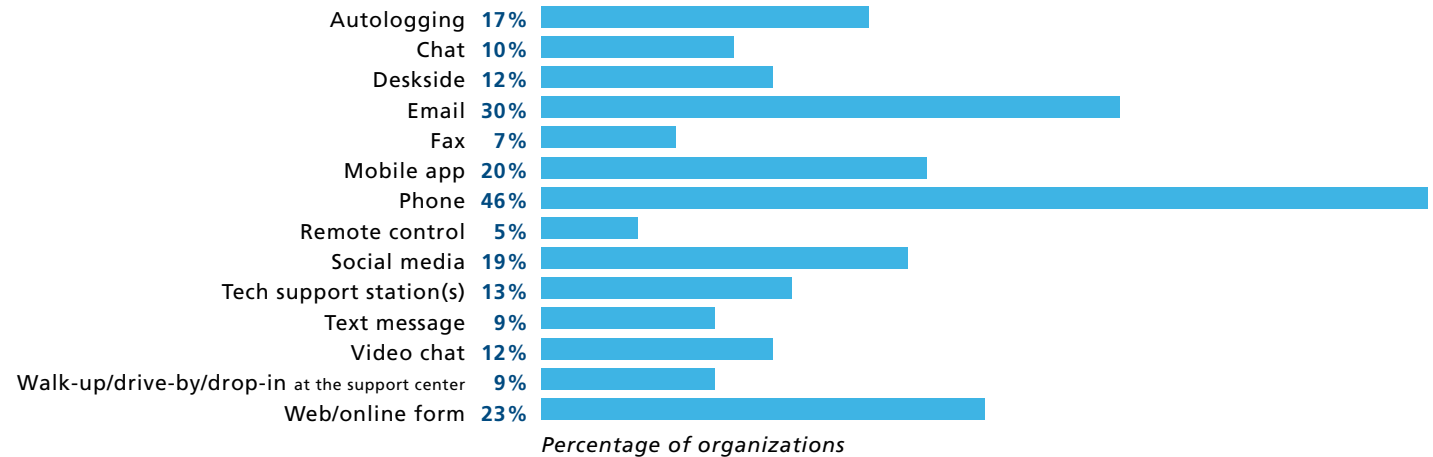
Percentage of organizations

**65%** of an organizations end users/customers contact the support center for support or service.

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## Percentage of support tickets received by channel:

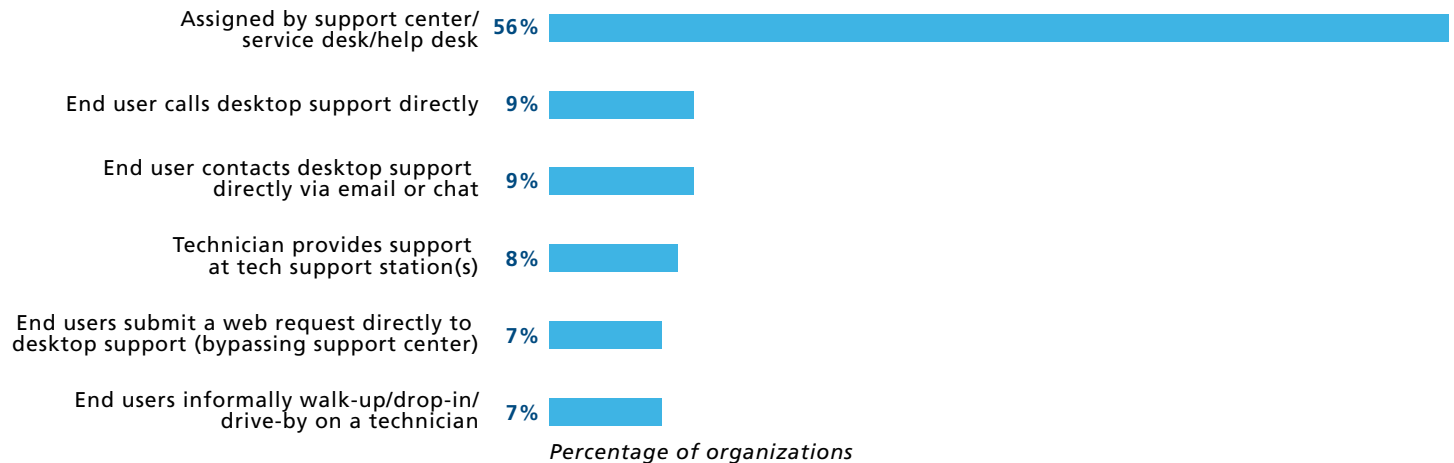




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## Percentage of desktop support tickets received by channel:



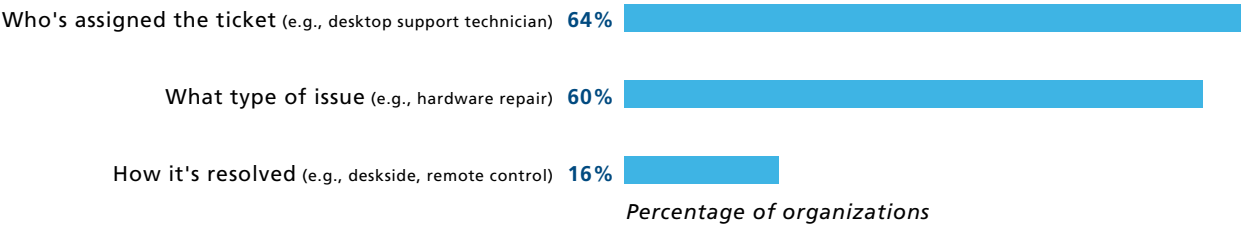
**65%** of tickets submitted  
by **INTERNAL** end users/  
customers are for desktop  
support services.

**15%** of tickets submitted  
by **EXTERNAL** end users/  
customers are for desktop  
support services.

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Criteria for classifying tickets as desktop support:



In **61%** of organizations, the desktop support and support center teams provide distinct, separate functions



In **13%** of organizations, desktop support is a support center function performed on scheduled rotations (i.e., swapping analyst and technician roles biweekly)



In **26%** of organizations, desktop support is a support center function performed as required (i.e., jump and run)

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## 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

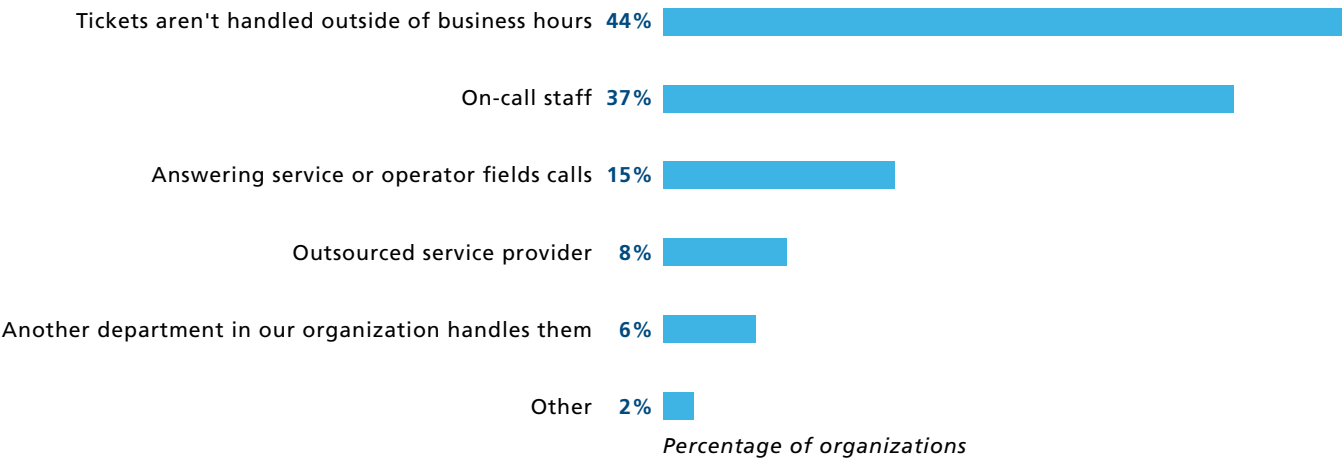
*Percentage of organizations using these strategies*

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After-hours ticket handling:

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



32% of support organizations are staffed 24x7.

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**Metrics are used for many purposes, from performance evaluations to staffing and budgeting decisions. This section starts with a summary of common industry metrics for quick reference and is followed by a closer analysis about each of the metrics.**



# Metrics

**▼ Click/Tap Each Entry for Charts**

- Top 10 metrics tracked/measured by support organizations
- Top 5 metrics tracked by support centers
- Top 5 metrics tracked by desktop support
- Measuring incidents and service requests

**Customer satisfaction**

- Methods for measuring customer satisfaction
- Frequency of formal measurement of customer satisfaction
- Factors that contribute to increased customer satisfaction
- Factors that contribute to decreased customer satisfaction
- Average customer effort score

**Staff satisfaction**

- Average staff satisfaction
- Frequency of formal measurement of staff satisfaction
- Factors that contribute to increased staff satisfaction

**Response time**

- Average speed to answer the phone
- Average time to respond to email
- Average time to respond to voicemail
- Average time to respond to chat
- Average time to respond to tickets submitted via online forms
- Average time to respond to tickets received by desktop support

**Time spent on tickets**

- Average talk time on the phone
- Average handle time for tickets received by phone



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# Metrics (cont'd)

▼ Click/Tap Each Entry for Charts

## Reopen, transfer, and abandon rate

- Percentage of tickets reopened after being closed, across all channels
- Percentage of tickets transferred to another channel before being resolved
- Percentage of calls that are abandoned





## Resolution rates

- Average time spent on ticket management and other activities, by level:
- Percentage of tickets escalated to desktop support that could have been solved by Level 1
- Average amount of dedicated work time spent on a desktop support ticket
- Average amount of time desktop support tickets spend in the queue

## Knowledge base

- Percentage of tickets resolved using a knowledge base article/document
- Percentage of tickets that result in the creation of new knowledge articles/documents





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## Top 10 metrics tracked/measured by support organizations, overall:

- |   |   |  |  |
|---|---|--|--|
|  <b>1</b>  | Average time to resolve tickets                     |  <b>6</b>   | Average speed to answer (phone)                    |
|  <b>2</b>  | Customer satisfaction with ticket resolution        |  <b>7</b>   | Average talk time (phone)                          |
|  <b>3</b>  | Abandonment rate (phone)                            |  <b>8</b>   | Average handle time (phone)                        |
|  <b>4</b>  | Customer satisfaction with support overall          |  <b>9</b>   | Average time to respond to desktop support tickets |
|  <b>5</b> | Average number of tickets resolved per staff member |  <b>10</b> | Average time to resolve desktop support tickets    |

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## Top 5 metrics tracked/measured by support centers:

-  Average time to resolve tickets
-  Abandonment rate (phone)
-  Customer satisfaction with ticket resolution
-  Customer satisfaction with support overall
-  Average speed to answer (phone)

## Top 5 metrics tracked/measured by desktop support:

-  Average time to resolve tickets
-  Customer satisfaction with ticket resolution
-  Average number of tickets resolved per staff member
-  Customer satisfaction with support overall
-  Average time to resolve desktop support tickets

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## Measuring incidents and service requests:



- 55% ● We measure incidents and service requests separately
- 21% ● We distinguish between incidents and service requests, but we don't measure them separately
- 25% ● We don't distinguish between incidents and service requests

*Percentage of organizations*

**55%** of tickets received by support are **INCIDENTS**. An incident is defined as any unplanned work required to fix something.

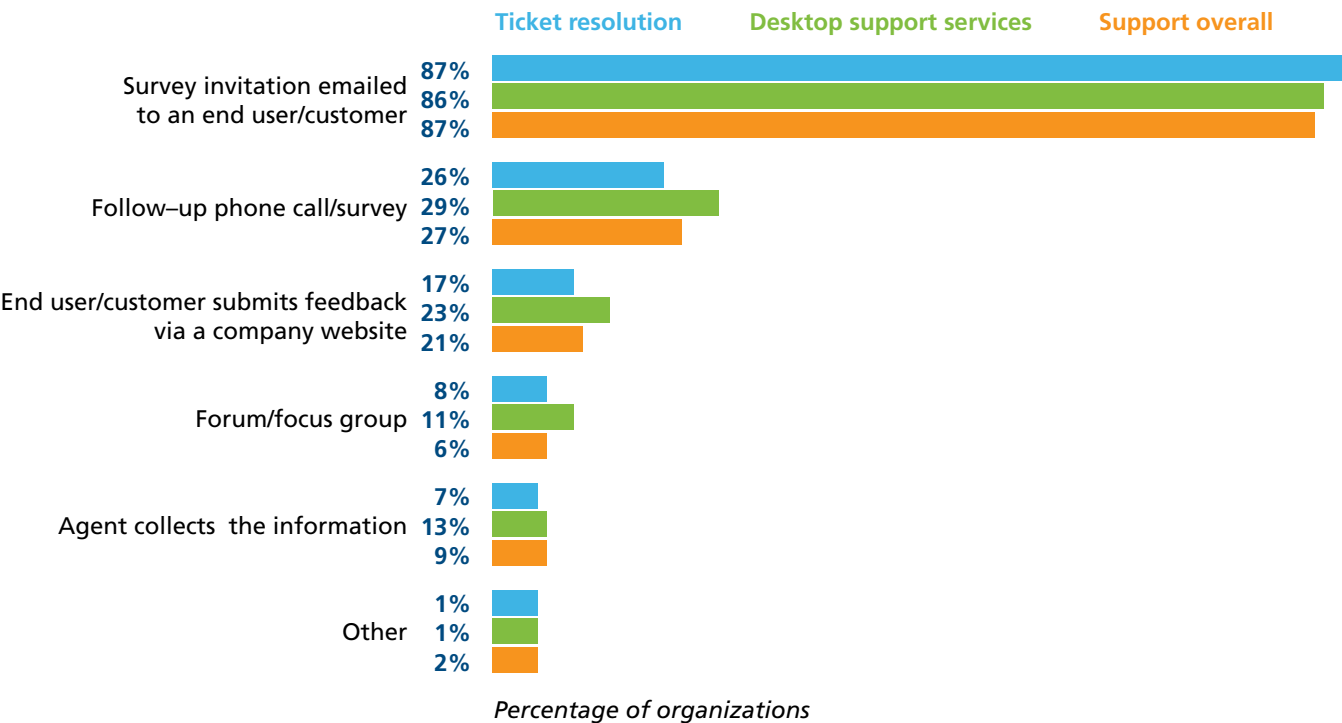
**40%** of tickets received by support are **SERVICE REQUESTS**. A service request is defined as planned or scheduled work.

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## Customer Satisfaction

### Methods for measuring customer satisfaction:



On average...

84%

of end users/customers are satisfied with ticket resolution.

84%

of end users/customers are satisfied with desktop support services.

85%

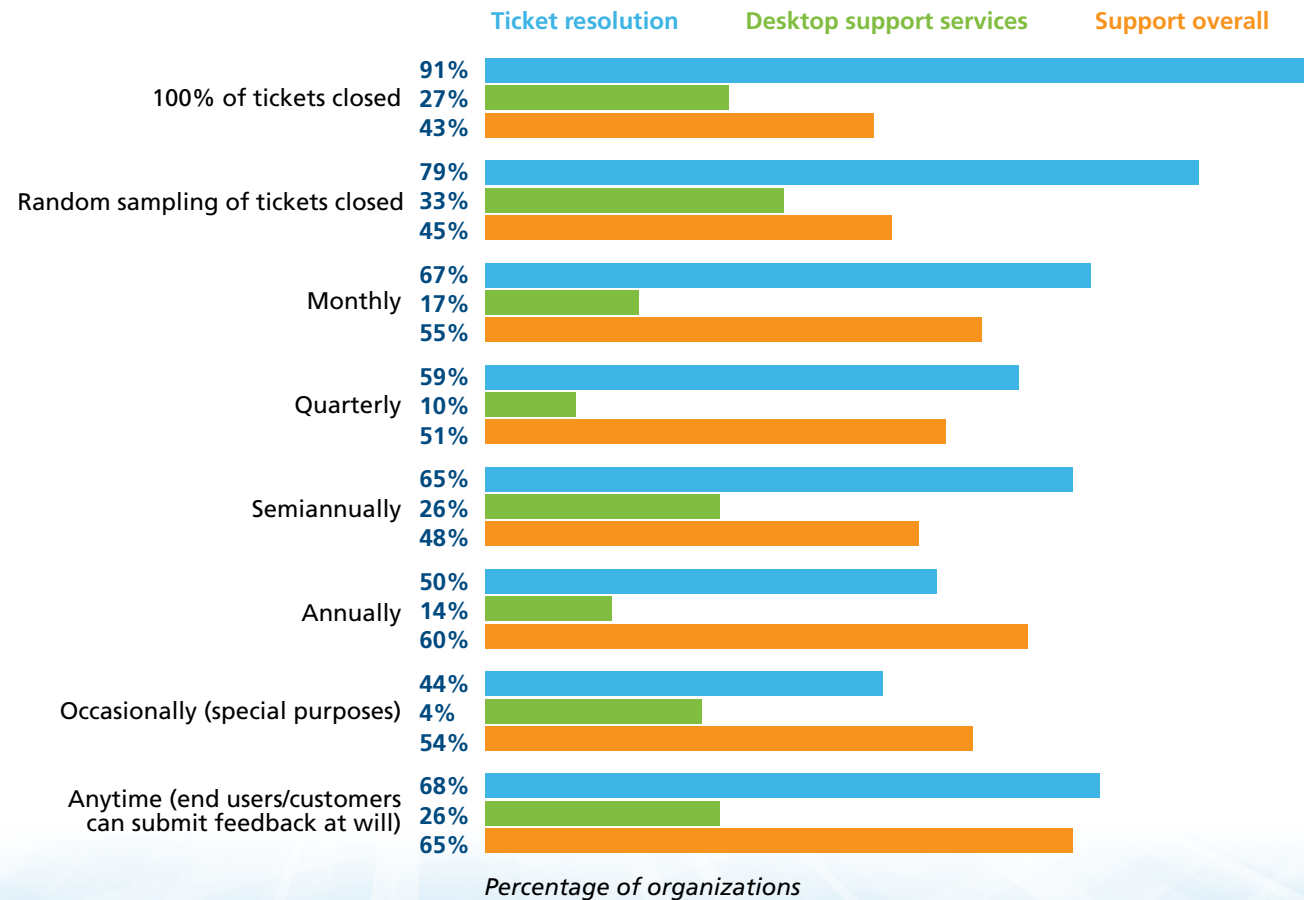
of end users/customers are satisfied with support overall.



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## Frequency of formal measurement of customer satisfaction:

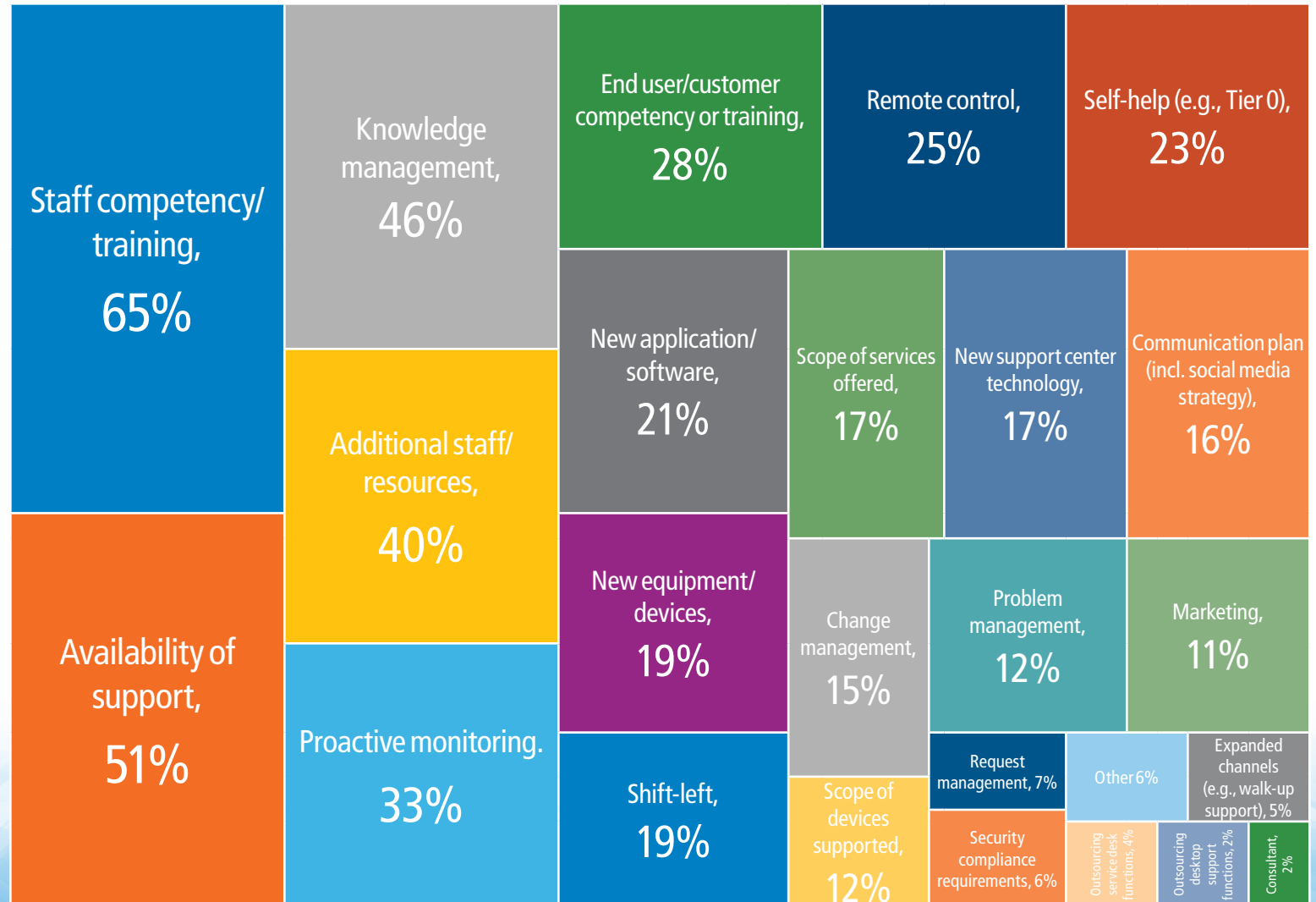


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**47%** of organizations report an increase in customer satisfaction.

## Factors that contribute to increased customer satisfaction:



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**9%** of organizations report a decrease in customer satisfaction.  
These are the top 5 reasons why:

-  **1** Staff competency/training
-  **2** Additional staff/resources
-  **3** Outsourcing service desk functions
-  **4** Change management
-  **5** New applications/software

**Average customer effort score:**



**High to very high effort**

The amount of effort an end user/customer expends in pursuit of the resolution of an issue

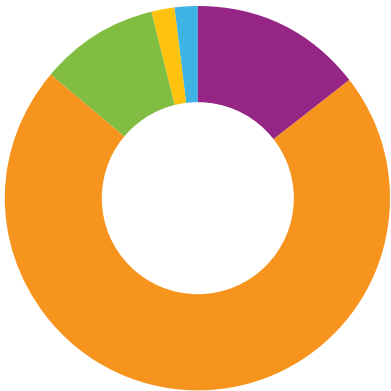
*Percentage of organizations*

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## Staff Satisfaction

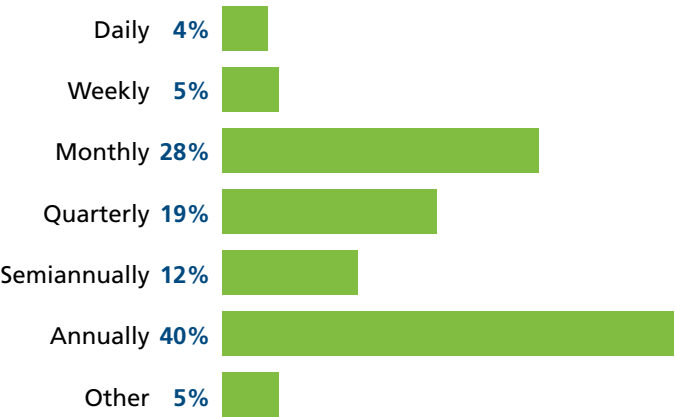
Average staff satisfaction:



- 16% ● Very Satisfied
- 79% ● Satisfied
- 11% ● Neutral
- 2% ● Dissatisfied
- 2% ● Very dissatisfied

Percentage of organizations

Frequency of formal measurement  
of staff satisfaction:



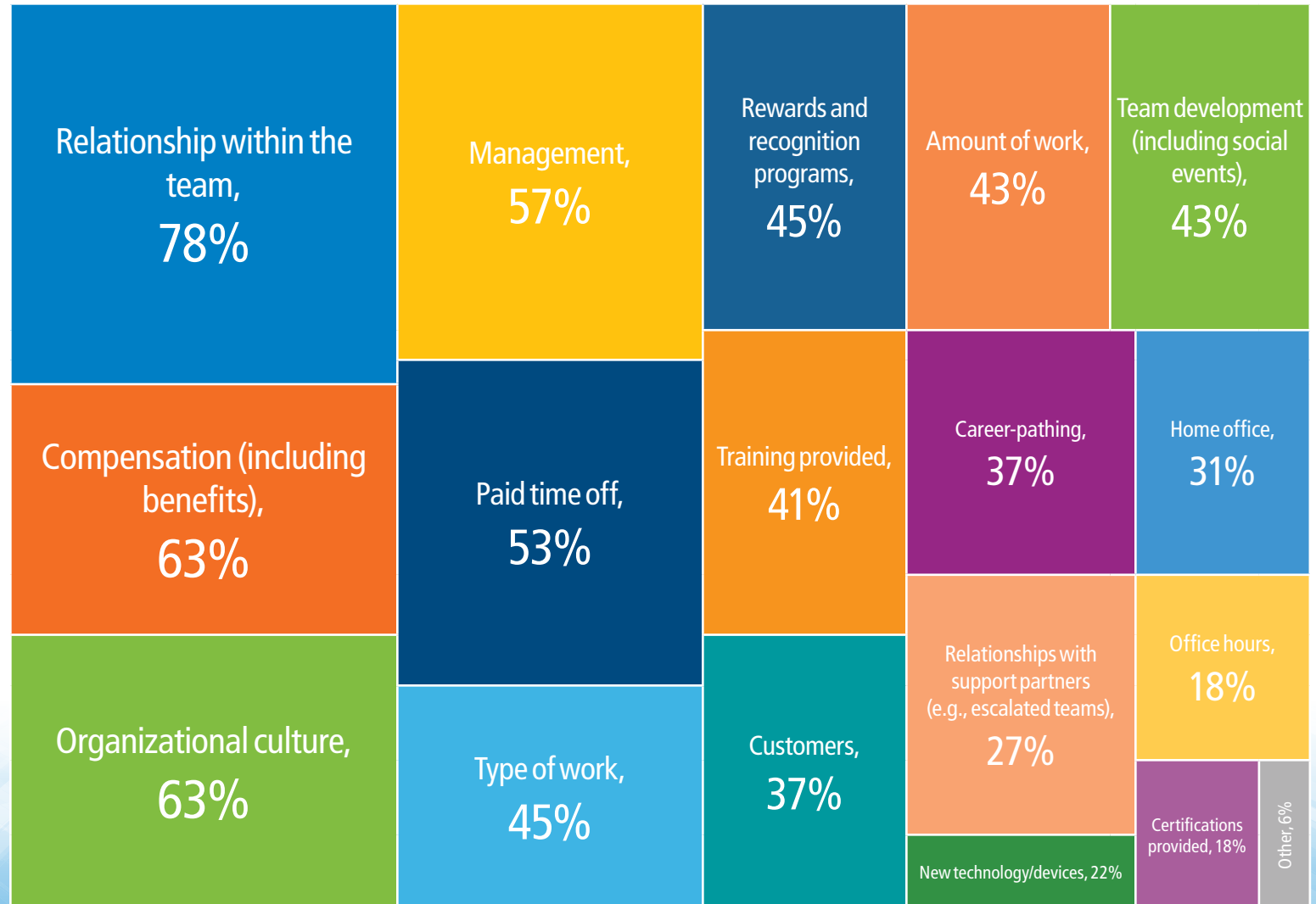
Percentage of organizations

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**86%** of organizations report that their staff are satisfied to very satisfied.

## Factors that contribute to increased staff satisfaction:



Percentage of organizations with satisfied or very satisfied staff



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## Response Time

**Average speed to answer the phone (i.e., speak to a person):**

*Includes regular support hours only*



- 4% Less than 5 seconds
- 21% 5-10 seconds
- 13% 11-20 seconds
- 19% 31-59 seconds
- 17% 60-90 seconds
- 14% More than 90 seconds

*Percentage of organizations*

**81-90%** of tickets submitted via phone meet the stated SLA (median).

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Average time to respond to email:

*Includes regular support hours only; doesn't include automatic receipt acknowledgement*



- 13% ● Less than 15 minutes
- 38% ● 15–60 minutes
- 22% ● 1–4 hours
- 13% ● 4–8 hours
- 13% ● More than 8 hours

*Percentage of organizations*

**91-100%** of tickets submitted via email  
meet the stated SLA (median).

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Average time to respond to voicemail:

*Includes regular support hours only*



- 43% ● Less than 15 minutes
- 32% ● 15–60 minutes
- 18% ● 1–4 hours
- 4% ● 4–8 hours
- 4% ● More than 8 hours

*Percentage of organizations*

**81-90%** of tickets submitted via voicemail meet the stated SLA (median).

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## Average time to respond to chat:

*Doesn't include automatic receipt acknowledgement*



- 72% ● Less than 60 seconds
- 17% ● 60-90 seconds
- 7% ● 90-120 seconds
- 3% ● More than 120 seconds

*Percentage of organizations*

**91-100%** of tickets submitted via chat  
meet the stated SLA (median).

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Average time to respond to tickets submitted via online forms:

*Includes regular support hours only; doesn't include automatic receipt acknowledgement*



- 17% ● Less than 15 minutes
- 33% ● 15–60 minutes
- 17% ● 1–4 hours
- 17% ● 4–8 hours
- 8% ● 8–24 hours
- 8% ● More than 24 hours

*Percentage of organizations*

**81-90%** of tickets submitted via online forms meet the stated SLA (median).

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Average time to respond to tickets received by desktop support:

*Includes regular support hours only; doesn't include urgent/high-priority tickets*



- 13% ● Less than 15 minutes
- 16% ● 15-30 minutes
- 16% ● 30-60 minutes
- 13% ● 1-2 hours
- 17% ● 2-4 hours
- 6% ● 4-8 hours
- 10% ● 8-24 hours
- 10% ● More than 24 hours

*Percentage of organizations*

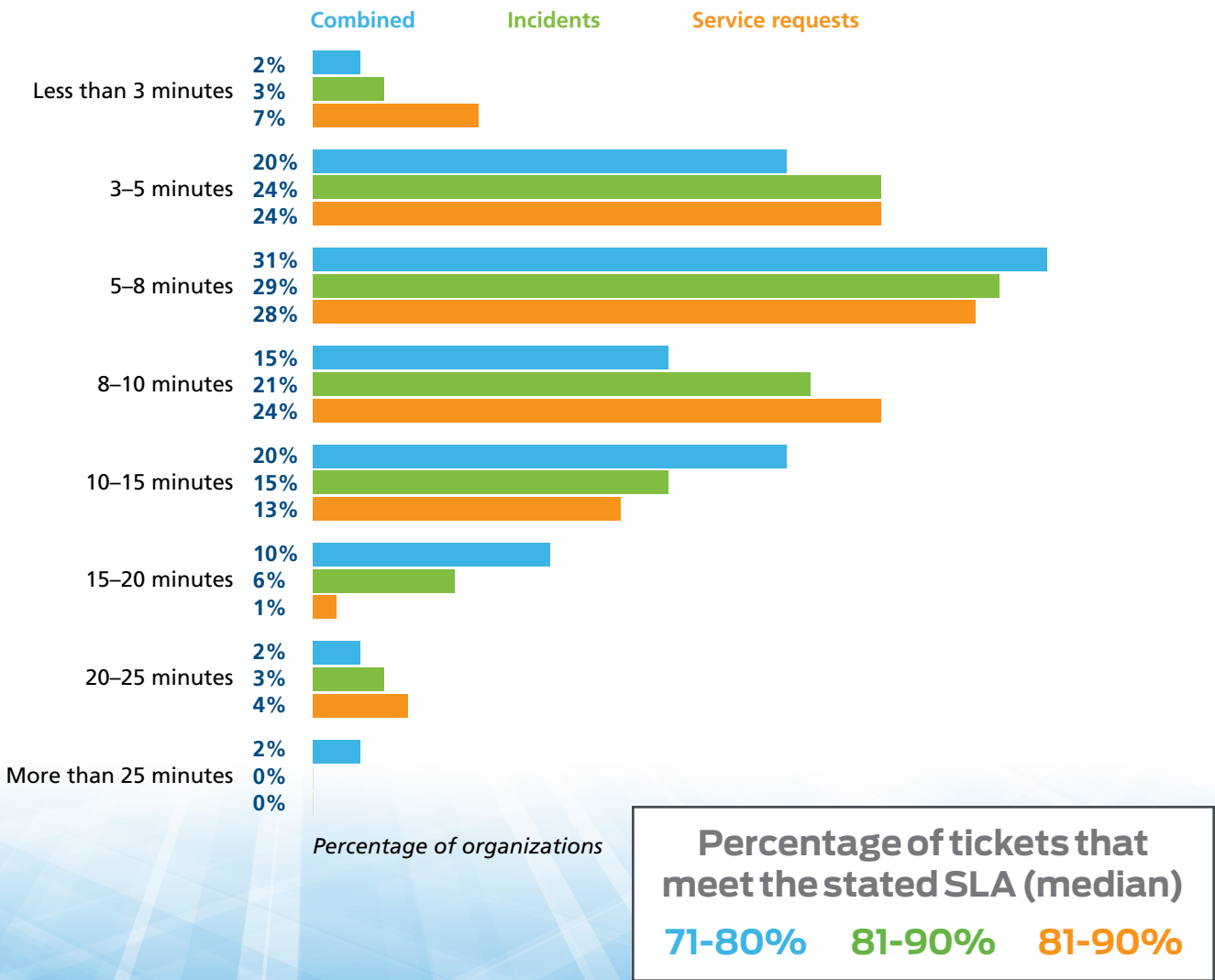
**81-90%** of tickets submitted by desktop support meet the stated SLA (median).

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## Talk and Handle Time

Average talk time on the phone (from answer to hang up):

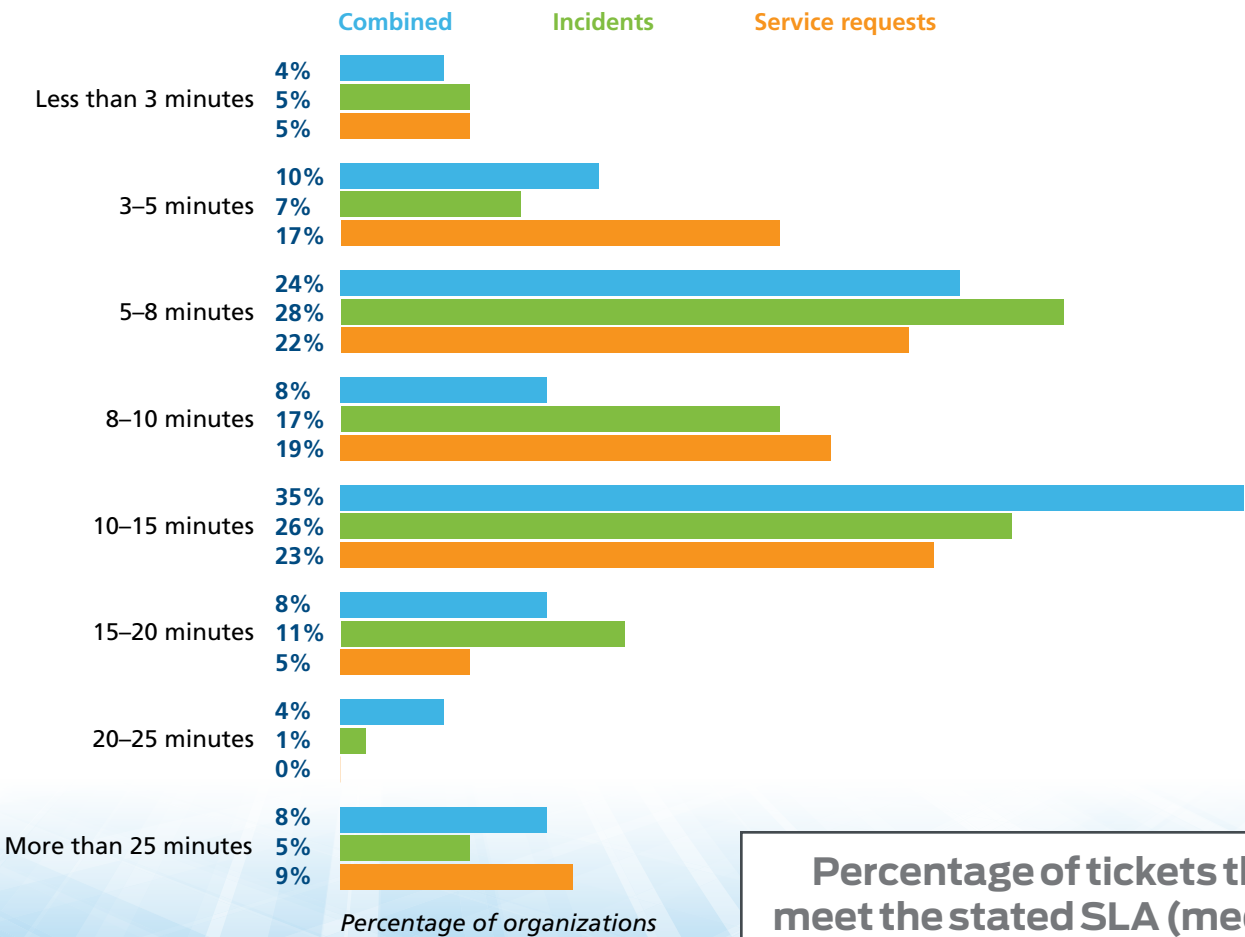




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Average handle time for tickets received by phone\*  
(including talk time and wrap-up time):



Percentage of tickets that  
meet the stated SLA (median)

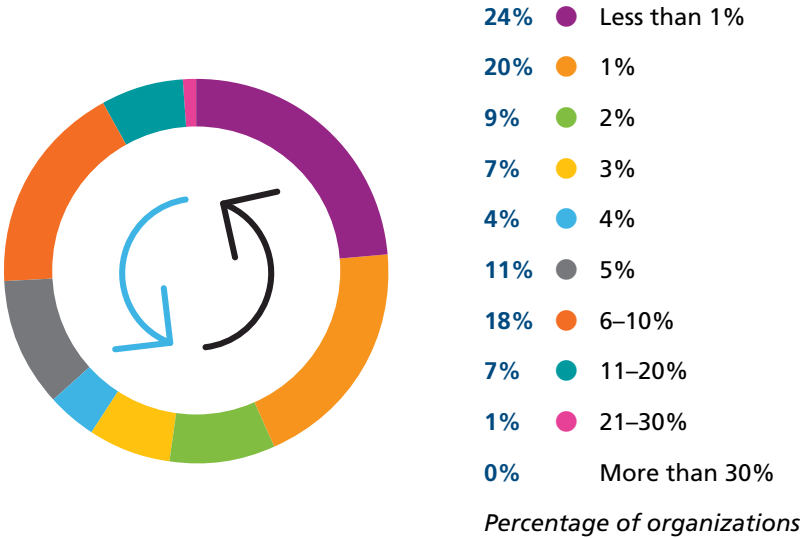
71-80% 81-90% 81-90%

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## Reopen, Transfer, and Abandon Rate

Percentage of tickets reopened after being closed, across all channels:

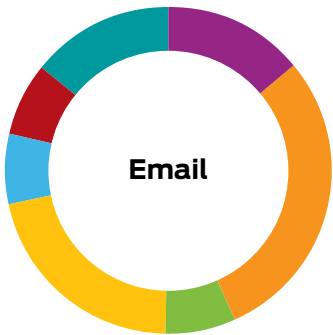


**91-100%** of tickets meet the stated SLA  
for reopened ticket rate (median).

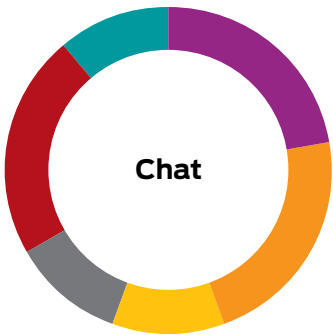
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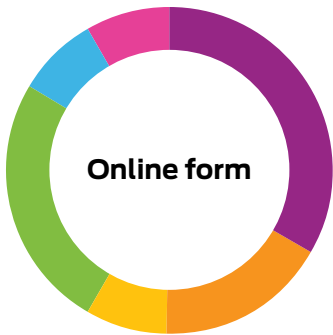
Percentage of tickets transferred to another channel before being resolved:



14%	Less than 10%
29%	10-20%
7%	21-30%
21%	31-40%
7%	41-50%
0%	51-60%
7%	61-70%
14%	71-80%
0%	81-90%
0%	91-100%



22%	Less than 10%
22%	10-20%
0%	21-30%
11%	31-40%
0%	41-50%
11%	51-60%
22%	61-70%
11%	71-80%
0%	81-90%
0%	91-100%



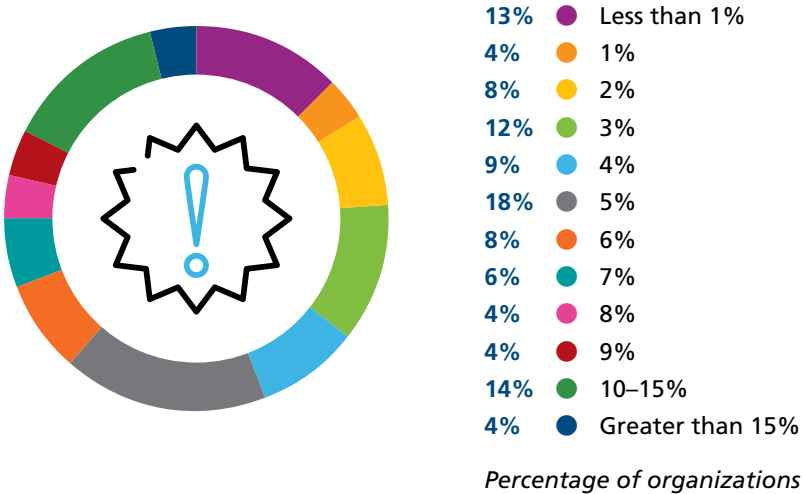
33%	Less than 10%
17%	10-20%
8%	21-30%
25%	31-40%
8%	41-50%
0%	51-60%
0%	61-70%
0%	71-80%
8%	81-90%
0%	91-100%

Percentage of organizations

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Percentage of calls that are abandoned (i.e., not answered):



**91-100%** of tickets meet the stated SLA for call abandonment (median).

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## Resolution Rates and Times

### Average time spent on ticket management and other activities, by level:

Percentage of tickets resolved on the initial phone call (first call resolution):

	Combined	Incidents	Service requests
Actual	74%	64%	61%
Target	78%	78%	76%

Percentage of tickets resolved without their archival escalation (first level resolution):

	Combined	Incidents	Service requests
Actual	75%	67%	66%
Target	79%	72%	73%

Percentage of tickets resolved by the person who opens the ticket (first contact resolution):

	Combined	Incidents	Service requests
Actual	73%	66%	64%
Target	81%	74%	77%

Percentage of desktop support tickets that are solved on the technicians first attempt:

	Combined	Incidents	Service requests
Actual	78%	61%	64%
Target	87%	71%	71%

Percentage of desktop support tickets that are escalated from desktop support to another department/level:

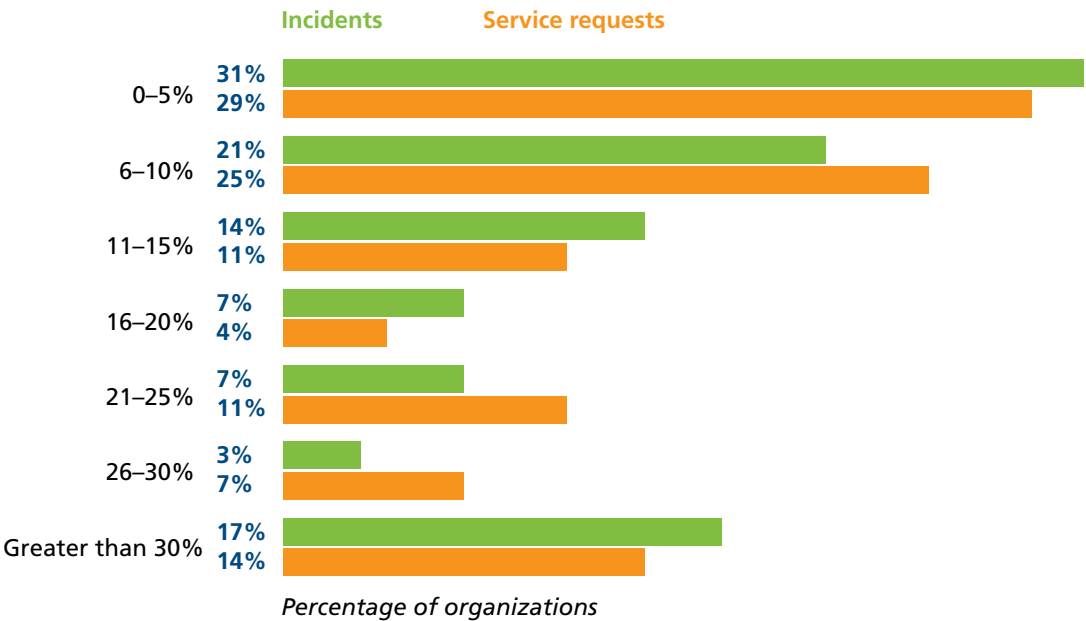
	Combined	Incidents	Service requests
Actual	limited data	41%	41%
Target	limited data	39%	40%

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Percentage of tickets escalated to desktop support  
that could have been solved by Level 1:

*[Number of tickets that could have been resolved by the support center ÷ Total number of tickets received by desktop support]*

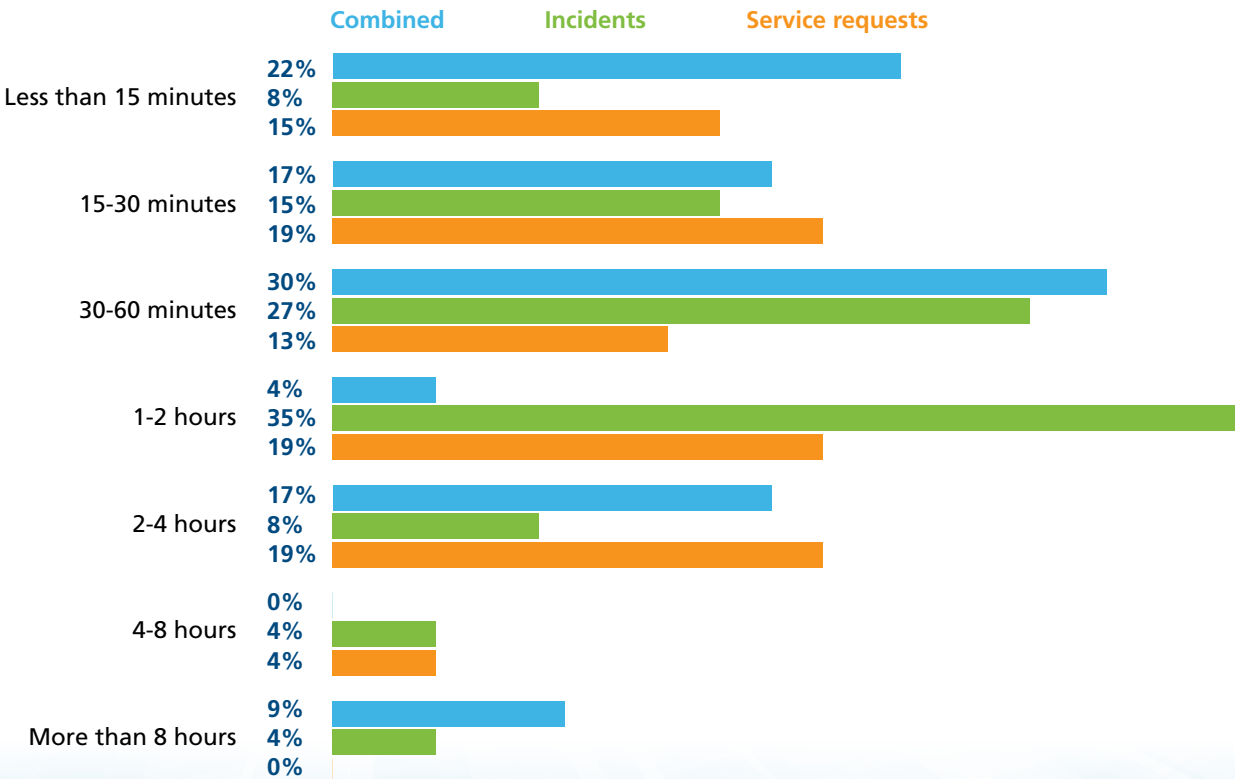


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Average amount of dedicated work time (effort)  
spent on a desktop support ticket:

*Does not include urgent/high-priority tickets*



Percentage of organizations

Percentage of tickets that  
meet the stated SLA (median)

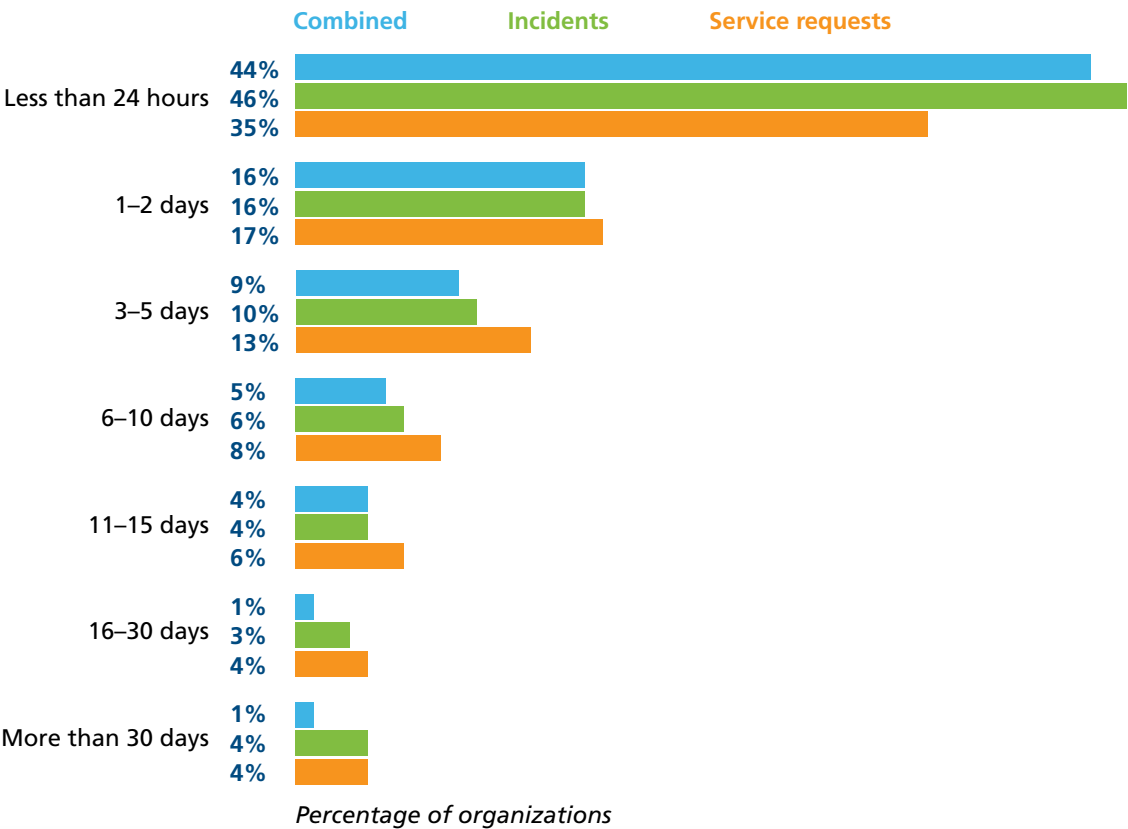
91-100% 81-90% 81-90%



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Average amount of time desktop support tickets spend in the queue:

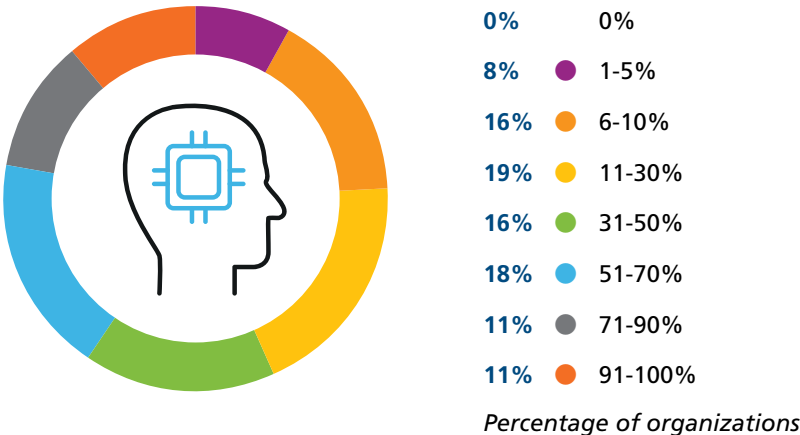


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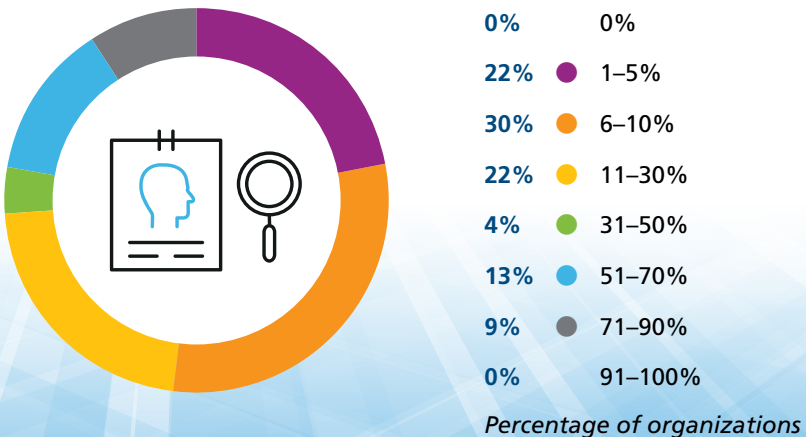
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## Knowledge Base

Percentage of tickets resolved using a knowledge base article/document:



Percentage of tickets that result in the creation of new knowledge articles/documents:



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# Demographics

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

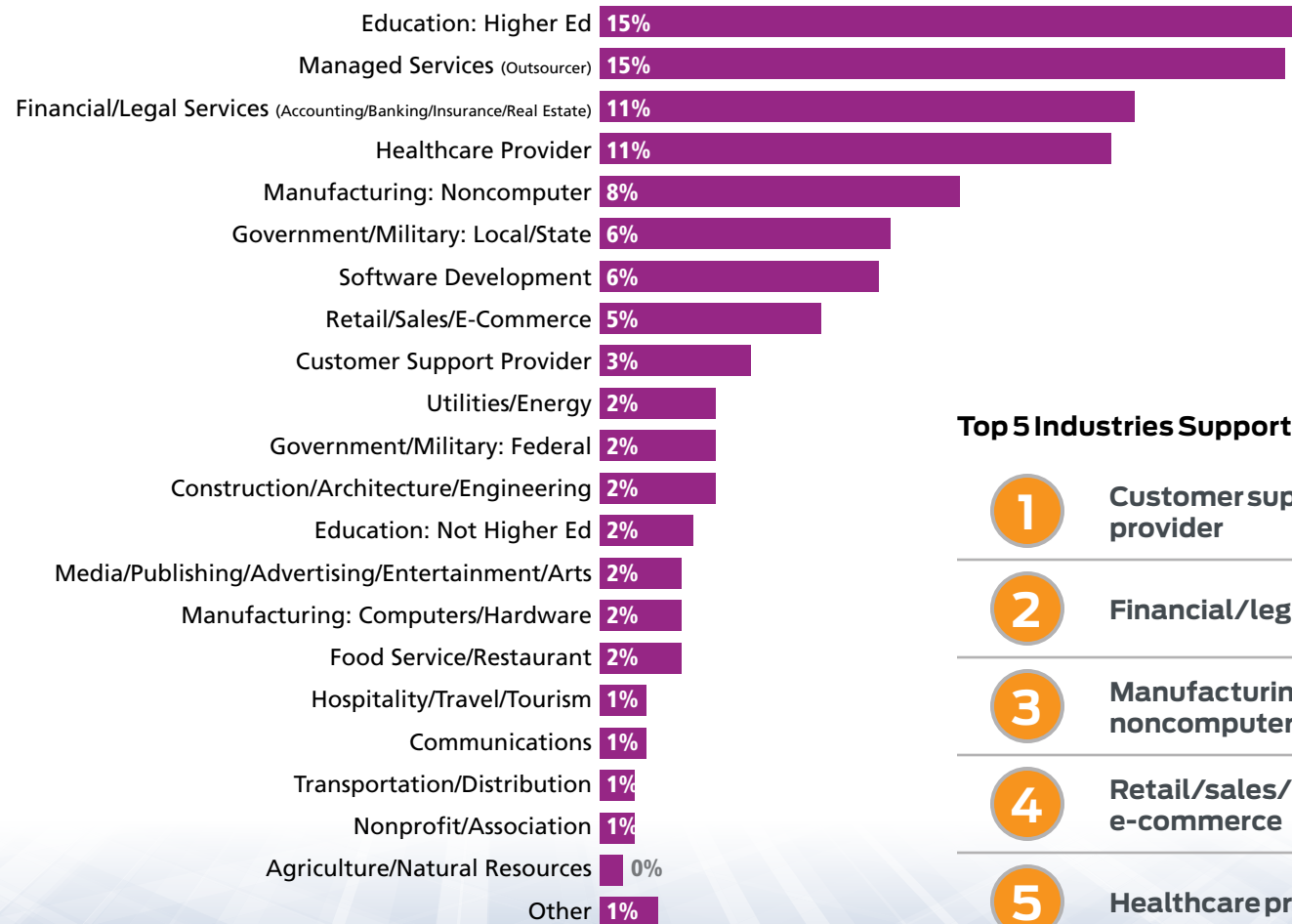
**▼ Click/Tap Each Entry to View**

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

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## Industries supported:



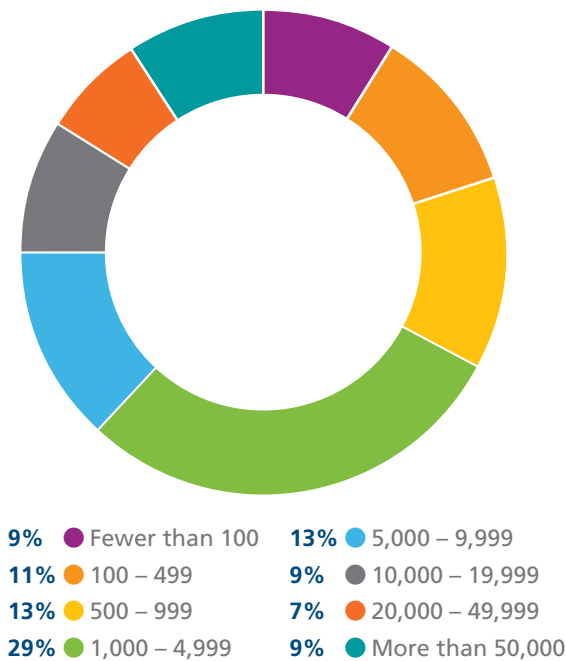
## Top 5 Industries Supported by MSPs

- 1 Customer support provider
- 2 Financial/legal services
- 3 Manufacturing: noncomputer
- 4 Retail/sales/e-commerce
- 5 Healthcare provider

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



Percentage of organizations

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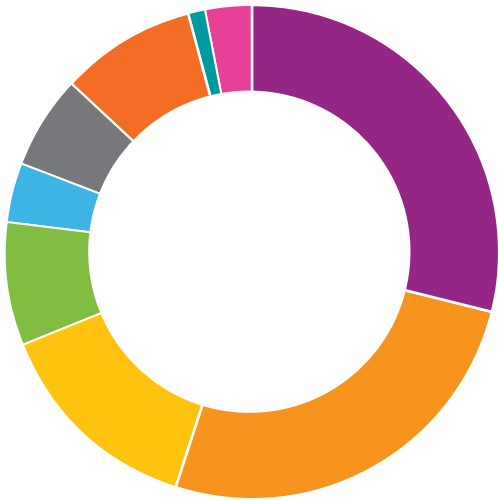
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Number of support centers:



- 49% 1
- 15% 2
- 7% 3
- 9% 4
- 7% 5
- 7% 6-10
- 6% More than 10

Number of support center FTEs:



- 29% 10 or fewer
- 26% 11-20
- 14% 21-30
- 8% 31-50
- 4% 51-75
- 6% 76-100
- 9% 101-500
- 1% 501-1,000
- 3% More than 10

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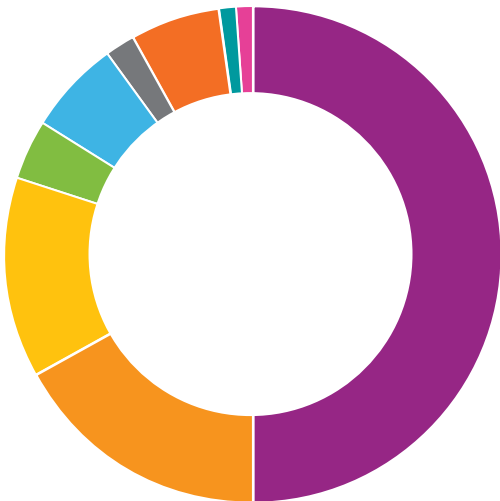
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Number of desktop support teams:



- 43% ● 1
- 11% ● 2
- 7% ● 3
- 7% ● 4
- 6% ● 5
- 7% ● 6-10
- 19% ● More than 10

Number of desktop support FTEs:



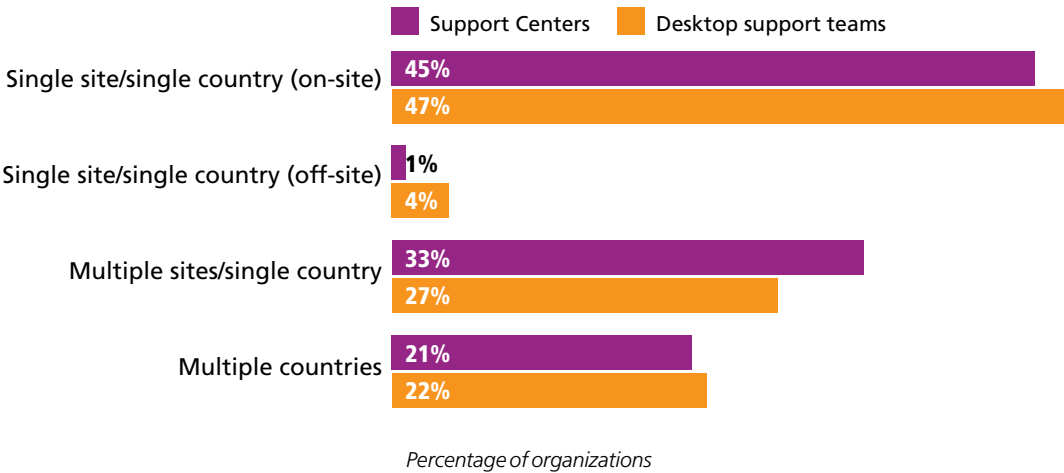
- 50% ● 10 or fewer
- 17% ● 11-20
- 13% ● 21-30
- 4% ● 31-50
- 6% ● 51-75
- 2% ● 76-100
- 6% ● 101-500
- 1% ● 501-1,000
- 1% ● More than 10



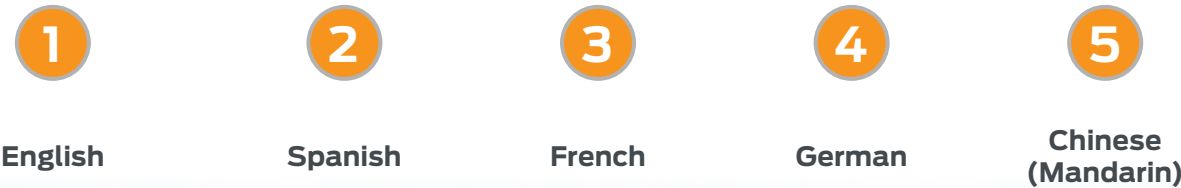
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Location of support centers and desktop support teams:



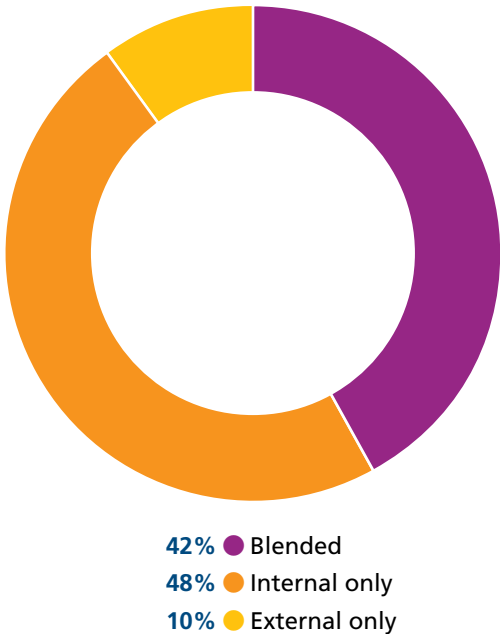
Top 5 languages in which support is provided, written and/or spoken:



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Type of support provided:



In blended support environments,  
48% of the support provided is internal and 10% is external.

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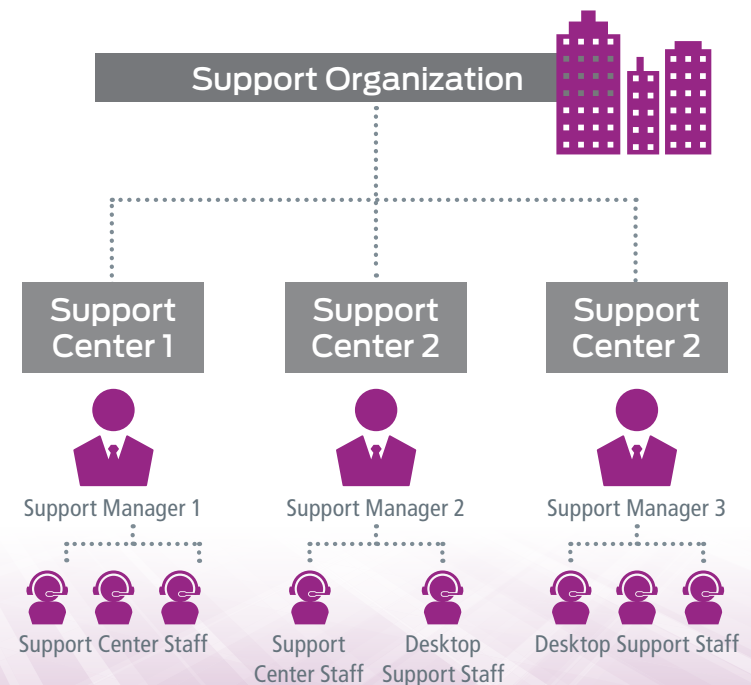
# About the Report

## Defining the Support Organization

In this report, most of the information presented refers to the support organization as a whole. The illustration below should help to clarify some of the terminology used for the purposes of this report.

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

All survey responses were collected via a web-based survey, open from April to May 2018. The 2018 report compiles the responses from 401 service and support professionals in more than twenty vertical industries. Nearly one-quarter of respondents are at the director-level or above; 50% are either managers or specialist managers (knowledge, workforce, etc.). One-quarter of respondents are affiliated with the support center and desktop support; nearly two-thirds are affiliated exclusively with the support center.



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## Job Titles

**LEVEL 1 SUPPORT/SUPPORT CENTER ANALYST:**

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

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

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

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

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

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

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

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

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

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

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

**SUPPORT CENTER DIRECTOR:** The management professionals who are responsible for leading the support organization as a whole, rather than a specific support center. Their responsibilities may include overall service delivery, strategic direction, business alignment, financial accountability, and performance reporting. In addition to the support center(s), this person may also oversee other departments involved in technical support, such as desktop support. Other possible titles for this position include senior director, senior manager, or vice president. Support center managers report directly to this individual.

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

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## About HDI

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

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

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