



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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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

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

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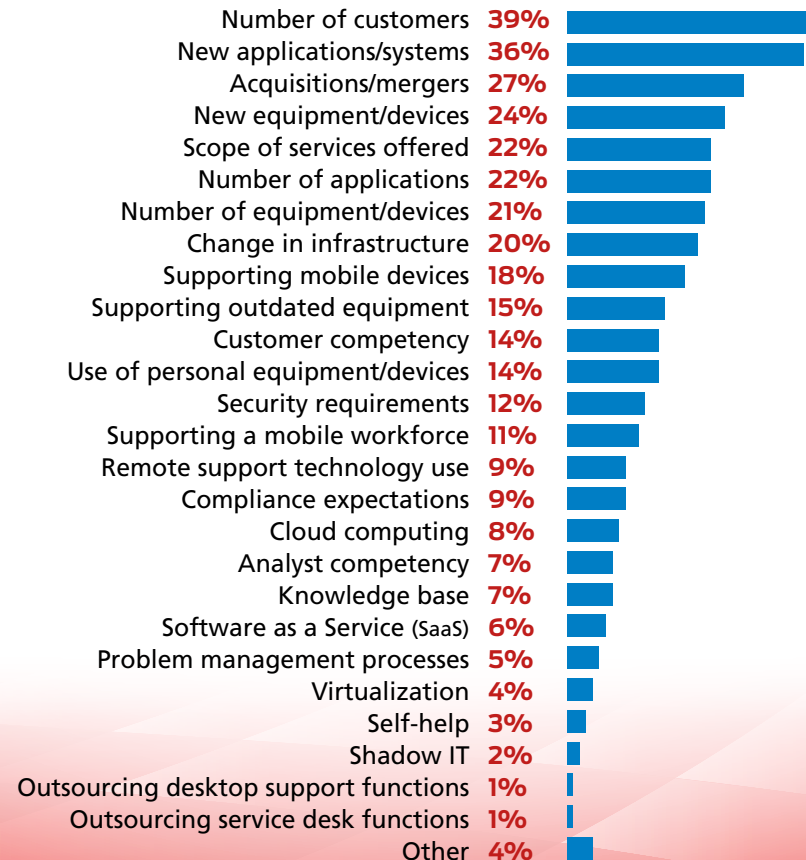
Ticket Management in the Support Center

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

They attribute this decrease to the following factors:



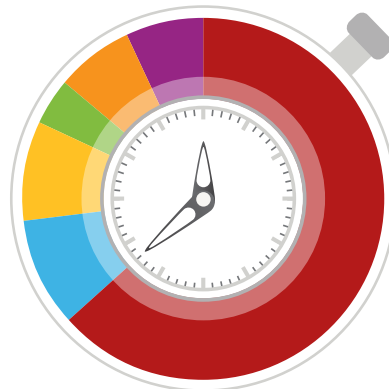
Percentage of organizations

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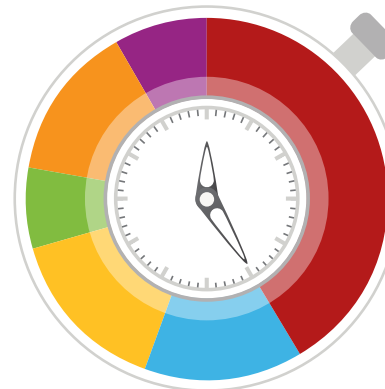
Time spent on tickets and other activities:

Level 1 Support



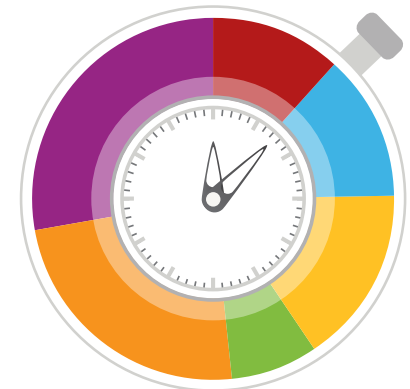
- 64% ● Ticket handling
- 10% ● Knowledge management
- 9% ● Problem management
- 4% ● Asset management
- 7% ● Projects
- 7% ● Other (e.g., meetings, training)

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



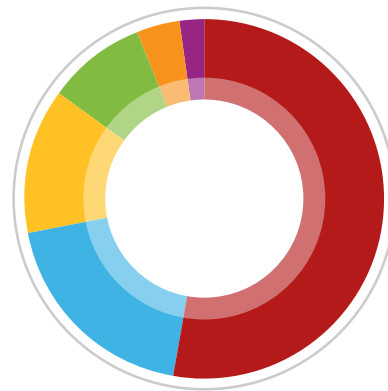
- 12% ● Ticket handling
- 13% ● Knowledge management
- 16% ● Problem management
- 8% ● Asset management
- 24% ● Projects
- 28% ● Other (e.g., meetings, training)

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

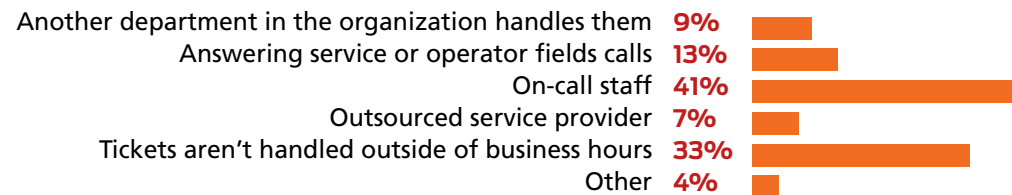
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72% of support centers
are not staffed 24x7.

After-hours ticket handling:

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



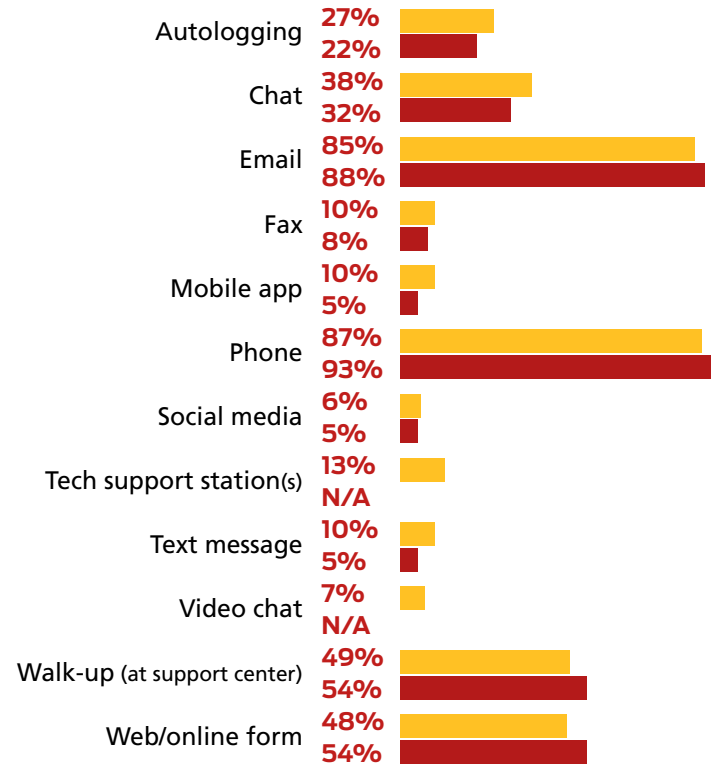
Percentage of support centers

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Channels used to contact support:

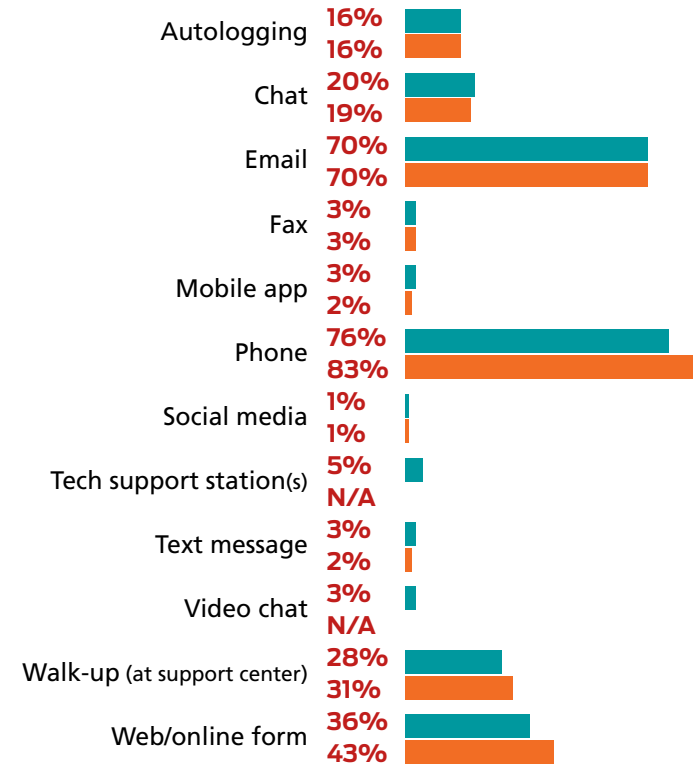
Formally offered



● 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*

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

They attribute this decrease to the following factors:

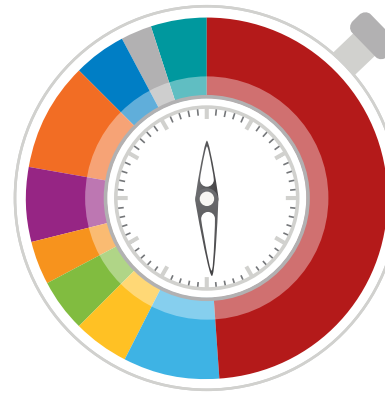


Percentage of desktop support teams

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Time spent on tickets and other activities:



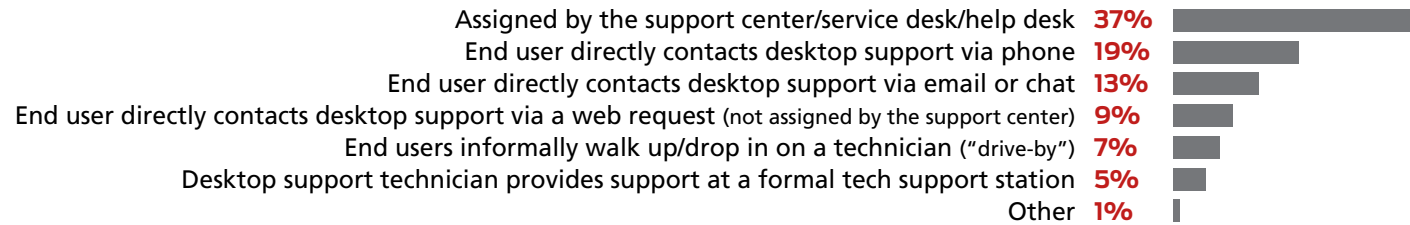
- 51% ● Ticket resolution
- 9% ● Projects
- 5% ● Training end users
- 5% ● Meetings
- 4% ● Professional development (e.g., training)
- 7% ● Knowledge management
- 10% ● Problem management
- 5% ● Asset management
- 3% ● Information security
- 5% ● Other

Percentage of time spent on each activity

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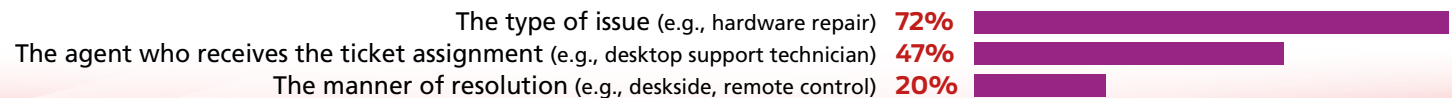
Tickets received by channel:



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:

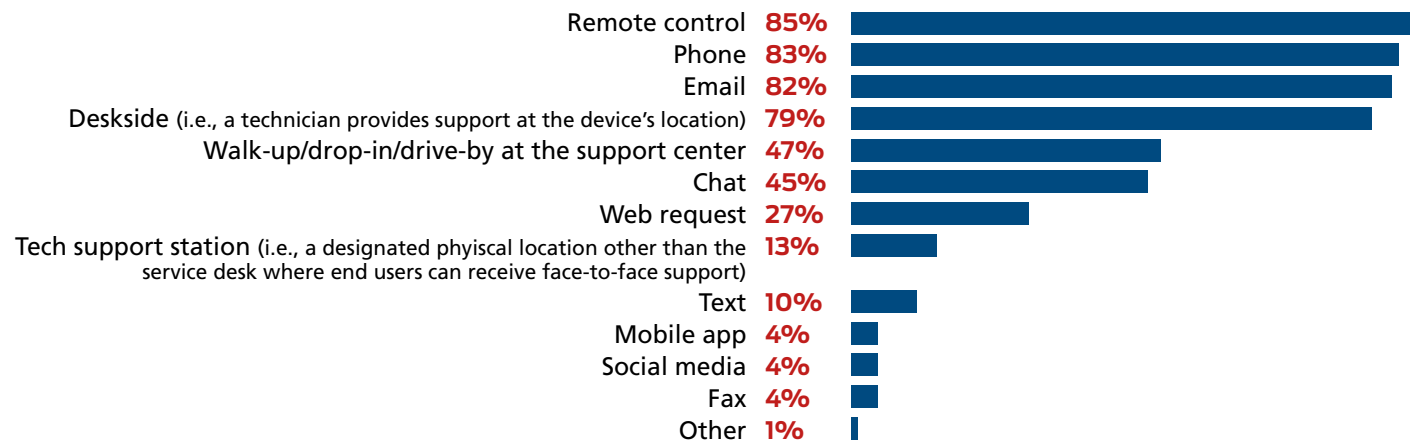


Percentage of organizations

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Channels through which desktop support is provided:

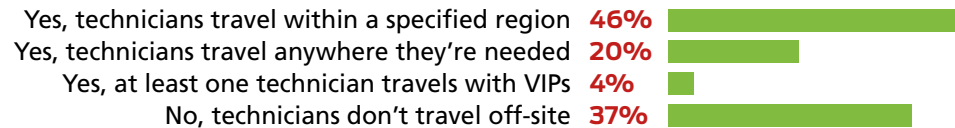


Percentage of organizations

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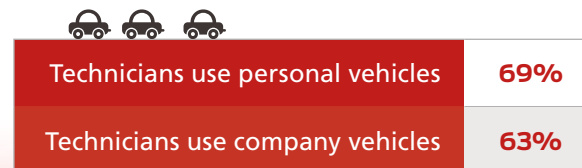
Expectations for technician travel:



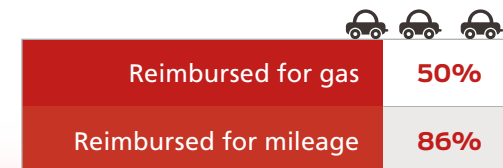
Percentage of organizations

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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Technical support organizations rely on technology to provide successful end-user support. This section reveals the current practices and plans around technology used to provide technical support.



Technology

▼ Click / Tap Each Entry for Charts

Support Center Technology

- Technologies for providing successful support
- Must-have technologies for providing successful support:
- Positions involved in selecting new technologies for the support center
- Self-service tools made available to end users/customers
- Incident/ticket management solutions used to provide support

Desktop Support Technology

- Technologies used to provide desktop support
- Must-have technologies for providing successful desktop support
- Year-over-year trends in technology use
- Plans to change/ad technologies (implement, upgrade, or replace)
- Factors motivating technology implementations and upgrades
- Alignment between desktop support technologies and specific methodologies/frameworks
- Hosting desktop support technologies
- Licensing models used by desktop support
- Application packaging software used by desktop support
- Imaging systems used by desktop support
- Systems management tools used by desktop support

REMOTE SUPPORT

- Remote support is provided by
- Formally measuring tickets resolved through remote support
- Percentage of desktop support tickets resolved remotely
- Remote support technologies used by desktop support

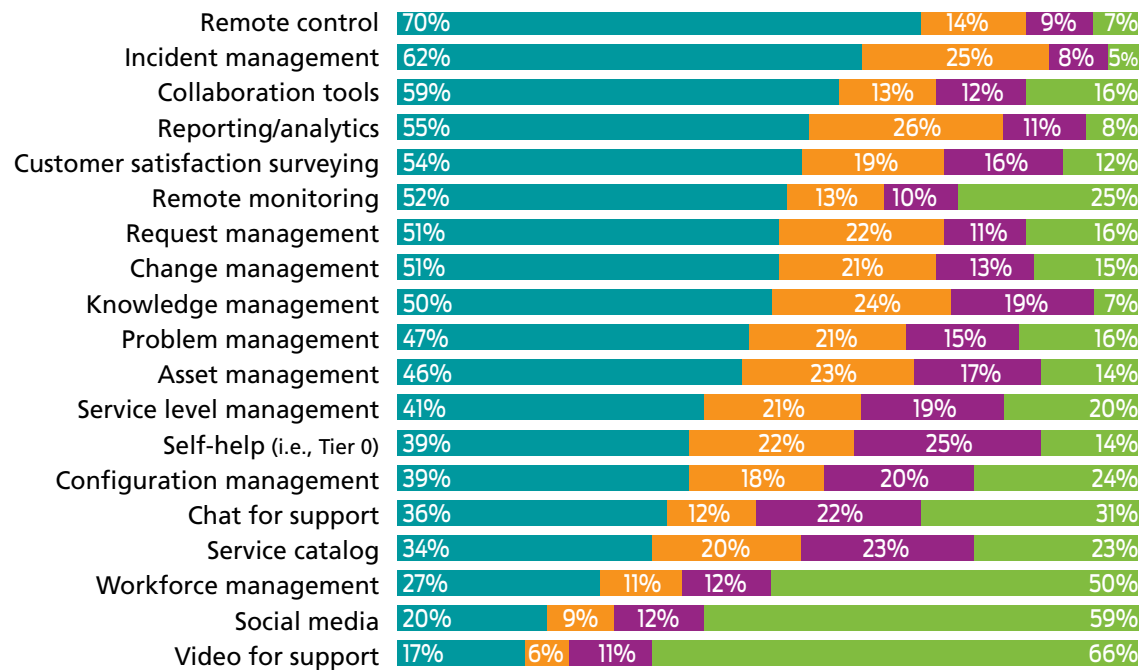
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Support Center Technology

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

Technologies used to provide support:



- Use it, with no plans to replace/update it
- Use it, but planning to replace/update it
- Planning to add it
- Don't use it

Percentage of support centers

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Must-have technologies for providing successful support:



Percentage of organizations

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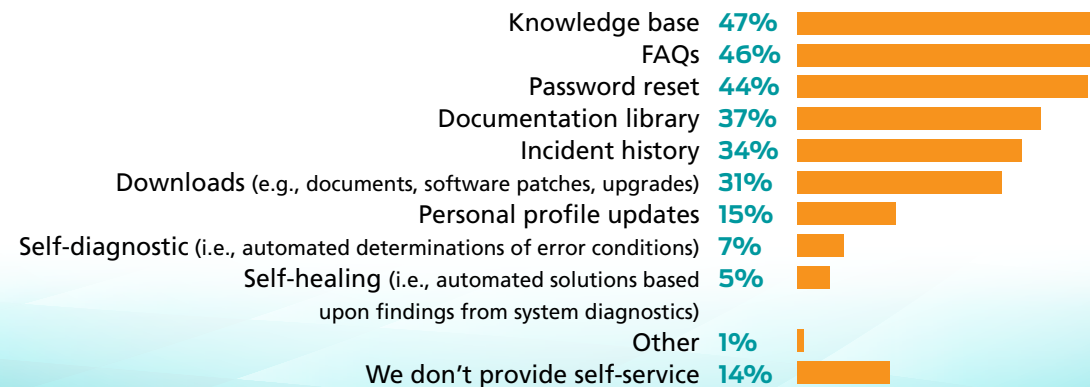
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Positions involved in selecting new technologies for the support center:

	Involved in ADVISING/ INFLUENCING	Involved in SELECTION PROCESS	Involved in PURCHASING DECISION	Involved in PURCHASE APPROVAL	Other involvement	No involvement
Support staff level	61%	35%	10%	4%	6%	16%
Support manager/ director level	43%	62%	62%	25%	4%	2%
Executive level	23%	26%	46%	68%	4%	6%

Percentage of organizations

Self-service (i.e., Tier 0, unassisted self-help) tools made available to end users/customers:

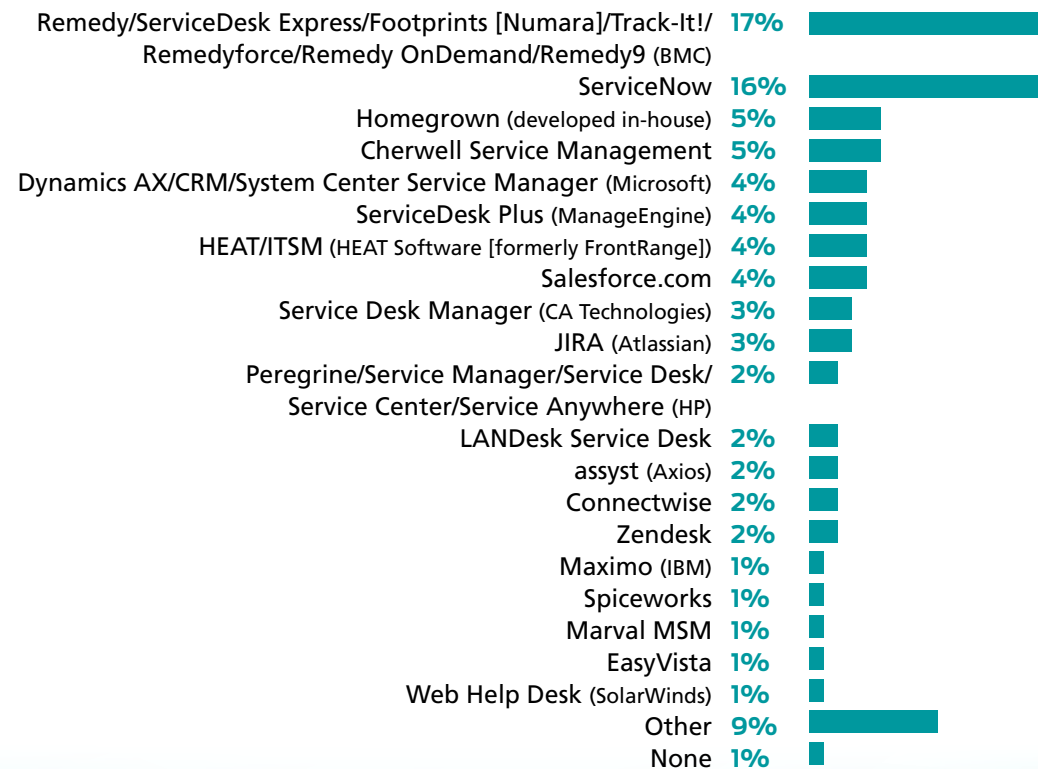


Percentage of organizations

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Incident/ticket management solutions used to provide support:



Percentage of organizations*

* Only solutions being used by > 1% of support organizations are included in this chart

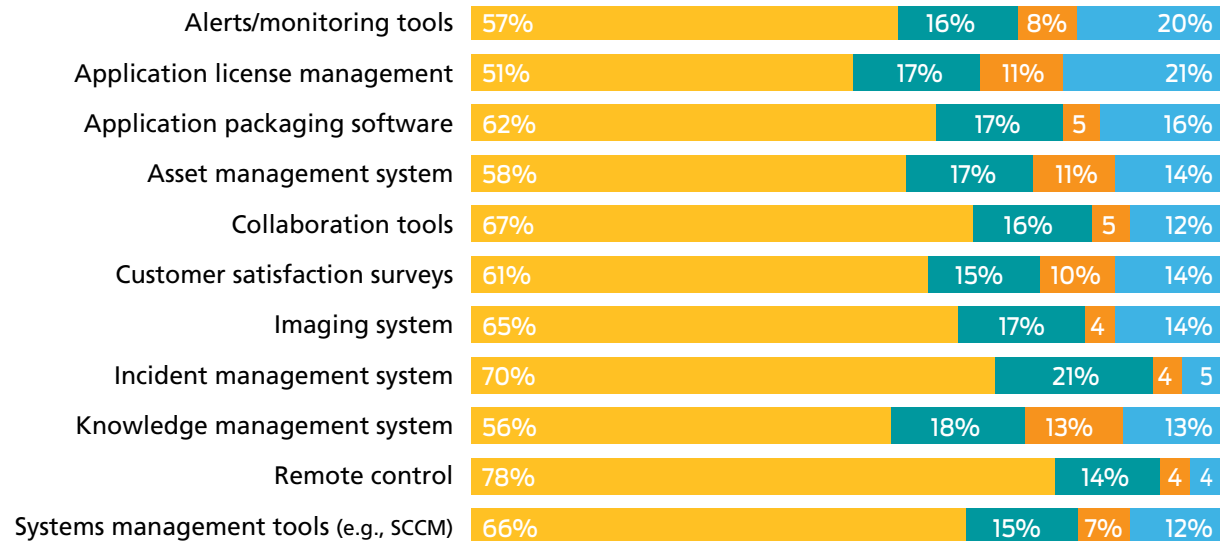
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Desktop Support Technology

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

Technologies used to provide desktop support:



- Use it, with no plans to replace/update it
- Use it, but planning to replace/update it
- Planning to add it
- Don't use it

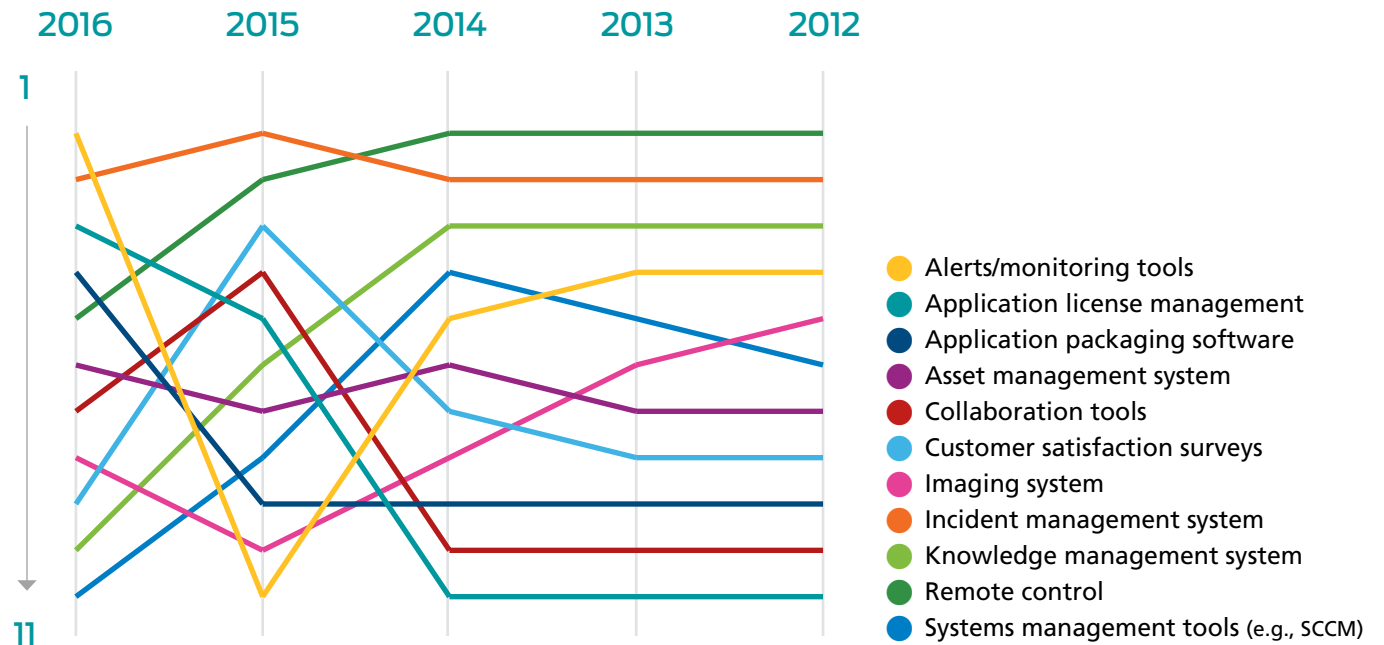
Percentage of desktop support teams

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Must-have technologies for providing successful desktop support:

Rank based on number of votes received (respondents were allowed to choose up to five technologies)

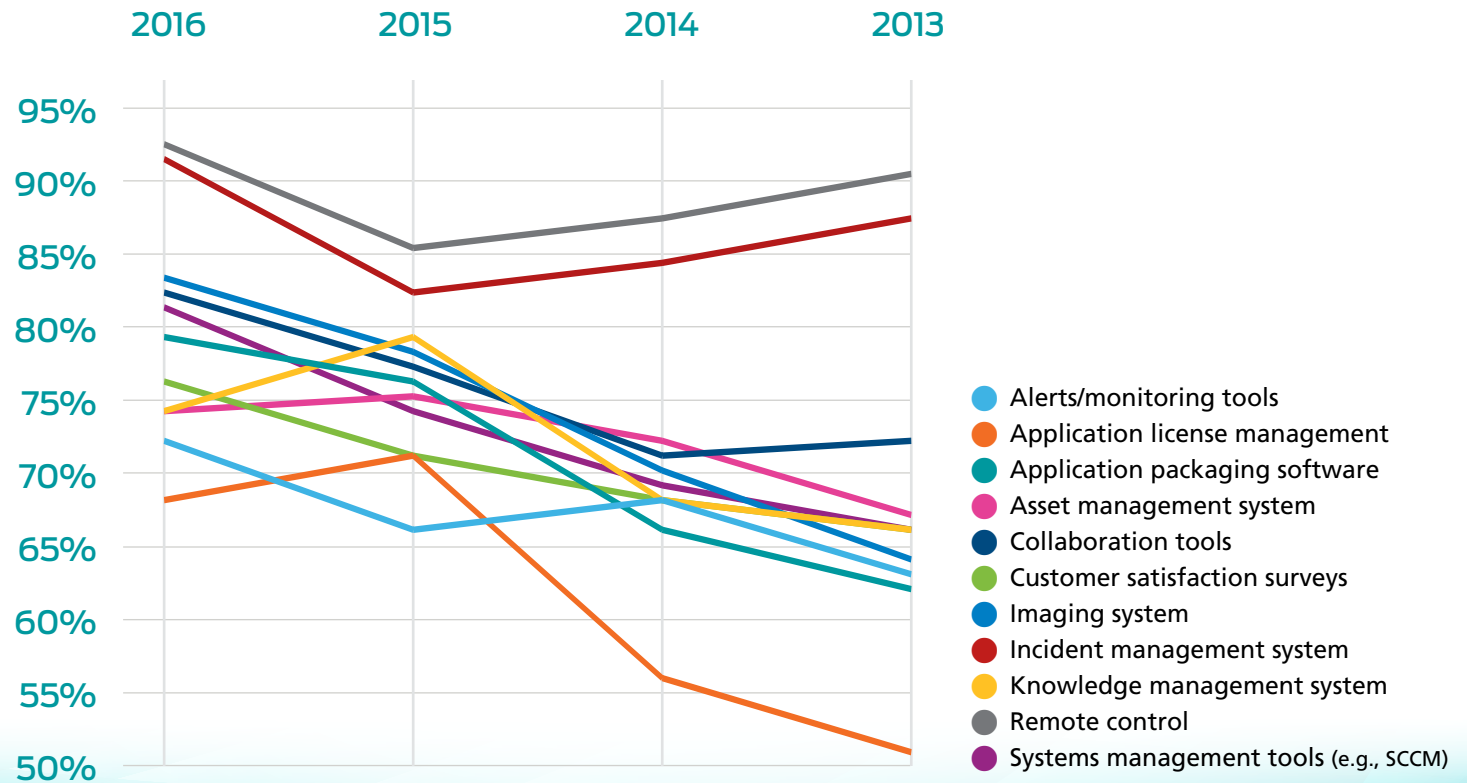


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Year-over-year trends in technology use:

Includes desktop support teams currently using each technology, with or without plans to upgrade or replace

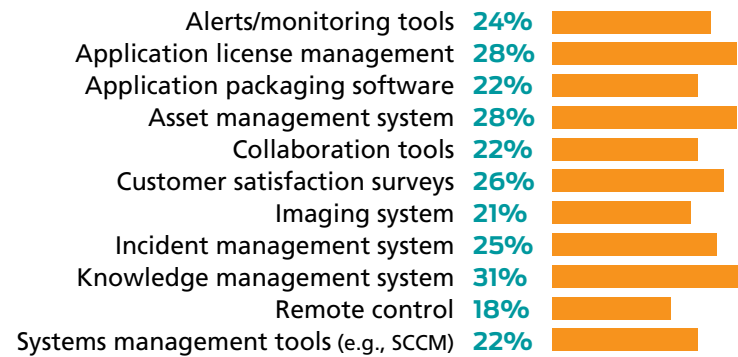


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Plans to change/add technologies (implement, upgrade, or replace):

Includes desktop support teams with plans to implement, upgrade, or replace, regardless of whether they're currently using each technology

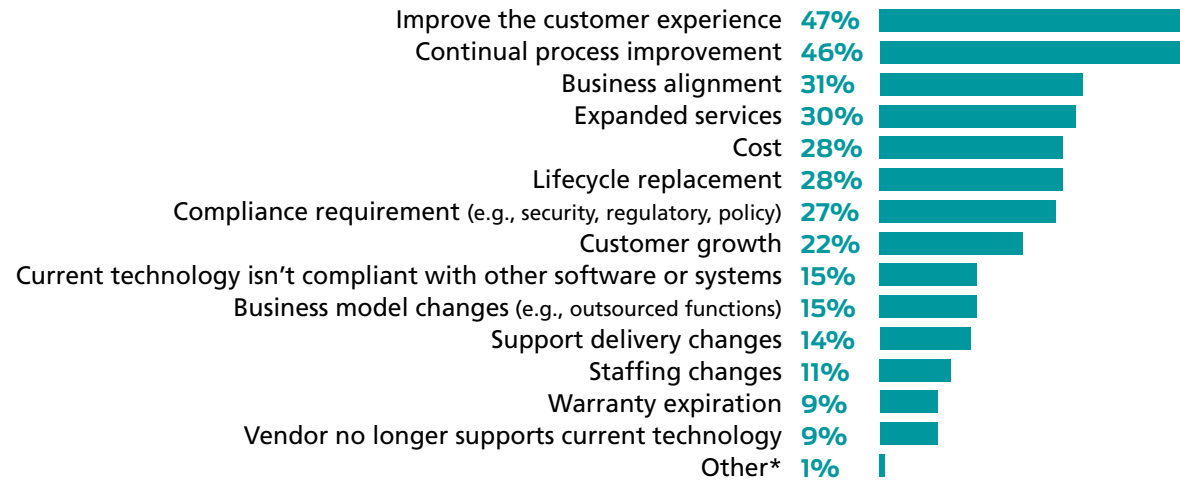


Percentage of desktop support teams

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Factors motivating technology implementations and upgrades:



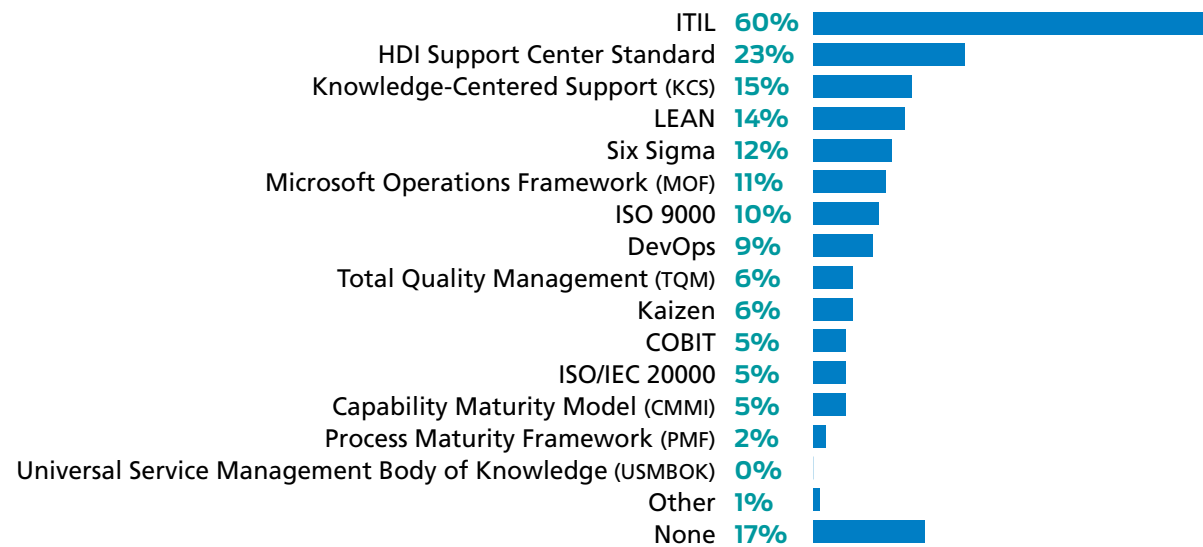
Percentage of desktop support teams

** Other includes factors like mergers/acquisitions, customer requirements, major rollouts, etc.*

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Alignment between desktop support technologies and specific methodologies/frameworks:



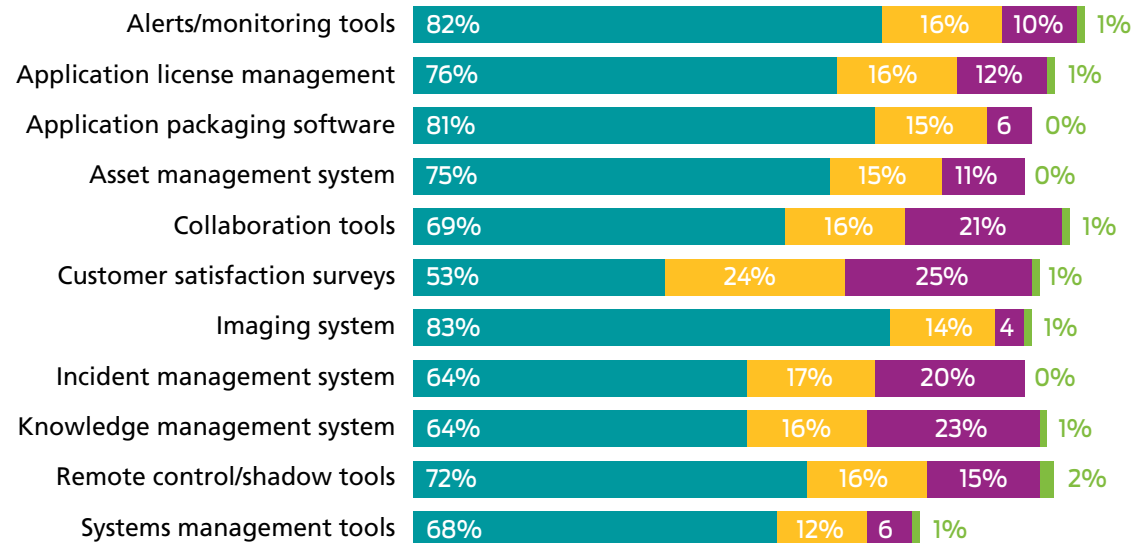
Percentage of desktop support teams

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Hosting desktop support technologies:

Includes responses only from those organizations that have each technology



- In-house server(s)
- Managed services provider's server(s)
- Web-based computing environment
- Other

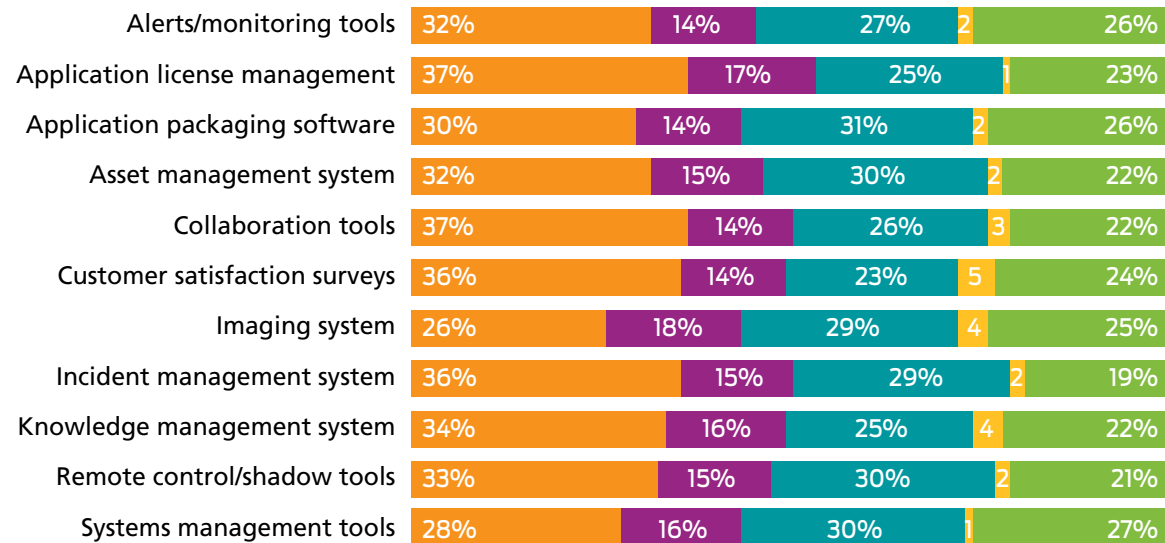
Percentage of organizations

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Licensing models used by desktop support:

Includes responses only from those organizations that have each technology



- Subscription (scheduled renewal)
- One-time purchase for life (includes maintenance)
- One-time purchase for life (ongoing maintenance costs)
- Other
- I don't know

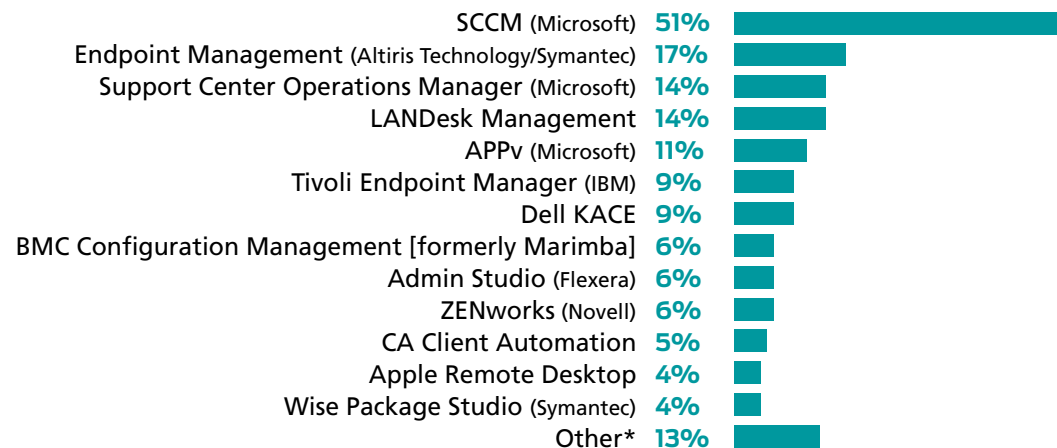
Percentage of organizations

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Application packaging software used by desktop support:

Includes responses only from those organizations that use application packaging software



Percentage of organizations

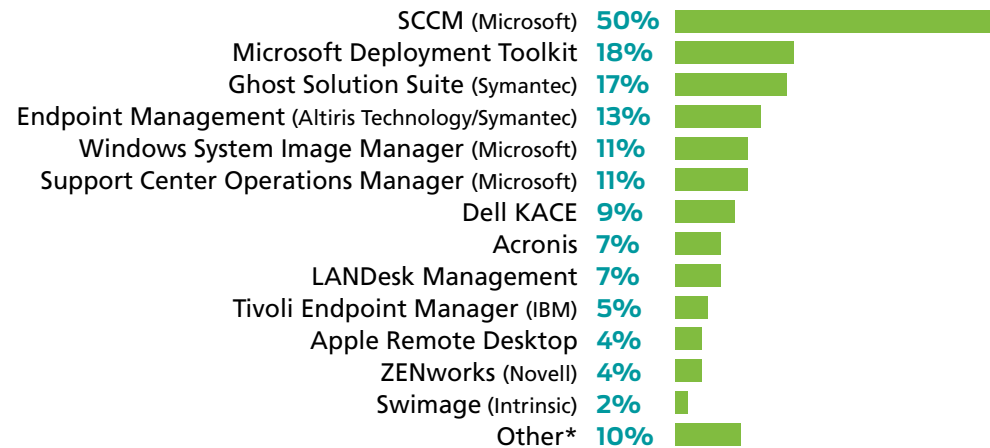
** Other includes homegrown solutions, BMC Footprints/TrackIt!/Remedy, SolarWinds HelpDesk, Cherwell Service Management, ManageEngine Desktop Central, JAMF Casper, LANRev Absolute Manage, FrontRange DSM and Heat (formerly Lumension), TeamViewer, and more*

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Imaging systems used by desktop support:

Includes responses only from those organizations that use imaging systems



Percentage of organizations

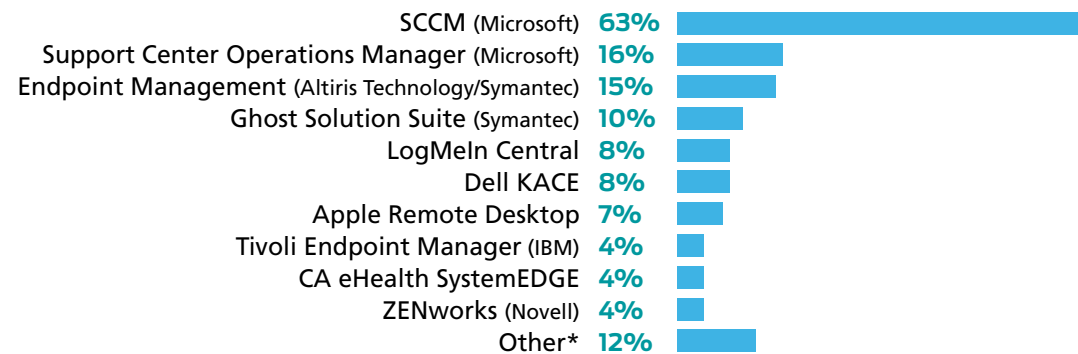
** Other includes homegrown solutions, JAMF Casper, Apple Deploy Studio, Macrium Reflect, Clonezilla, FrontRange DSM, Symantec ITMS, LANRev Absolute Manage, and more*

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Systems management tools used by desktop support:

Includes responses only from those organizations that use systems management tools



Percentage of organizations

** Other includes homegrown solutions, JAMF Casper, ServiceNow, ManageEngine Desktop Central, LANDesk, FrontRange DSM and Heat, SolarWinds DameWare, BMC Client Management/TrackIt!, TeamViewer, Symantec ITMS, Zendesk, and more*

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Remote Support

Remote support is provided by:

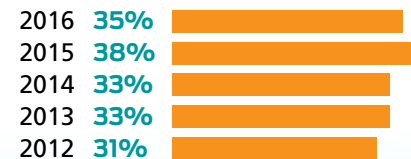


Percentage of organizations

* Other includes application support, network operations, engineering, L2 support, consultants, exchange support, system and server administrators, and more

Formally measuring tickets resolved through remote support:

Includes responses only from desktop support teams that are responsible for providing remote support



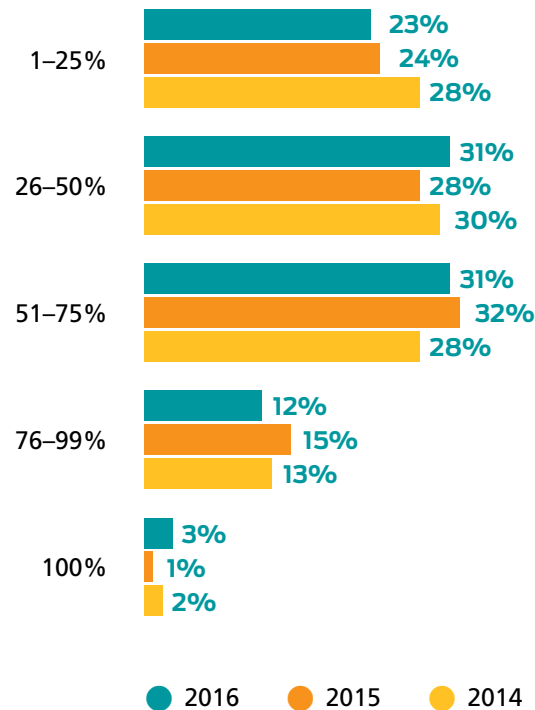
Percentage of desktop support teams

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Percentage of desktop support tickets resolved remotely:

Includes responses only from desktop support teams that are responsible for providing remote support



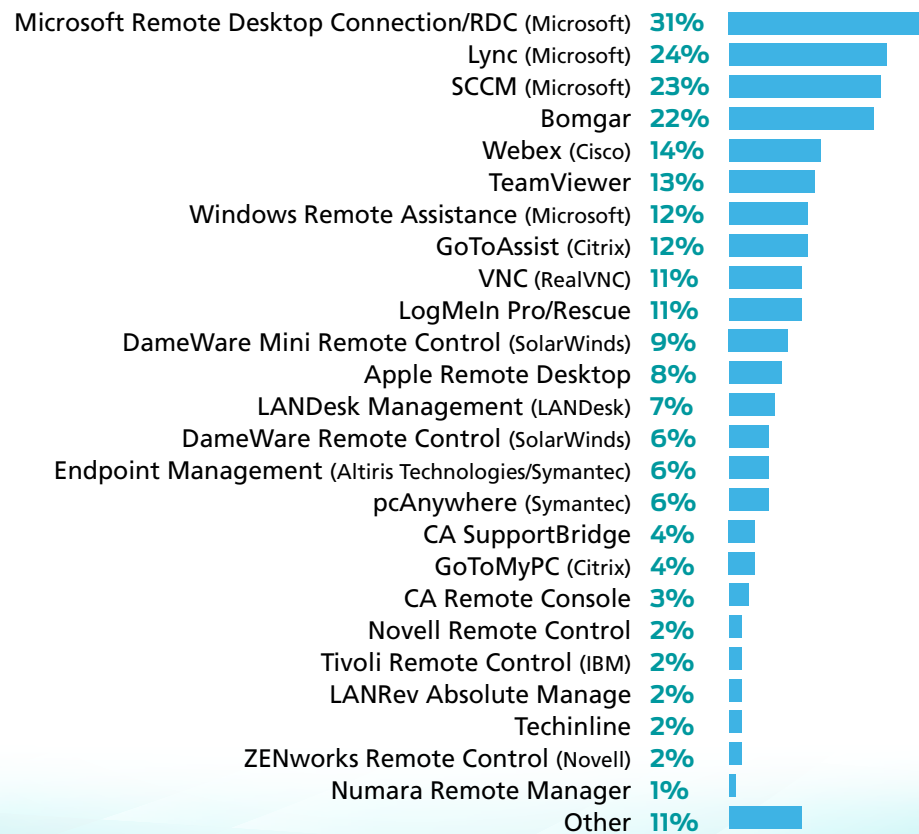
Percentage of desktop support teams

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Remote support technologies used by desktop support:

Includes responses only from desktop support teams that are responsible for providing remote support



Percentage of desktop support teams

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Numerous methodologies, frameworks, and process guide the technical support industry. This section identifies those that are being used and reveals insights into the internal operations of the technical support organizations and its relation to the business.



Operations

▼ Click / Tap Each Entry for Charts

Support Center Operations

- Methodologies, frameworks, and processes support organizations are currently using
- Service management processes support centers have adopted
- Problem management practices, processes, and roles
- Staff involvement in the knowledge base
- Maintaining service level agreements
- Percentage of tickets that meet SLA/OLA goals or targets
- Charging internal end users/customers for support services
- Charging external end users/customers for support services

Desktop Support Operations

- Desktop support processes are aligned with the following methodologies/frameworks
- Techniques for enforcing compliance with desktop support processes
- Processes desktop support oversees
- Process maturity in desktop support

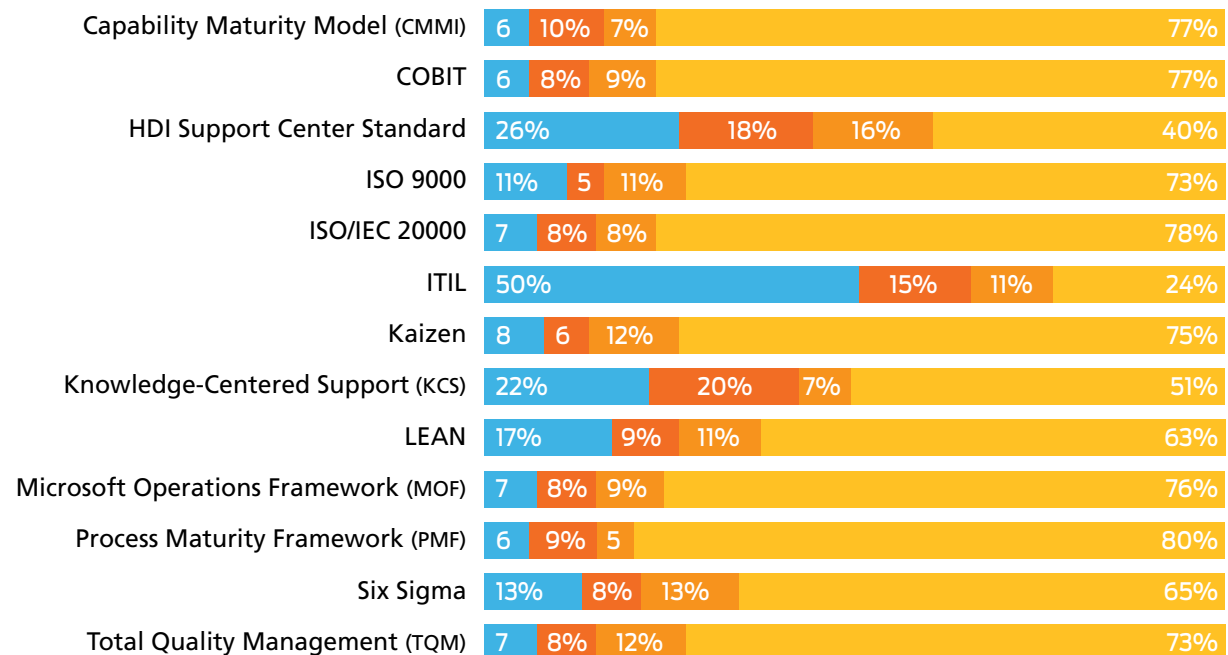
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Support Center Operations

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Methodologies, frameworks, and processes support organizations are currently using:



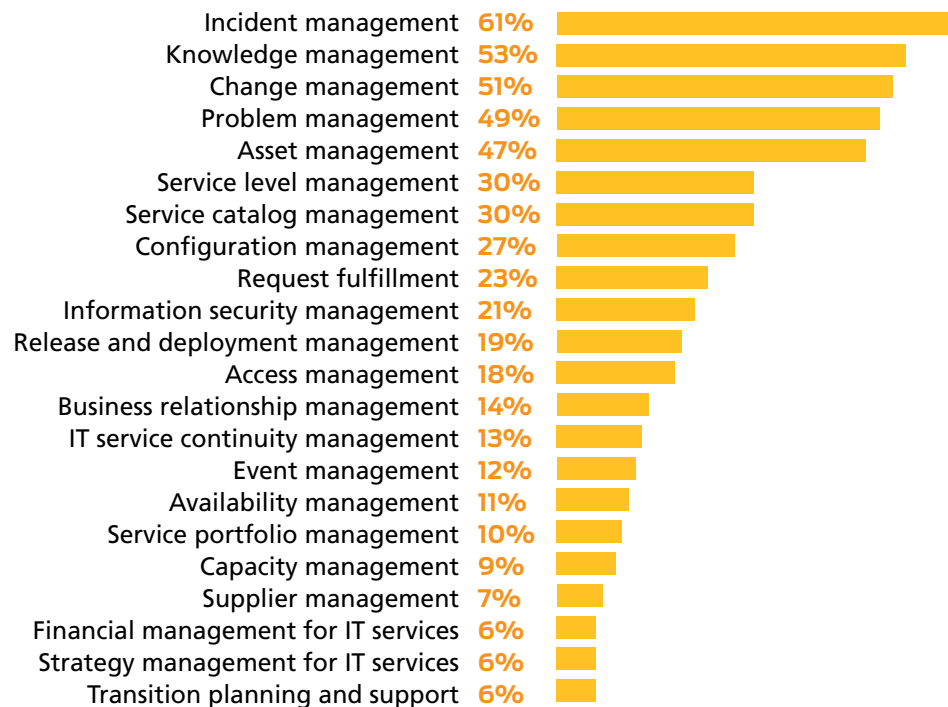
- Currently use it
- Planning to use it
- Have used it in the past
- Haven't used it and don't plan to use it

Percentage of organizations

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Service management processes support organizations have adopted:



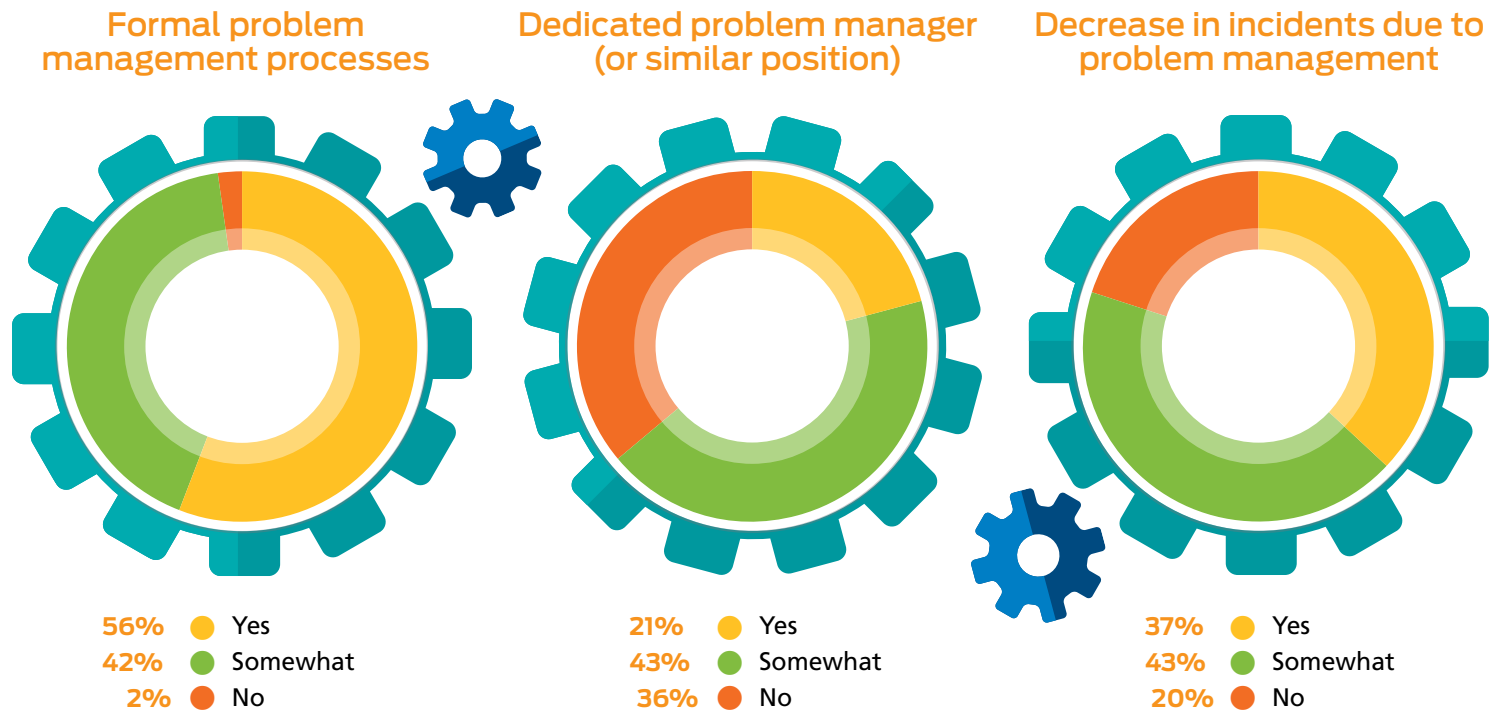
Percentage of organizations

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Problem management practices, processes, and roles:

Includes responses only from those organizations with problem management



Percentage of organizations

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Staff involvement in the knowledge base:

Includes responses only from those organizations with knowledge management



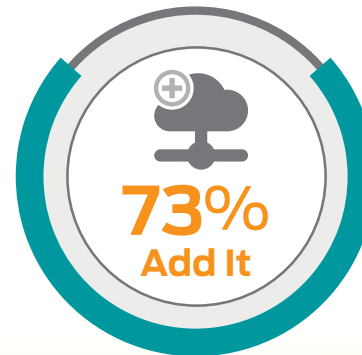
Search knowledge base
to resolve issues



Mark articles that
need improvement



Modify articles that
need improvement



Contribute new articles
for others to use



Review articles and
make them available for use

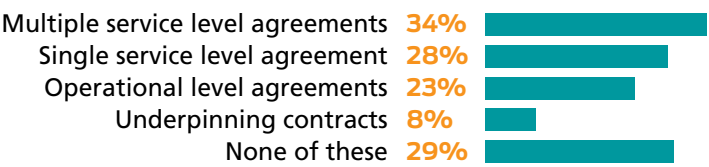
Percentage of support centers



CLICK / TAP
▼ FOR SECTIONS

- Ticket Management
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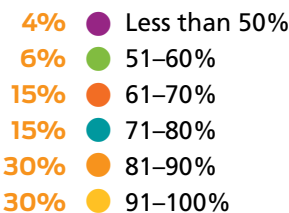
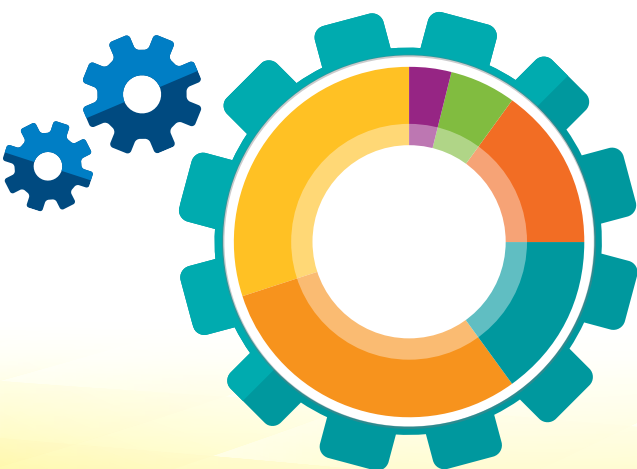
Maintaining service level agreements:



Percentage of support centers

Percentage of tickets that meet SLA/OLA goals or targets:

Includes responses only from those organizations with SLAs/OLAs



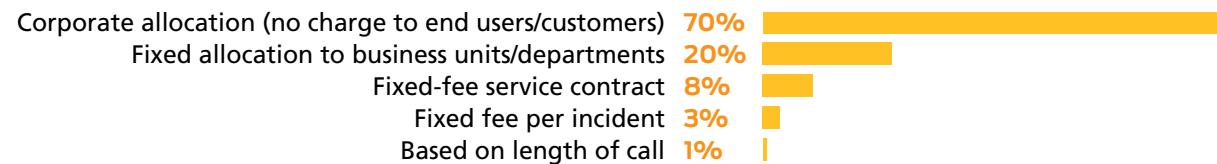
Percentage of support centers

CLICK / TAP
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Charging internal end users/customers for support services:

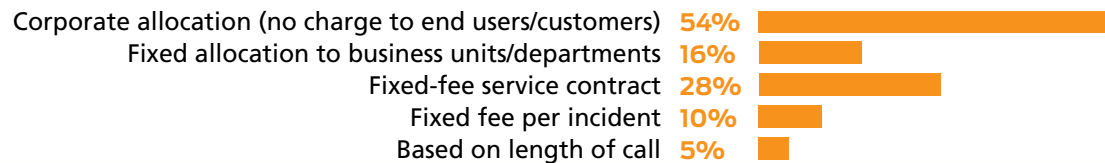
Includes responses only from those organizations that support internal end users/customers



Percentage of organizations

Charging external end users/customers for support services:

Includes responses only from those organizations that support external end users/customers



Percentage of organizations

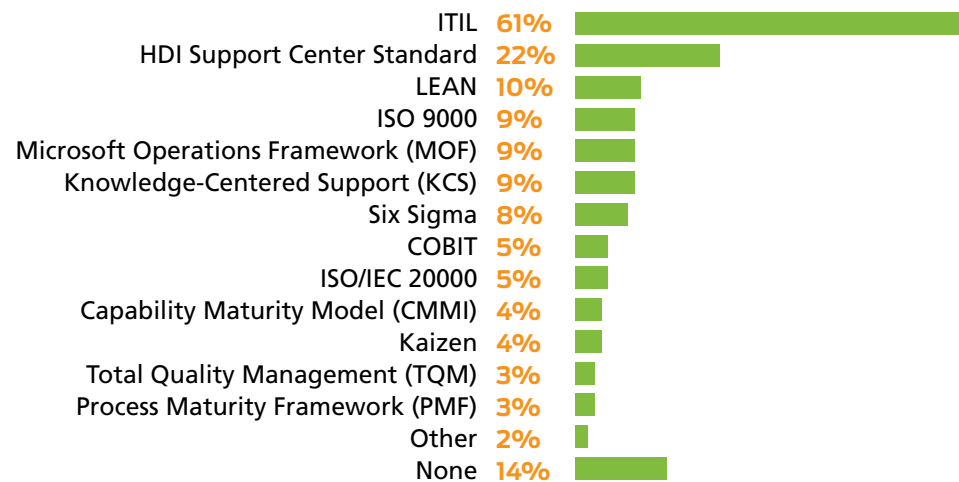
CLICK / TAP
▼ FOR SECTIONS

- Ticket Management
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Desktop Support Operations

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

Desktop support processes are aligned with the following methodologies/frameworks:

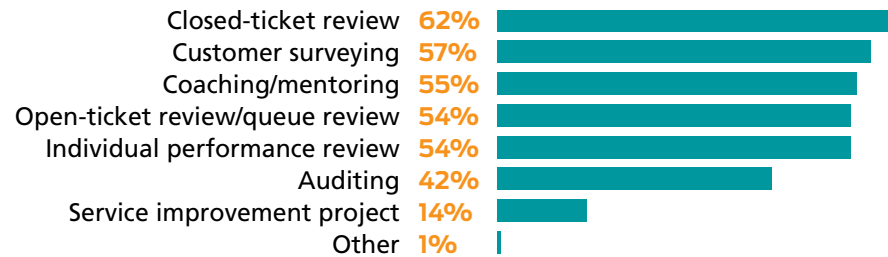


Percentage of organizations

CLICK / TAP
▼ FOR SECTIONS

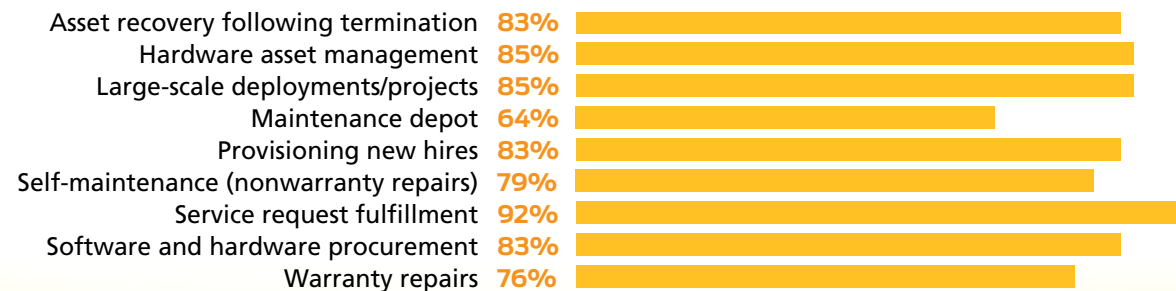
- Ticket Management
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Techniques for enforcing compliance with desktop support processes:



Percentage of organizations

Processes desktop support oversees:



Percentage of desktop support teams

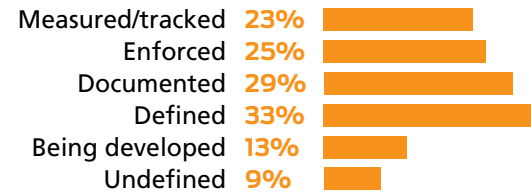
CLICK / TAP
▼ FOR SECTIONS

- Ticket Management
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Process maturity in desktop support:

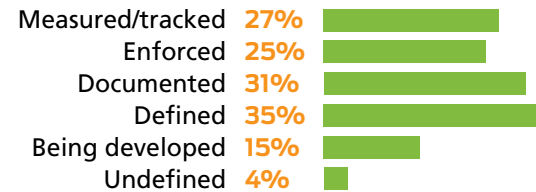
*Includes responses only from desktop support teams that are responsible for each process
(respondents were asked to select all applicable options for each process)*

Asset recovery following termination



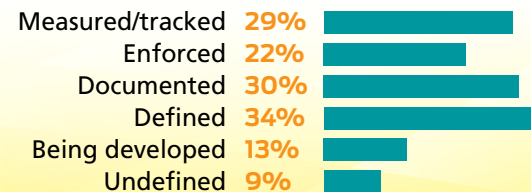
Percentage of organizations

Hardware asset management



Percentage of organizations

Large-scale deployments/projects

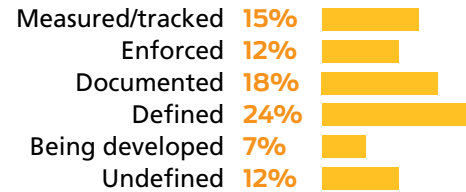


Percentage of organizations

CLICK / TAP
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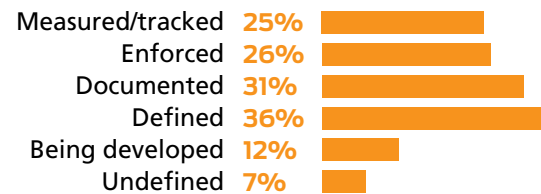
- Ticket Management
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Maintenance depot



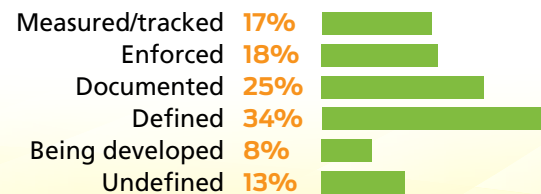
Percentage of organizations

Provisioning new hires



Percentage of organizations

Self-maintenance (nonwarranty repairs)

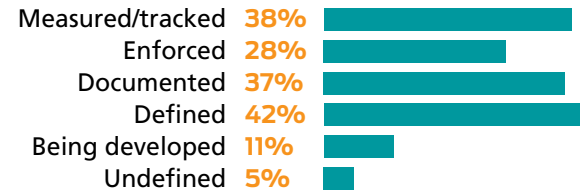


Percentage of organizations

CLICK / TAP
▼ FOR SECTIONS

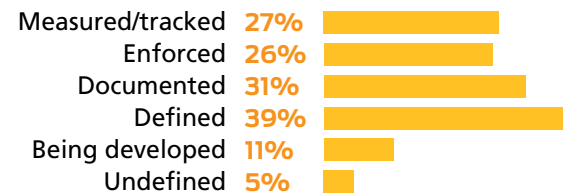
- Ticket Management
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Service request fulfillment



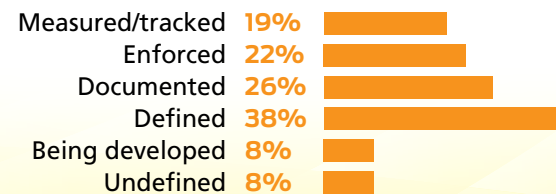
Percentage of organizations

Software and hardware procurement



Percentage of organizations

Warranty repairs



Percentage of organizations

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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

Metrics in the Support Center

- Quick reference guide: Support Center Metrics
- Measuring incidents and service requests
- Ticket types received by the support center

CUSTOMER SATISFACTION

- Measuring satisfaction with ticket resolution
- Measuring satisfaction with the support center
- Factors that contribute to increased customer 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

TIME SPENT ON TICKETS

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

REOPEN AND TRANSFER RATE

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

RESOLUTION TIMES

- Average time to resolve, across all channels

RESOLUTION RATES

- Percentage of tickets resolved on the initial phone call (first call resolution)
- Percentage of tickets resolved without hierarchical escalation (first level resolution)
- Percentage of tickets resolved by the person who opens the ticket (first contact resolution)

CALL ABANDONMENT

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

KNOWLEDGE BASE

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

▼ CLICK / TAP
FOR SECTIONS

- Ticket Management
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Metrics *...cont'd*

▼ Click / Tap Each Entry for Charts

Metrics in Desktop Support

- Quick reference guide: Desktop Support Metrics
- Measuring incidents and service requests
- Ticket types received by desktop support
- Percentage of tickets handled by desktop support

CUSTOMER SATISFACTION

- Desktop support's average customer effort score
- Frequency of customer satisfaction data collection
- Average customer satisfaction with desktop support

RESPONSE TIME

- Average time to respond to a ticket

TICKET RESOLUTION

- Average time to resolve a desktop support ticket
- Average number of tickets one desktop support technician resolves in a month
- Average amount of dedicated work time (effort) a desktop support technician spends on a ticket
- Percentage of tickets escalated to desktop support that could have been resolved by the support center
- Percentage of tickets escalated from desktop support to another department or level
- Percentage of tickets assigned to desktop support that are resolved on the technician's first attempt
- Amount of time desktop support tickets spend in the queue
- Percentage of tickets covered by an SLA/OLA that meet the specified goal or target

CLICK / TAP
▼ FOR SECTIONS

- Ticket Management
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Support Center Metrics: Quick Reference Guide

Customer satisfaction		
Customer satisfaction with ticket resolution	86%	
Customer satisfaction with support center overall	85%	
Ticket handling		
Reopened ticket rate (median)	4%	
	Incidents	Service requests
Average time to resolve (median)	8–24 hours	3–5 days
Percentage of tickets resolved without hierarchical escalation [first level resolution rate] (average)	72%	74%
Percentage of tickets resolved by the person who opens the ticket [first contact resolution rate] (average)	67%	67%
Phone		
Average speed to answer (median)	21–30 seconds	
Abandonment rate (median)	5%	
	Incidents	Service requests
Average talk time (median)	5–8 minutes	5–8 minutes
Average handle time (median)	8–10 minutes	8–15 minutes
Percentage of tickets resolved on the first call, by any level [first call resolution rate] (average)	70%	71%

Voicemail		
Time to respond (median)	1–4 hours	
Email		
Time to respond (median)	1–4 hours	
Tickets transferred to another channel (median)	21–30%	
	Incidents	Service requests
Average handle time (median)	10–15 minutes	10–20 minutes
Chat		
Time to respond (median)	60–90 seconds	
Online form		
Time to respond (median)	1–4 hours	
Tickets transferred to another channel (median)	31–50%	

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Metrics in the Support Center

Includes responses only from the 506 organizations that responded to the 2016 Support Center Practices & Salary Survey and that measure/track each metric

An **incident** is defined as any unplanned work required to fix something. A **service request** is usually planned or scheduled work (that is, nothing is broken, but a service is needed).

Measuring incidents and service requests:



- 46% ● We measure incidents and service requests separately
- 26% ● We distinguish between them but don't measure them separately
- 27% ● We don't distinguish between incidents and service requests

Percentage of support centers

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Ticket types received by the support center:

Includes responses only from those organizations that measure incidents and service requests separately



54% ● Incidents
41% ● Service requests
5% ● Other

Percentage of tickets

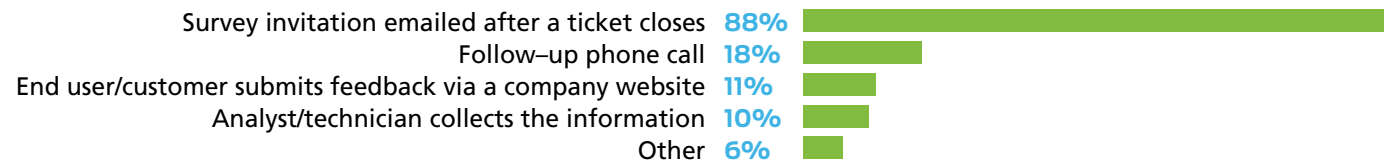
69% of an organizations end users/customers contact the support center for support or service.

CLICK / TAP
▼ FOR SECTIONS

- Ticket Management
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Customer Satisfaction

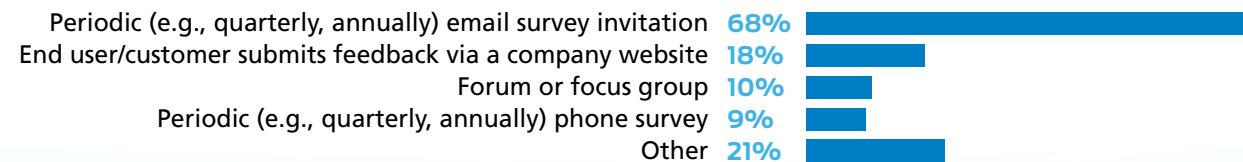
Measuring satisfaction with ticket resolution:



Percentage of support centers

On average, **86%** of end users/customers are satisfied with ticket resolution.

Measuring satisfaction with the support center:



Percentage of support centers

On average, **85%** of end users/customers are satisfied with the support center overall.

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Factors that contribute to increased customer satisfaction:



Percentage of support centers

40% of organizations report an increase in customer satisfaction.

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Response Time

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

Includes regular support hours only



- 5% ● Less than 5 seconds
- 18% ● 5–10 seconds
- 17% ● 11–20 seconds
- 16% ● 21–30 seconds
- 12% ● 31–59 seconds
- 15% ● 60–90 seconds
- 16% ● More than 90 seconds

Percentage of support centers

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

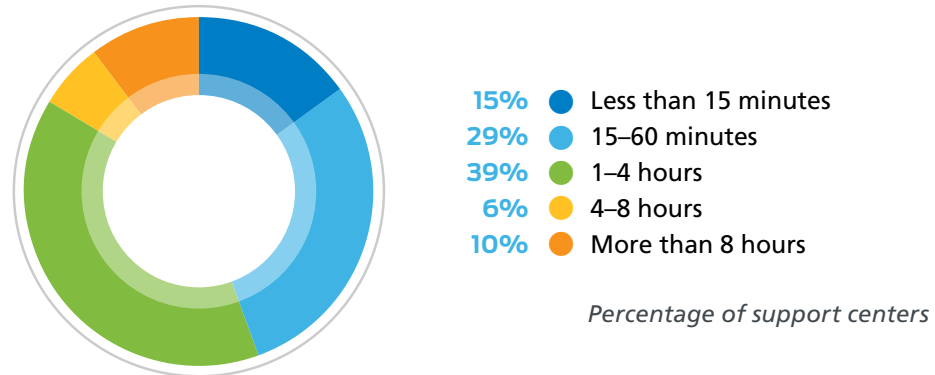


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Average time to respond to email:

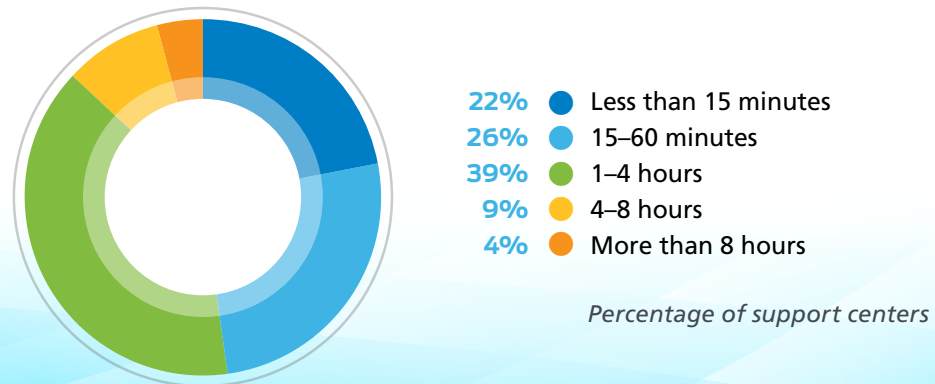
Includes regular support hours only; doesn't include automatic receipt acknowledgement



71–80% of tickets submitted via email meet the stated SLA (median).

Average time to respond to voicemail:

Includes regular support hours only



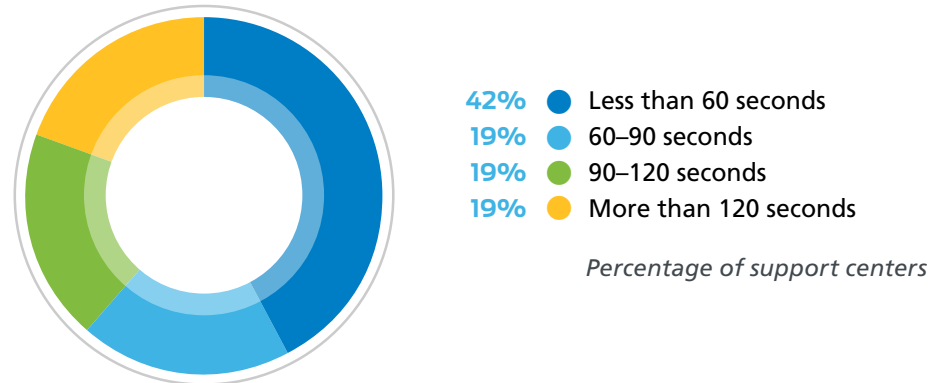
81–90% of tickets submitted via voicemail meet the stated SLA (median).

CLICK / TAP
▼ FOR SECTIONS

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Average time to respond to chat:

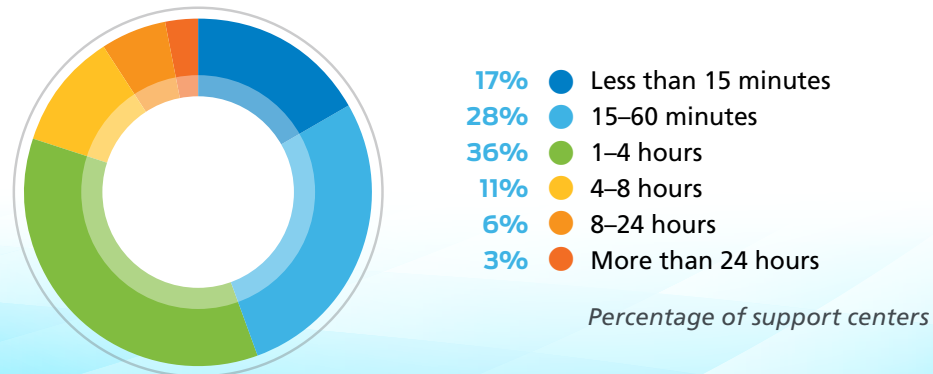
Doesn't include automatic receipt acknowledgement



81–90% of tickets submitted via chat meet the stated SLA (median).

Average time to respond to tickets submitted via online forms:

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



91–100% of tickets submitted via online forms meet the stated SLA (median).



CLICK / TAP
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● Ticket Management

● Technology

● Operations

● Metrics

● Staff and Structure

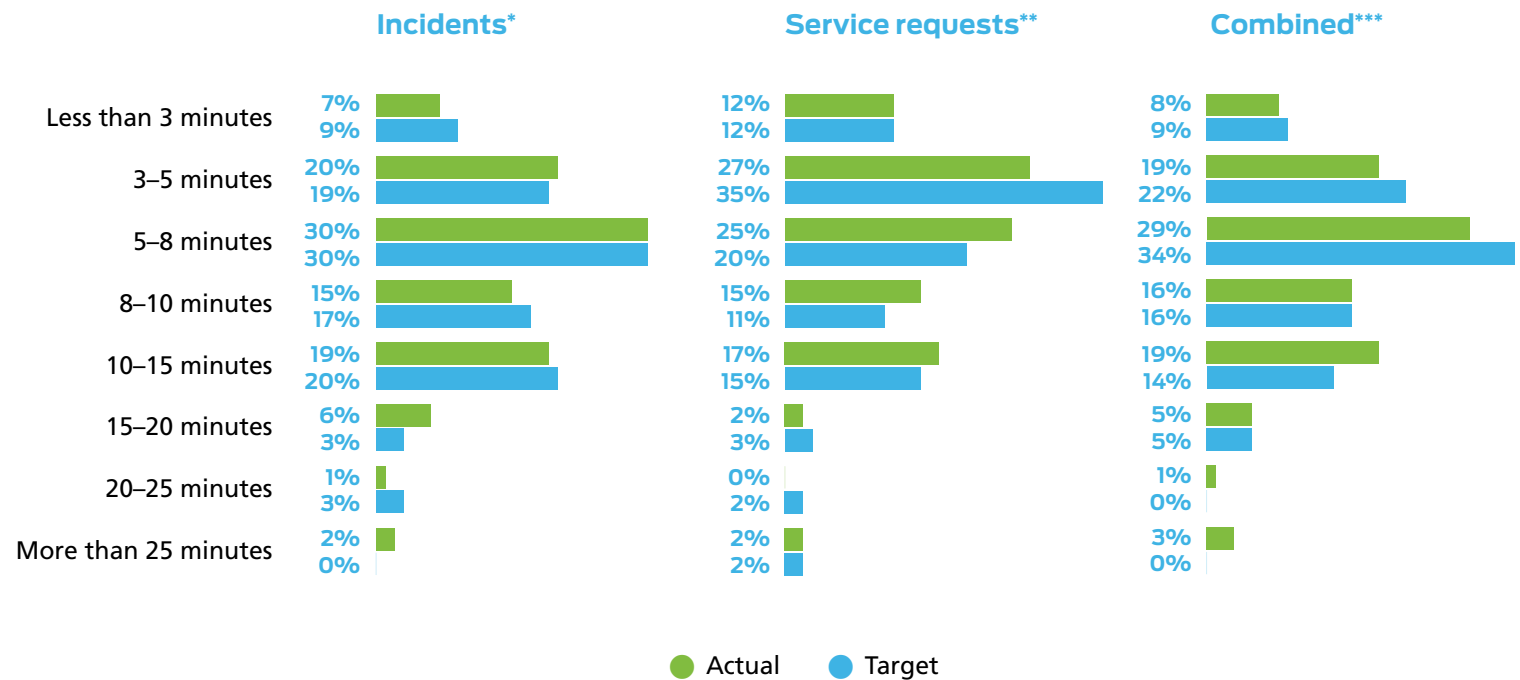
● Salary

● Demographics

● About the Report

Time Spent on Tickets

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



Percentage of support centers

* **Incidents:** Includes tickets for unplanned work required to fix something.

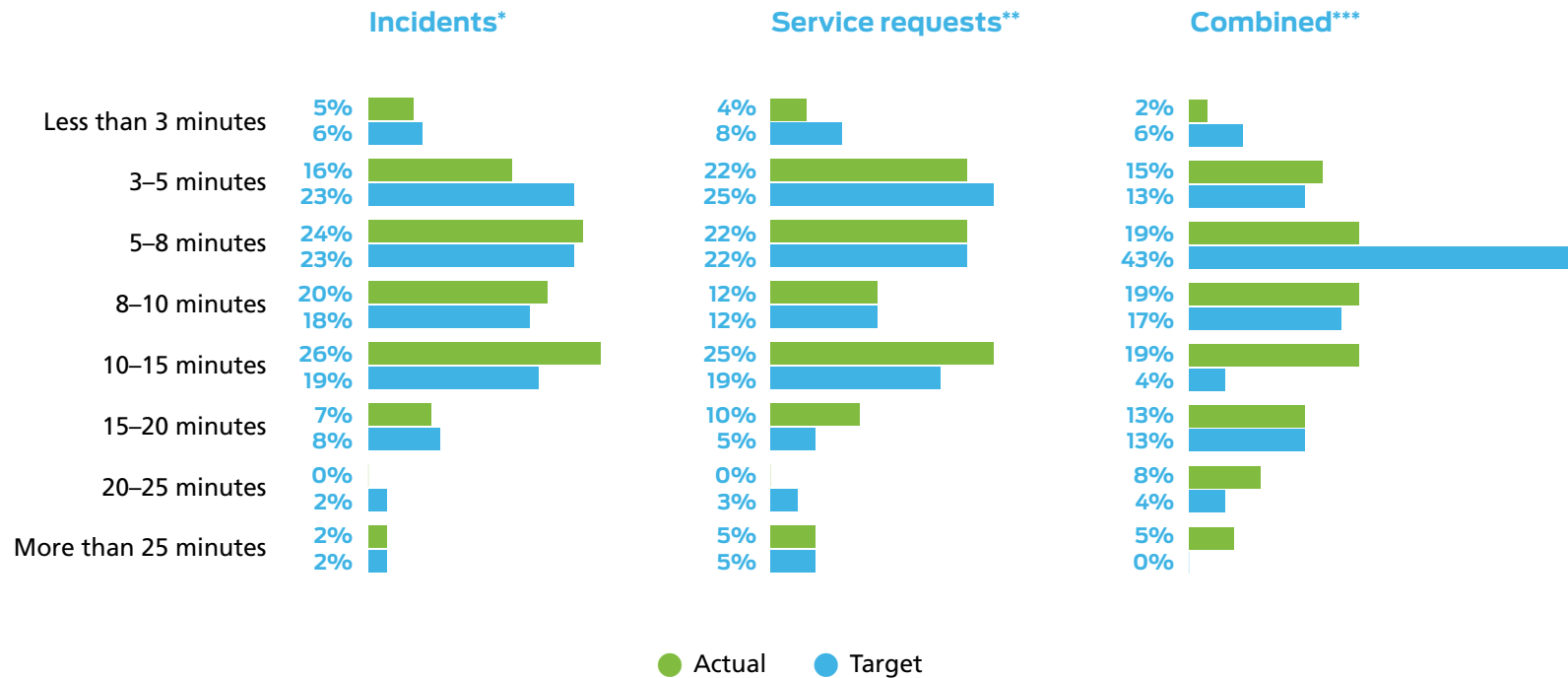
** **Service requests:** Includes tickets where nothing is broken, but a service is needed. This is usually planned or scheduled work.

*** **Combined:** Includes all tickets from support centers that do not measure incidents and service requests independently.

CLICK / TAP
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Average handle time for tickets received by phone (including talk time and wrap-up time):



Percentage of support centers

* **Incidents:** Includes tickets for unplanned work required to fix something.

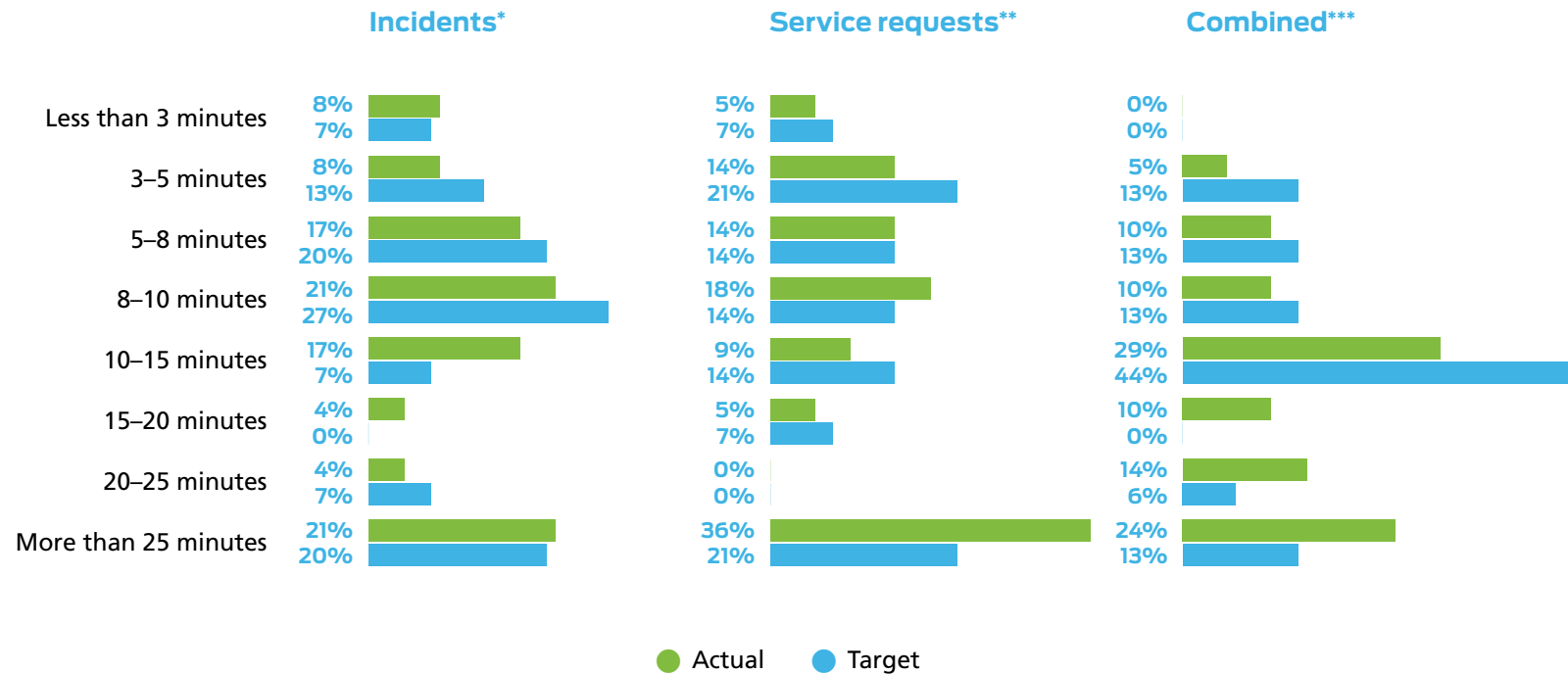
** **Service requests:** Includes tickets where nothing is broken, but a service is needed. This is usually planned or scheduled work.

*** **Combined:** Includes all tickets from support centers that do not measure incidents and service requests independently.

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Average handle time for tickets received by email:



Percentage of support centers

* **Incidents:** Includes tickets for unplanned work required to fix something.

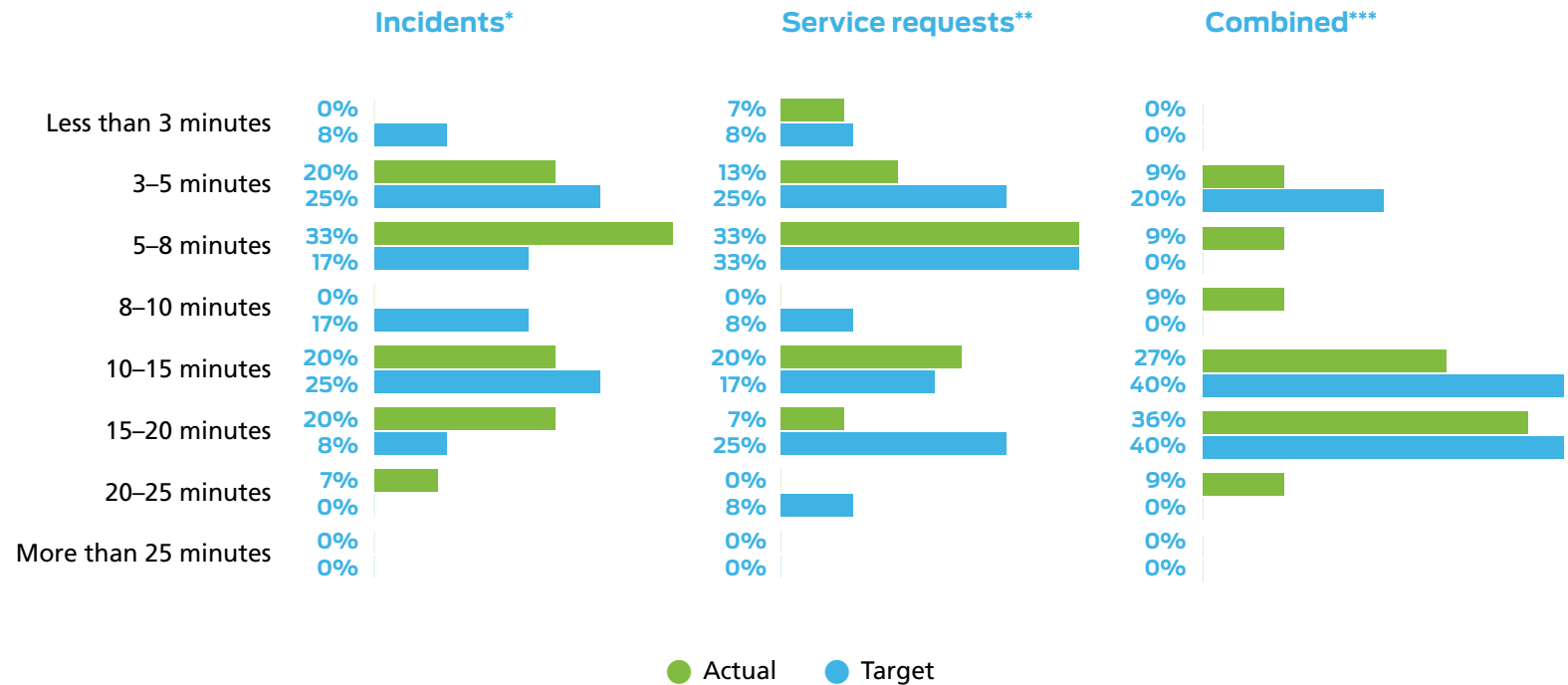
** **Service requests:** Includes tickets where nothing is broken, but a service is needed. This is usually planned or scheduled work.

*** **Combined:** Includes all tickets from support centers that do not measure incidents and service requests independently.

CLICK / TAP
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Average handle time for tickets received by chat (including chat time and wrap-up):



Percentage of support centers

* **Incidents:** Includes tickets for unplanned work required to fix something.

** **Service requests:** Includes tickets where nothing is broken, but a service is needed. This is usually planned or scheduled work.

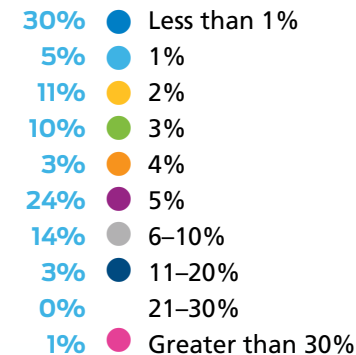
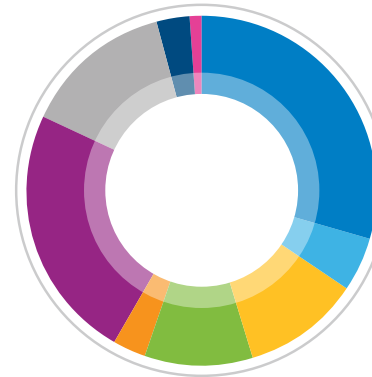
*** **Combined:** Includes all tickets from support centers that do not measure incidents and service requests independently.

CLICK / TAP
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Reopen and Transfer Rate

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



Percentage of support centers

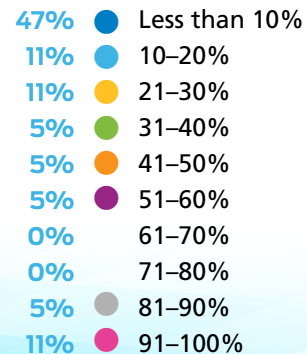
81–90% of tickets meet the stated SLA for reopened ticket rate.

CLICK / TAP
▼ FOR SECTIONS

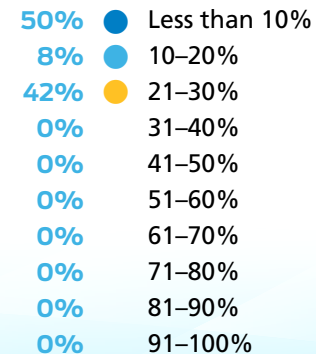
- Ticket Management
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Percentage of tickets transferred to another channel before being resolved:

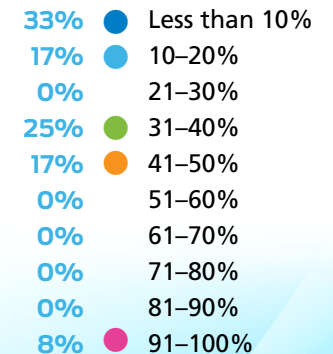
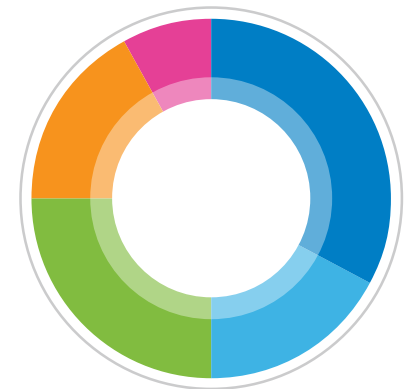
Email



Chat



Online form



Percentage of support centers

CLICK / TAP
▼ FOR SECTIONS

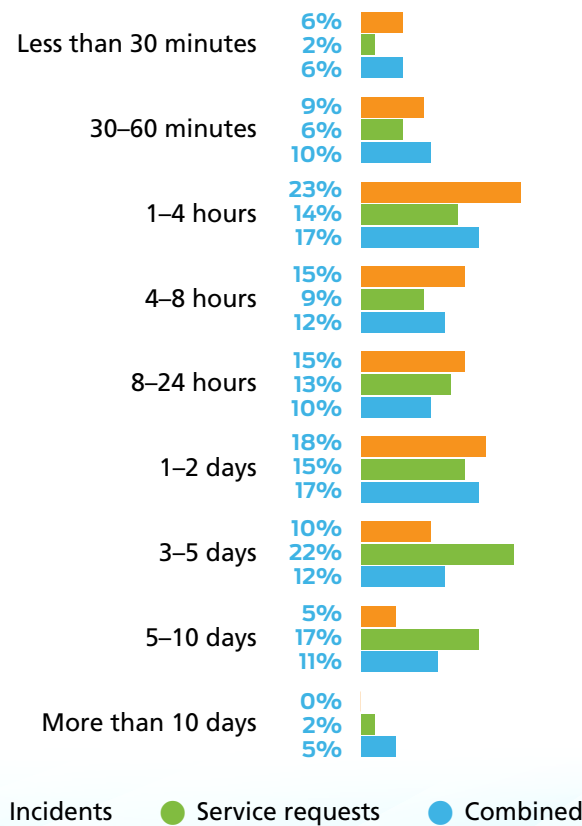
- Ticket Management
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Resolution Times

Average time to resolve (from open to final resolution), across all channels:

Includes only nonurgent tickets

81–90%
of incidents and service requests meet the stated SLA for time to resolve (median).



Percentage of support centers

* **Incidents:** Includes tickets for unplanned work required to fix something.

** **Service requests:** Includes tickets where nothing is broken, but a service is needed. This is usually planned or scheduled work.

*** **Combined:** Includes all tickets from support centers that do not measure incidents and service requests independently.

CLICK / TAP
▼ FOR SECTIONS

- Ticket Management
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Resolution Rates

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

	Incidents	Service requests	Combined
Actual	70%	71%	70%
Target	78%	76%	76%

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

	Incidents	Service requests	Combined
Actual	72%	74%	70%
Target	77%	83%	74%

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

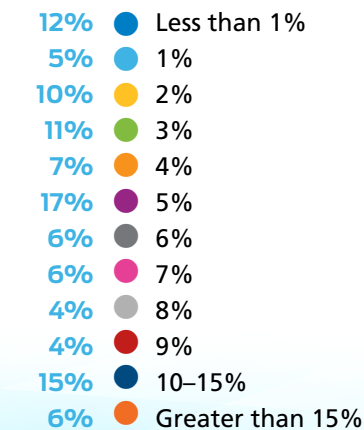
	Incidents	Service requests	Combined
Actual	67%	67%	65%
Target	76%	77%	74%

CLICK / TAP
▼ FOR SECTIONS

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Call Abandonment

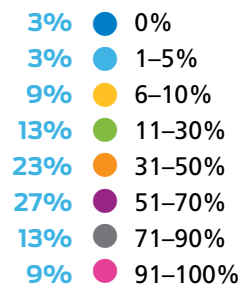
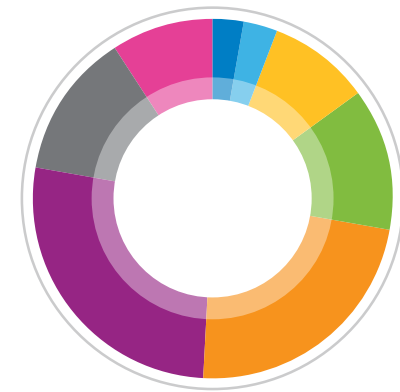
Percentage of calls that are abandoned (i.e., not answered):



Percentage of support centers

Knowledge Base

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



Percentage of support centers

81–90% of tickets meet the stated SLA for call abandonment (median).

CLICK / TAP
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Desktop Support Metrics: Quick Reference Guide

Customer satisfaction		
Customer satisfaction with desktop support	92% <i>satisfied or very satisfied</i>	
Ticket handling		
Percentage of tickets handled by desktop support (median)	61–70%	
Average time to respond to a ticket (median)	2–4 hours	
Average number of tickets one FTE resolves in a month (median)	126–150	
Percentage of tickets escalated to desktop support that could have been resolved by the support center (median)	21–25%	
Percentage of tickets escalated from desktop support to a higher level (median)	11–15%	
	Incidents	Service requests
Average time to resolve a desktop support ticket (median)	4–8 hours	1–2 days
Percentage of tickets assigned to desktop support that are resolved on the technician's first attempt (average)	70–80%	70–90%

▼ CLICK / TAP
FOR SECTIONS

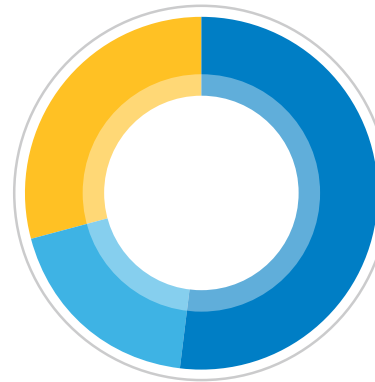
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Metrics in Desktop Support

Includes responses only from the 618 organizations that responded to the 2016 Support Center Practices & Salary Survey and that measure/track each metric

An **incident** is defined as any unplanned work required to fix something. A **service request** is usually planned or scheduled work (that is, nothing is broken, but a service is needed).

Measuring incidents and service requests:



- 52% ● We measure incidents and service requests separately
- 19% ● We distinguish between them but don't measure them separately
- 29% ● We don't distinguish between incidents and service requests

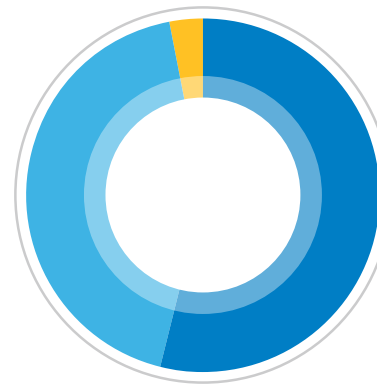
Percentage of organizations

CLICK / TAP
▼ FOR SECTIONS

- Ticket Management
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Ticket types received by desktop support:

Includes responses only from those organizations that distinguish between incidents and service requests



54% ● Incidents
43% ● Service requests
3% ● Other

Percentage of tickets

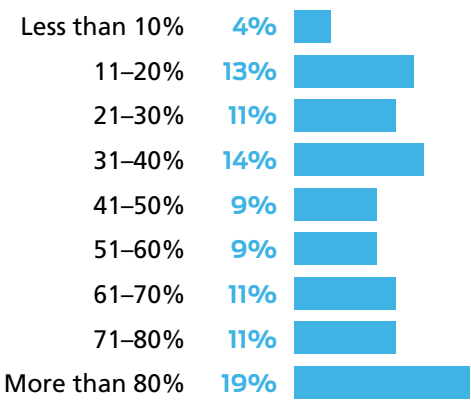


CLICK / TAP
▼ FOR SECTIONS

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Percentage of tickets handled by desktop support:

[Number of tickets handled by desktop support ÷ Total number of tickets received by the support center]



Percentage of support centers

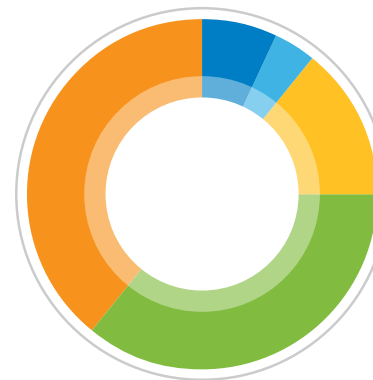


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Customer Satisfaction

Desktop support's average customer effort score (CES):



- 7% ● Very low effort
- 4% ● Somewhat low effort
- 14% ● Average effort
- 36% ● Somewhat high effort
- 39% ● Very high effort

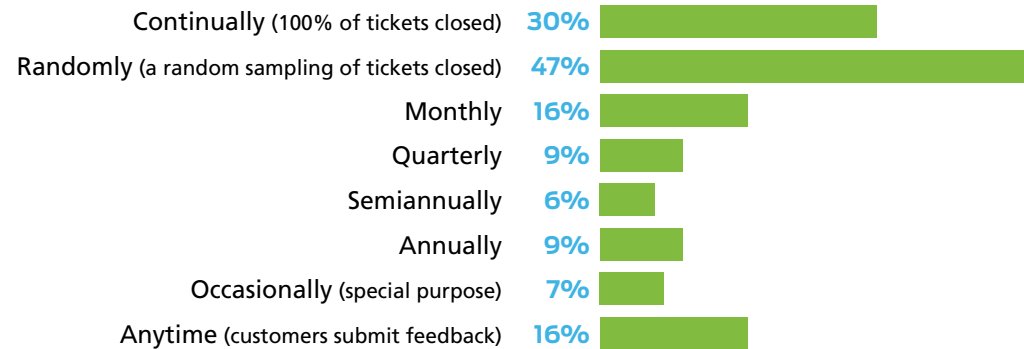
Percentage of desktop support teams

CES is the amount of effort a customer reports expending in pursuit of a resolution.

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Frequency of customer satisfaction data collection:



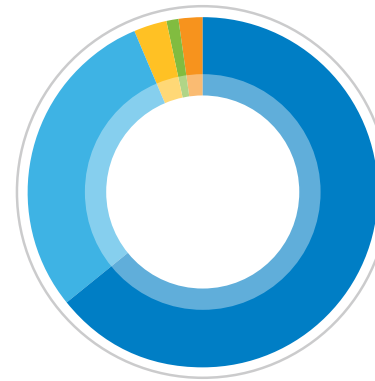
Percentage of organizations

The majority of desktop support organizations **(77%)** collect customer feedback via an emailed invitation to complete a survey.

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Average customer satisfaction with desktop support:



63% ● Very satisfied
29% ● Satisfied
3% ● Neutral
1% ● Dissatisfied
2% ● Very dissatisfied

Percentage of organizations

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Response Time

Average time to respond to a ticket:

[Sum of time to respond to all tickets received by desktop support ÷ Number of tickets handled by desktop support]
Includes only nonurgent tickets



Percentage of desktop support teams

* **Incidents:** Includes tickets for unplanned work required to fix something.

** **Service requests:** Includes tickets where nothing is broken, but a service is needed. This is usually planned or scheduled work.

*** **Combined:** Includes all tickets from support centers that do not measure incidents and service requests independently.

CLICK / TAP
▼ FOR SECTIONS

● Ticket Management

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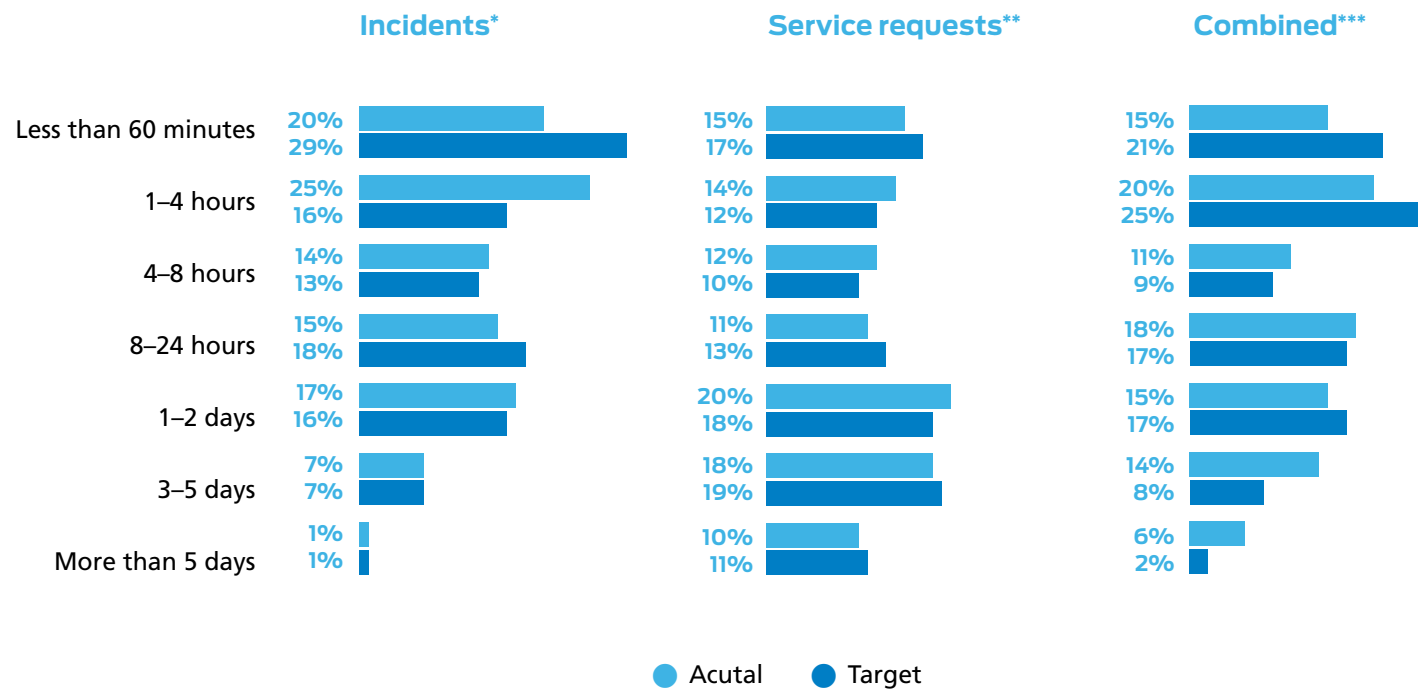
● Demographics

● About the Report

Ticket Resolution

Average time to resolve a desktop support ticket:

[Total time to resolve all desktop support tickets ÷ Total number of tickets resolved by desktop support]



Percentage of desktop support teams

* **Incidents:** Includes tickets for unplanned work required to fix something.

** **Service requests:** Includes tickets where nothing is broken, but a service is needed. This is usually planned or scheduled work.

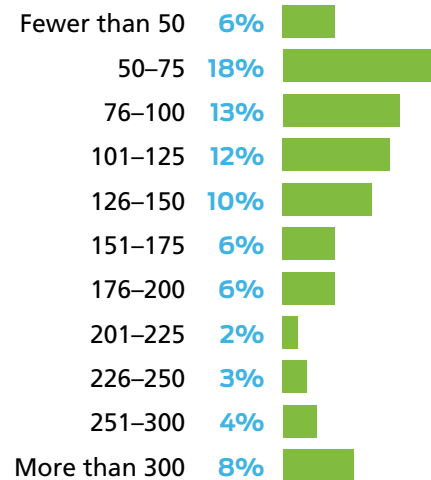
*** **Combined:** Includes all tickets from support centers that do not measure incidents and service requests independently.

▼ CLICK / TAP
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Average number of tickets one desktop support technician resolves in a month:

[Total number of tickets resolved in a month ÷ Total FTE (defined as 40 hours/week)]



*Percentage of desktop support teams**

** Does not include organizations with a jump-and-run model*

CLICK / TAP
▼ FOR SECTIONS

● Ticket Management

● Technology

● Operations

● Metrics

● Staff and Structure

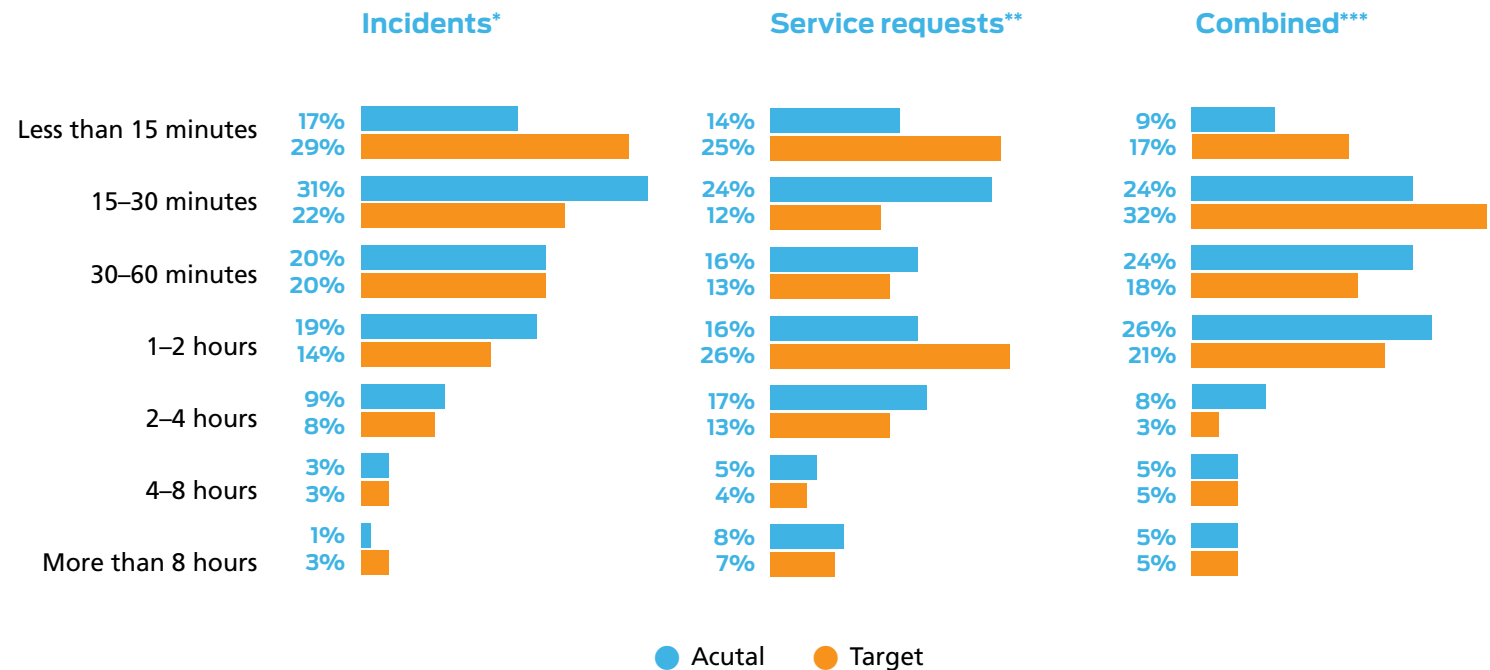
● Salary

● Demographics

● About the Report

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

[Total time to resolve all desktop support tickets ÷ Total number of tickets resolved by desktop support]



Percentage of desktop support teams

* **Incidents:** Includes tickets for unplanned work required to fix something.

** **Service requests:** Includes tickets where nothing is broken, but a service is needed. This is usually planned or scheduled work.

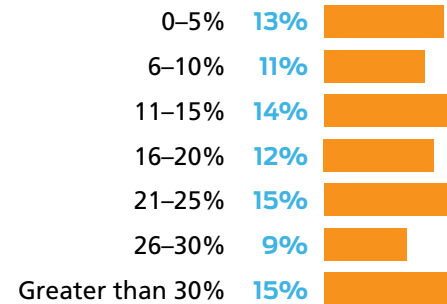
*** **Combined:** Includes all tickets from support centers that do not measure incidents and service requests independently.

CLICK / TAP
▼ FOR SECTIONS

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Percentage of tickets escalated to desktop support that could have been resolved by the support center:

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



*Percentage of desktop support teams**

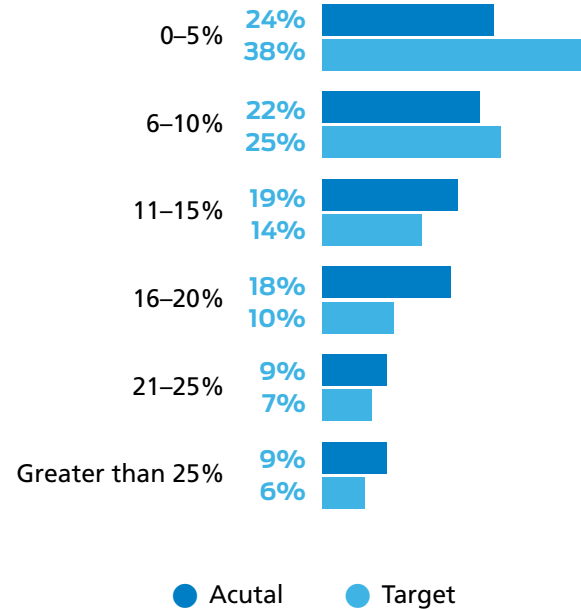
** Does not include organizations with a jump-and-run model*

CLICK / TAP
▼ FOR SECTIONS

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Percentage of tickets escalated from desktop support to another department or level:

[Number of tickets escalated to a department or level outside of desktop support
÷ Total number of tickets received by desktop support]



Percentage of desktop support teams

CLICK / TAP
▼ FOR SECTIONS

● Ticket Management

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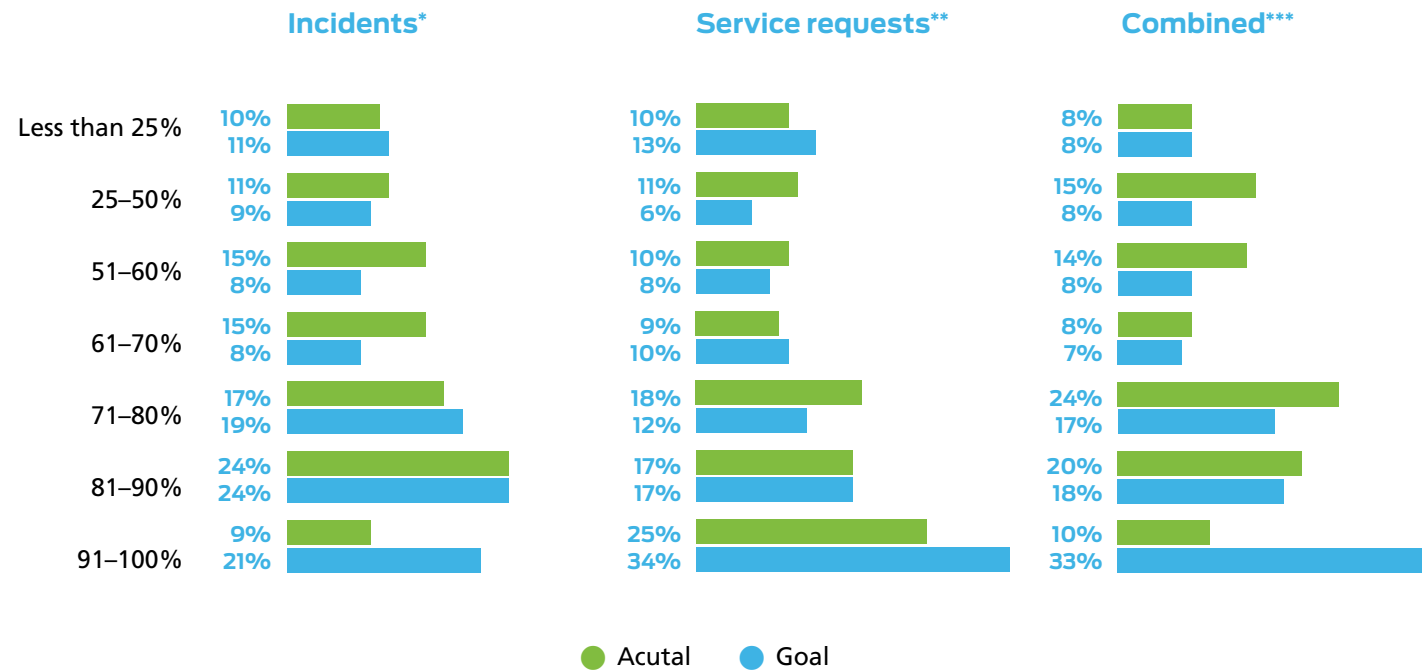
● Salary

● Demographics

● About the Report

Percentage of tickets assigned to desktop support that are resolved on the technician's first attempt:

[Number of tickets resolved on the technician's first attempt ÷ Total number of tickets]



Percentage of desktop support teams

* **Incidents:** Includes tickets for unplanned work required to fix something.

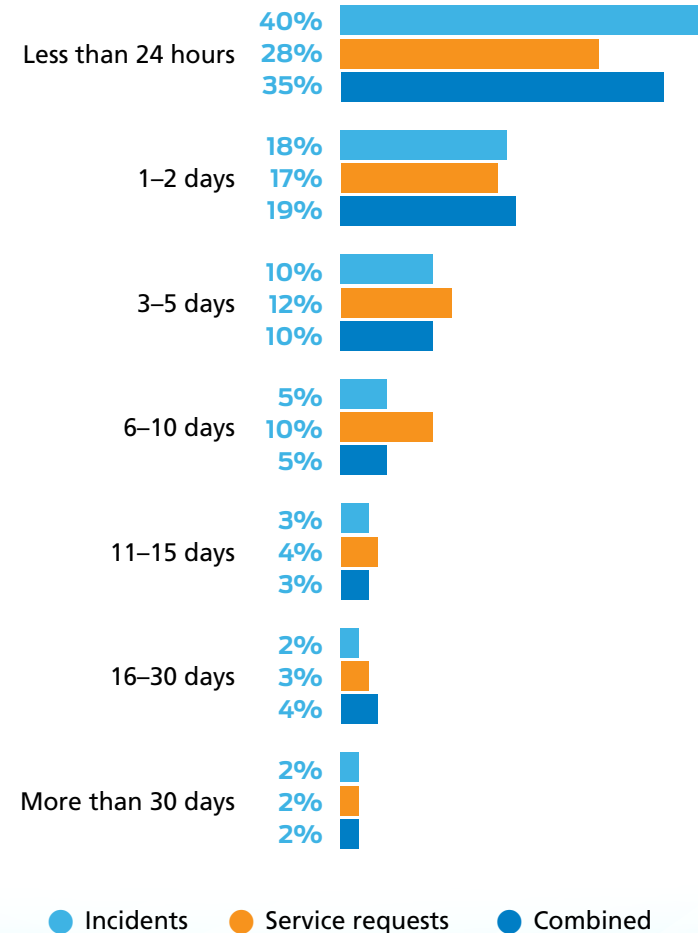
** **Service requests:** Includes tickets where nothing is broken, but a service is needed. This is usually planned or scheduled work.

*** **Combined:** Includes all tickets from support centers that do not measure incidents and service requests independently.

CLICK / TAP
▼ FOR SECTIONS

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Amount of time desktop support tickets spend in the queue:



Percentage of tickets

* **Incidents:** Includes tickets for unplanned work required to fix something.

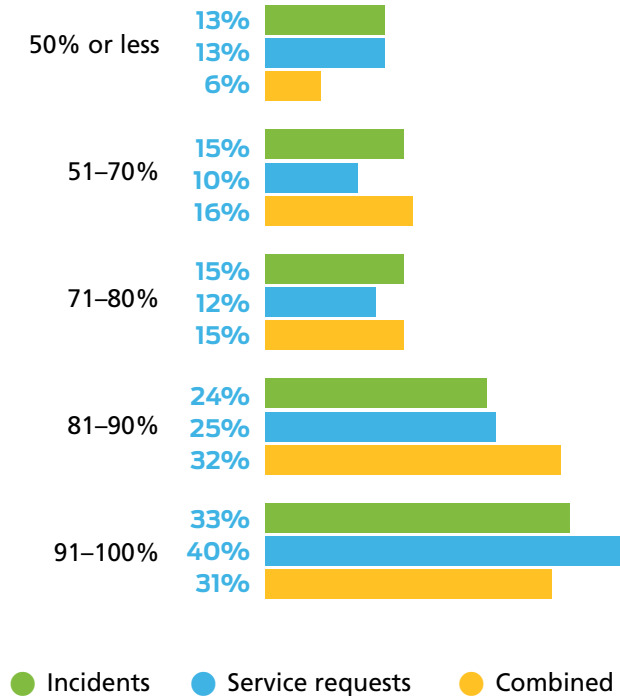
** **Service requests:** Includes tickets where nothing is broken, but a service is needed. This is usually planned or scheduled work.

*** **Combined:** Includes all tickets from support centers that do not measure incidents and service requests independently.

CLICK / TAP
▼ FOR SECTIONS

- Ticket Management
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Percentage of tickets covered by an SLA/OLA that meet the specified goal or target:



Percentage of desktop support teams

* **Incidents:** Includes tickets for unplanned work required to fix something.

** **Service requests:** Includes tickets where nothing is broken, but a service is needed. This is usually planned or scheduled work.

*** **Combined:** Includes all tickets from support centers that do not measure incidents and service requests independently.

67% of desktop support organizations maintain service level agreements.
38% maintain operational level agreements.

CLICK / TAP
▼ FOR SECTIONS

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The quality of service provided by the technical support staff is critical to the reputation of the entire IT organization and/or company. This section sheds light on the technical support industry's plans and practices for hiring, training, certification, and outsourcing, and takes a look at employee satisfaction and tenure.



Staff and Structure

▼ Click / Tap Each Entry for Charts

Support Center Staff and Structure

HIRING AND RETENTION

- Hiring expectations for the next twelve months
- Expectations for allowing staff to work from home
- Top ten sought-after skills for hiring and promotion
- Managing the support center
- Support staff attrition rates
- Average tenure by position

TRAINING AND CERTIFICATION

- Formal training, by position
- Amount of training, by position
- Methods used to train new frontline hires
- Primary training focus for new frontline hires
- Time to proficiency for new frontline hires
- Support organizations' position on frontline staff certification
- Top five certifications for frontline staff

SUPPORT STAFF SATISFACTION

- Frequency of formal measurement of support staff satisfaction
- Average support staff satisfaction
- Factors contributing to a satisfied support staff
- Factors contributing to a dissatisfied support staff

OUTSOURCING

- Distribution of outsourced support center staff
- Outsourcing status for support center functions
- Factors influencing the decision to outsource or consider outsourcing
- Factors influencing the decision not to outsource
- Expectations for outsourcing support center services over the next year

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Staff and Structure *...cont'd*

▼ Click / Tap Each Entry for Charts

Desktop Support Staff and Structure

HIRING AND RETENTION

- Hiring expectations for the next twelve months
- Dedicated technicians for VIP/executive support
- Hiring difficulty/challenge, by position
- Policies for work-from-home arrangements
- Expectations for home-based vs. on-site technicians
- Desktop support staff attrition rates
- Average tenure, by position

TRAINING AND CERTIFICATION

- Formal training, by position
- Methods used to train desktop support technicians
- Primary training focus for new desktop support technicians
- Time to proficiency for new desktop support technicians
- Support organizations' position on desktop support technician certification
- Top five certifications for desktop support technicians

TECHNICIAN SATISFACTION

- Frequency of formal measurement of technician satisfaction
- Average technician satisfaction

OUTSOURCING

- Distribution of outsourced desktop support staff
- Desktop support services that are currently outsourced
- Factors influencing the decision to outsource or consider outsourcing desktop support services
- Factors influencing the decision not to outsource desktop support services
- Expectations for outsourcing desktop support services over the next year

CLICK / TAP
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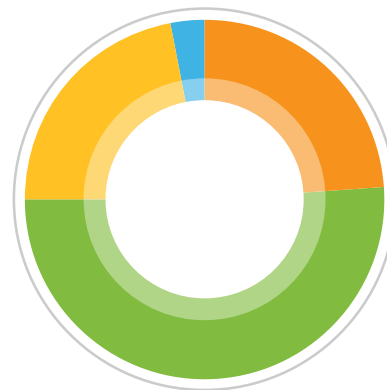
- Ticket Management
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Support Center Staff and Structure

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

Hiring and Retention

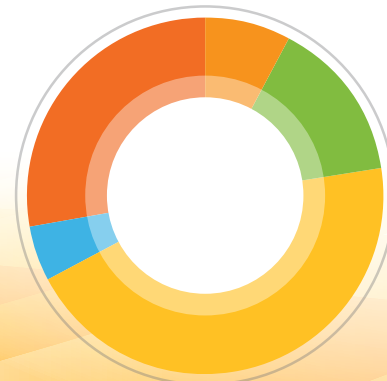
Hiring expectations for the next twelve months:



- 24% ● Expanding: Creating and filling new positions
- 51% ● Filling: Hiring for current positions as they come open
- 22% ● Frozen: Not filling open positions
- 3% ● Cutting: Reducing current staff numbers

Percentage of organizations

Expectations for allowing staff to work from home:



- 8% ● Implement
- 15% ● Increase
- 45% ● Remain the same
- 5% ● Reduce
- 28% ● Do not and will not

Percentage of support centers

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- Ticket Management
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Top ten sought-after skills for hiring and promotion:

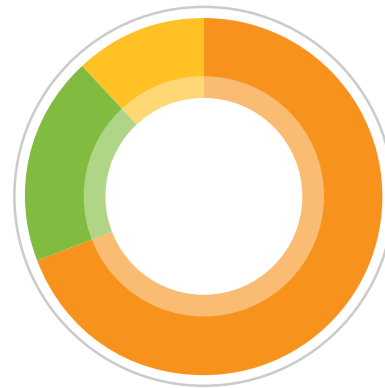
Rank	FRONTLINE SUPPORT	DESKTOP SUPPORT	MANAGEMENT
1	Customer service skills	Customer service skills	Leadership skills
2	Communication skills	Troubleshooting/problem-solving skills	Communication skills
3	Ability to learn quickly	Communication skills	Management skills
4	Troubleshooting/problem-solving skills	Ability to work under pressure	Business knowledge
5	Ability to work under pressure	Ability to learn quickly	Strategic thinking
6	Adaptability	Self-motivated, independent worker	Customer service skills
7	Interpersonal skills	Support experience	Integrity
8	Teamwork skills	Multitasking	Ability to work under pressure
9	Self-motivated, independent worker	Teamwork skills	Project management
10	Support experience	Adaptability	Interpersonal skills



CLICK / TAP
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- Ticket Management
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Managing the support center:



- 70% ● We have a dedicated support center manager
- 19% ● The support center manager oversees other areas as well (e.g., desktop support)
- 12% ● We don't have a support center manager

Percentage of support centers

Support staff attrition rates:

	Level 1 Support	Level 2 Support
Left the company in the past twelve months	13%	7%
Left the support organization in the past twelve months, but stayed within the company	8%	7%
Changed positions in the past twelve months, but stayed within the support organization	9%	6%

Percentage of organizations

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Average tenure, by position:

Includes responses only from those organizations that have each position

	Level 1 Support	Level 2 Support	Support Center Team Lead	Support Center Manager
Less than 1 year	3%	1%	1%	3%
1 year	14%	6%	6%	5%
2 years	24%	19%	11%	8%
3 years	18%	16%	17%	9%
4 years	12%	9%	12%	7%
5 years	10%	12%	14%	12%
5–8 years	9%	18%	15%	16%
8–10 years	3%	11%	12%	12%
More than 10 years	6%	8%	12%	27%

Percentage of organizations

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Training and Certification

Formal training, by position:

Includes responses only from those organizations that have each position

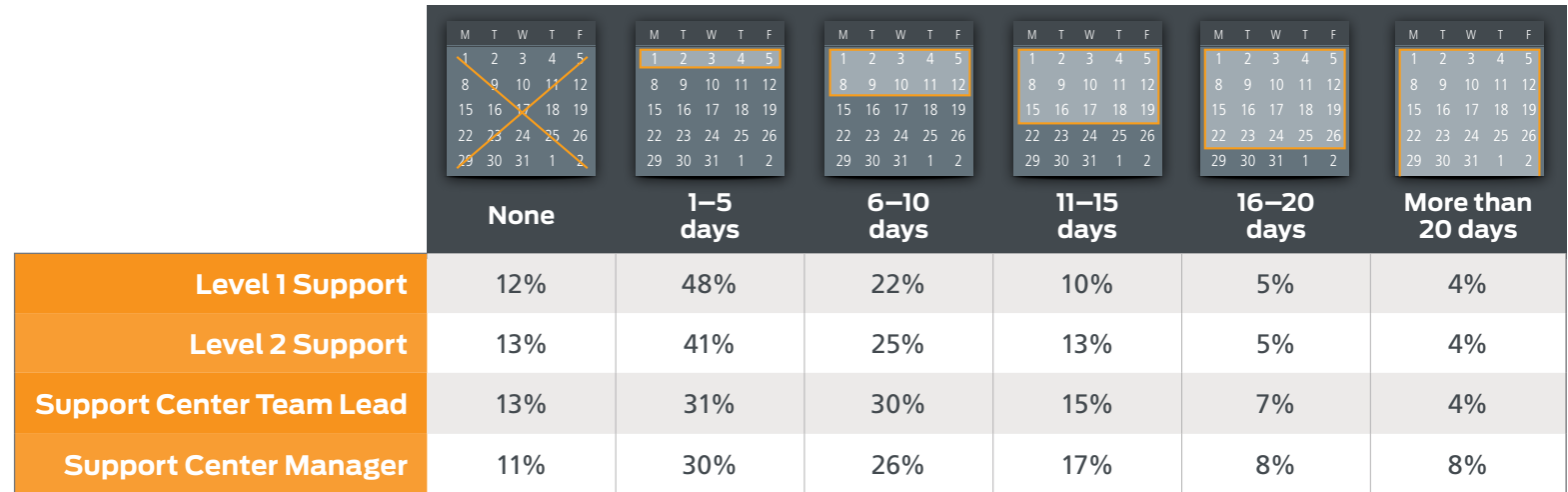
	Level 1 Support	Level 2 Support	Support Center Team Lead	Support Center Manager
Customer service (e.g., communication, what to ask, how to ask)	65%	52%	37%	29%
Leadership	9%	15%	56%	66%
People management (e.g., coaching, performance management, recruiting)	10%	15%	49%	60%
Project management	5%	15%	30%	42%
Self-management (e.g., stress, time, assertiveness, interpersonal skills)	40%	38%	42%	41%
Service management process skills	22%	23%	36%	37%
Teamwork skills	41%	38%	41%	38%
Technologies used by customers	56%	52%	41%	35%
Technologies used to provide support	62%	58%	44%	38%
Troubleshooting/problem-solving	53%	50%	35%	26%
Other	9%	9%	8%	10%
No formal training	13%	14%	16%	13%

Percentage of organizations

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Amount of training, by position:



Methods used to train new frontline hires:

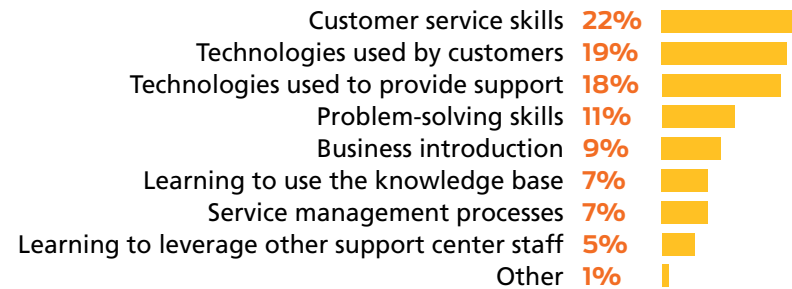


Percentage of support centers

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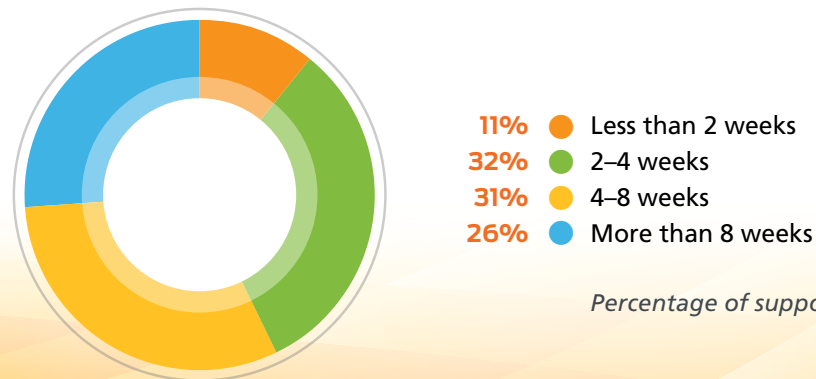
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Primary training focus for new frontline hires:



Percentage of support centers

Time to proficiency for new frontline hires:

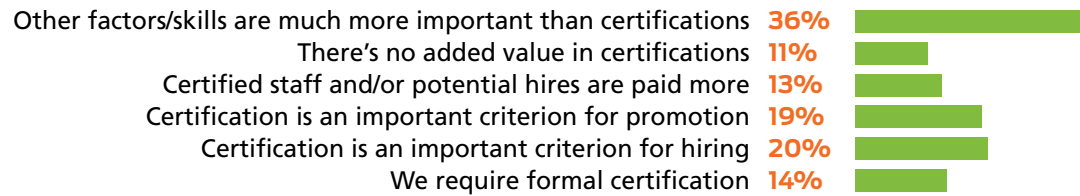


Percentage of support centers

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Your organization's position on frontline staff certification:



Percentage of organizations

Top five certifications for frontline staff:

Rank	Required to have	Paid more for having
1	HDI	Microsoft
2	Microsoft	CompTIA
3	CompTIA	ITIL
4	ITIL	Cisco
5	Cisco	HDI

CLICK / TAP
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Support Staff Satisfaction

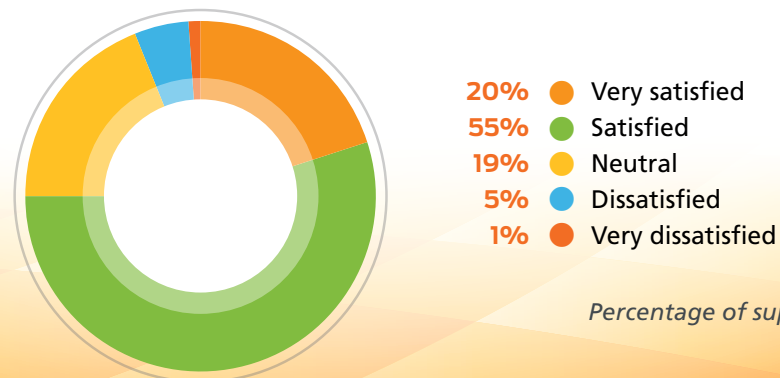
Frequency of formal measurement of support staff satisfaction:



Percentage of organizations

Average support staff satisfaction:

Includes responses only from those organizations that measure support staff satisfaction



Percentage of support centers

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Factors contributing to a satisfied support staff:

Includes responses only from those organizations that reported having very satisfied support staff



Paid time off	37%	Relationships with support partners (e.g., escalated teams)	23%
Training provided	33%	Customers	21%
New technology/devices	32%	Office hours	16%
Rewards and recognition programs	31%	Certifications provided	13%
Amount of work	25%	Other	3%
Home office	25%		
Career-pathing	24%		

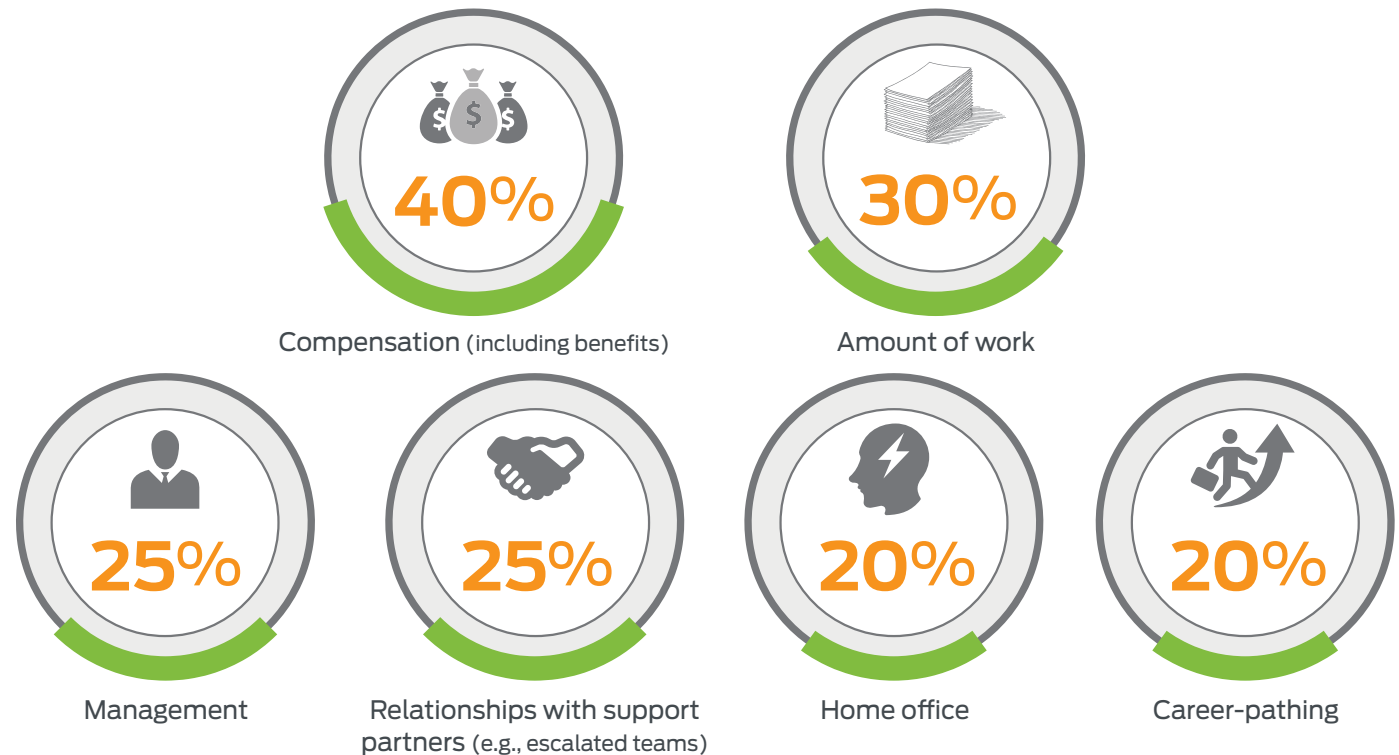
Percentage of support centers

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Factors contributing to a dissatisfied support staff:

Includes responses only from those organizations that reported having dissatisfied or very dissatisfied support staff



Type of work	15%	Paid time off	5%
Rewards and recognition programs	15%	Organizational culture	5%
Relationships within the team	15%	Certifications provided	5%
Customers	10%	Team development (including social events)	5%
Training provided	10%	Office hours	0%
New technology/devices	10%	Other	0%

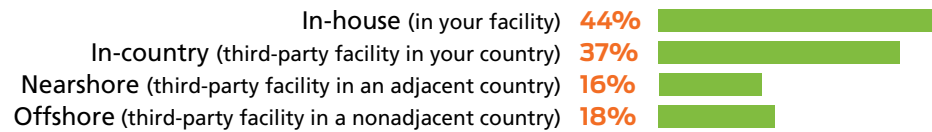
Percentage of support centers

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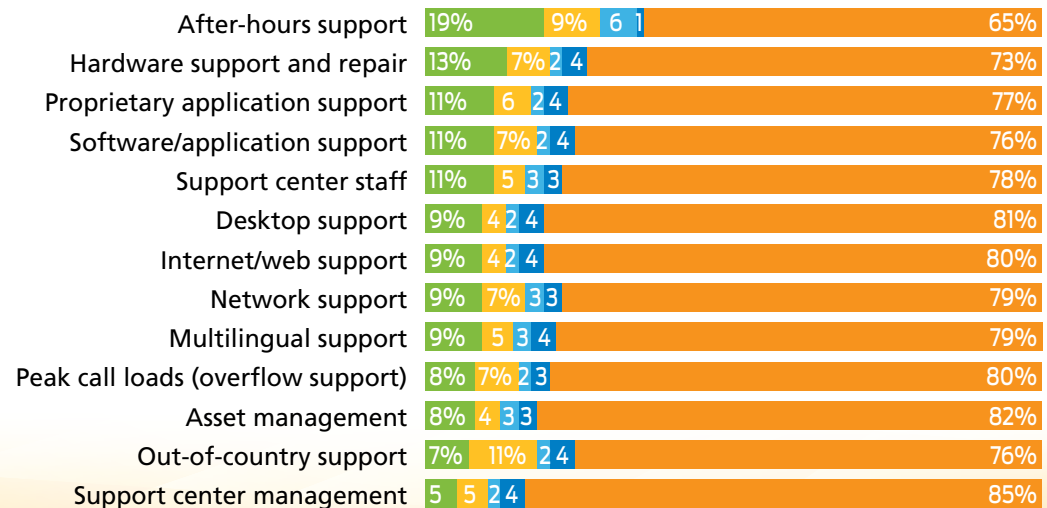
Outsourcing

Distribution of outsourced support center staff:



Percentage of organizations

Outsourcing status for support center functions:



- Currently outsourced
- Bringing back in-house
- Being considered for outsourcing
- No plans to outsource
- Outsourced in the past

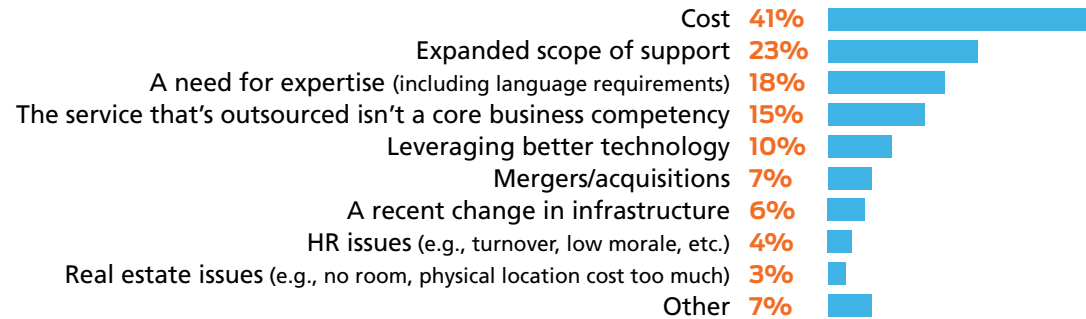
Percentage of organizations

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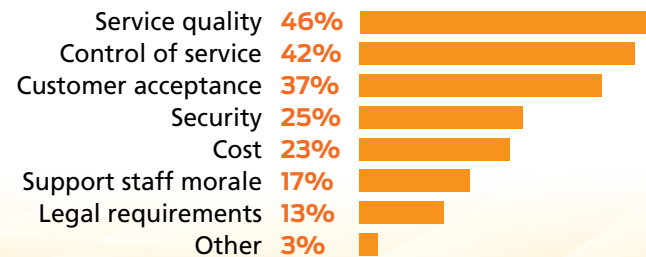
Factors influencing the decision to outsource or consider outsourcing:

Includes responses only from those support organizations that are currently outsourcing or are considering outsourcing



Percentage of organizations

Factors influencing the decision not to outsource:



Percentage of organizations



CLICK / TAP
▼ FOR SECTIONS

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Expectations for outsourcing support center services over the next year:



- 4% ● Start outsourcing
- 8% ● Outsource more
- 32% ● No change in the current level of outsourcing
- 6% ● Outsource less
- 50% ● We don't outsource and have no plans to start

Percentage of support centers

CLICK / TAP
▼ FOR SECTIONS

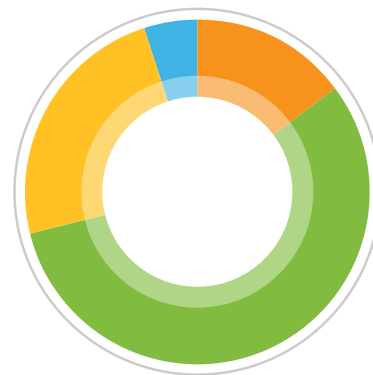
- Ticket Management
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Desktop Support Staff and Structure

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

Hiring and Retention

Hiring expectations for the next twelve months:



- 15% Expanding: Creating and filling new positions
- 57% Filling: Hiring for current positions as they come open
- 24% Frozen: Not filling open positions
- 5% Cutting: Reducing current staff numbers

Percentage of organizations

Dedicated technicians for VIP/executive desktop support:



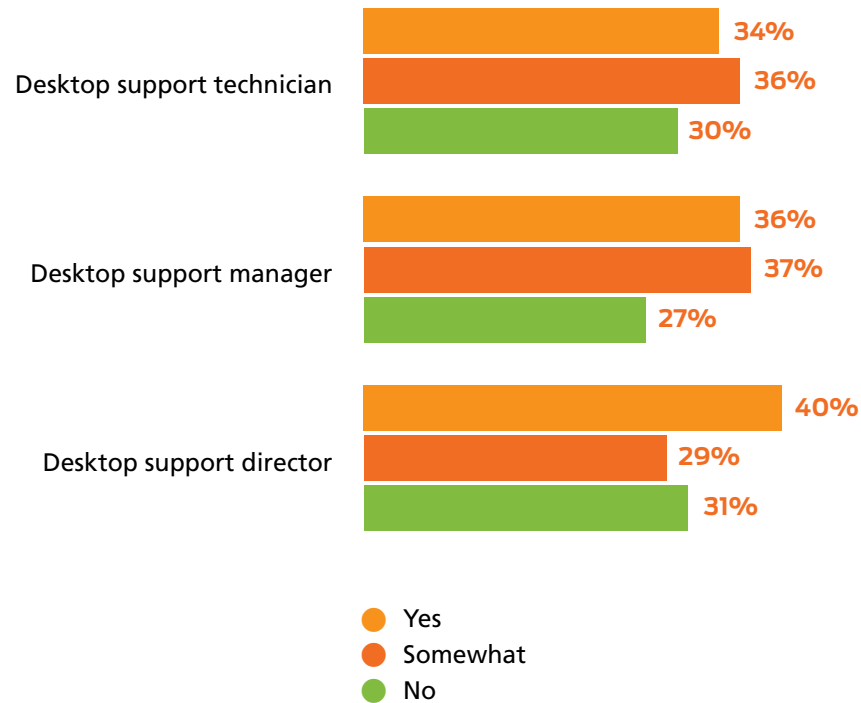
- 27% Yes, we have technicians dedicated to VIP/executive desktop support
- 10% Yes, but technicians alternate in this role as scheduled
- 63% No, we don't have separate VIP/executive support

Percentage of organizations

CLICK / TAP
▼ FOR SECTIONS

- Ticket Management
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Hiring difficulty/challenge, by position:

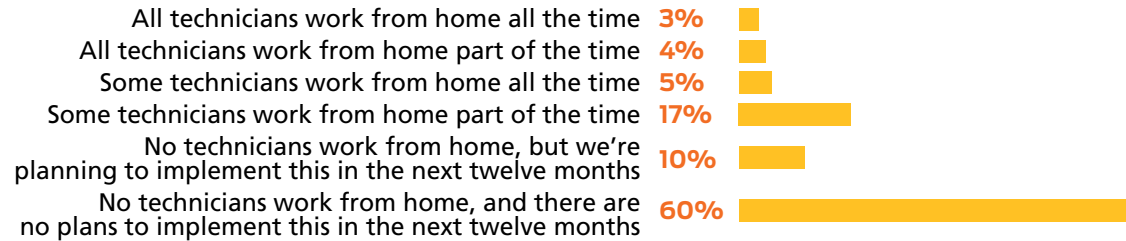


Percentage of organizations

CLICK / TAP
▼ FOR SECTIONS

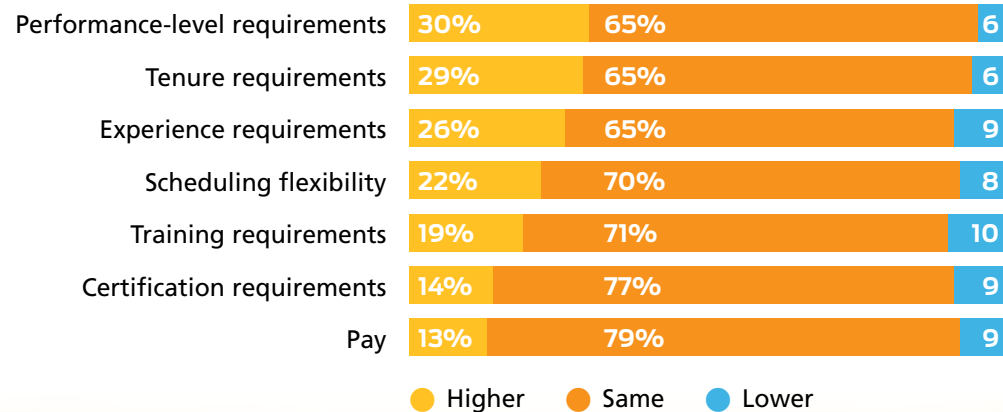
- Ticket Management
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- About the Report

Policies for work-from-home arrangements:



Percentage of desktop support teams

Expectations for home-based vs. on-site technicians:



Percentage of desktop support teams

53% of organizations dispatch work-from-home technicians to a device's physical location when needed.

CLICK / TAP
▼ FOR SECTIONS

- Ticket Management
- Technology
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- About the Report

Desktop support staff attrition rates:

Left the company **8%** ■
 Left the support organization, but stayed within the company **5%** ■
 Changed positions, but stayed within the support organization **7%** ■

Average tenure, by position:

Includes responses only from those organizations that have each position

	Desktop Support Technician	Desktop Support Manager	Desktop Support Director
Less than 1 year	2%	3%	3%
1 year	6%	4%	2%
2 years	17%	11%	8%
3 years	16%	10%	11%
4 years	16%	7%	7%
5 years	14%	17%	10%
5-8 years	16%	13%	13%
8-10 years	8%	11%	13%
10-15 years	6%	13%	13%
More than 15 years	4%	11%	20%

Percentage of organizations

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Training and Certification

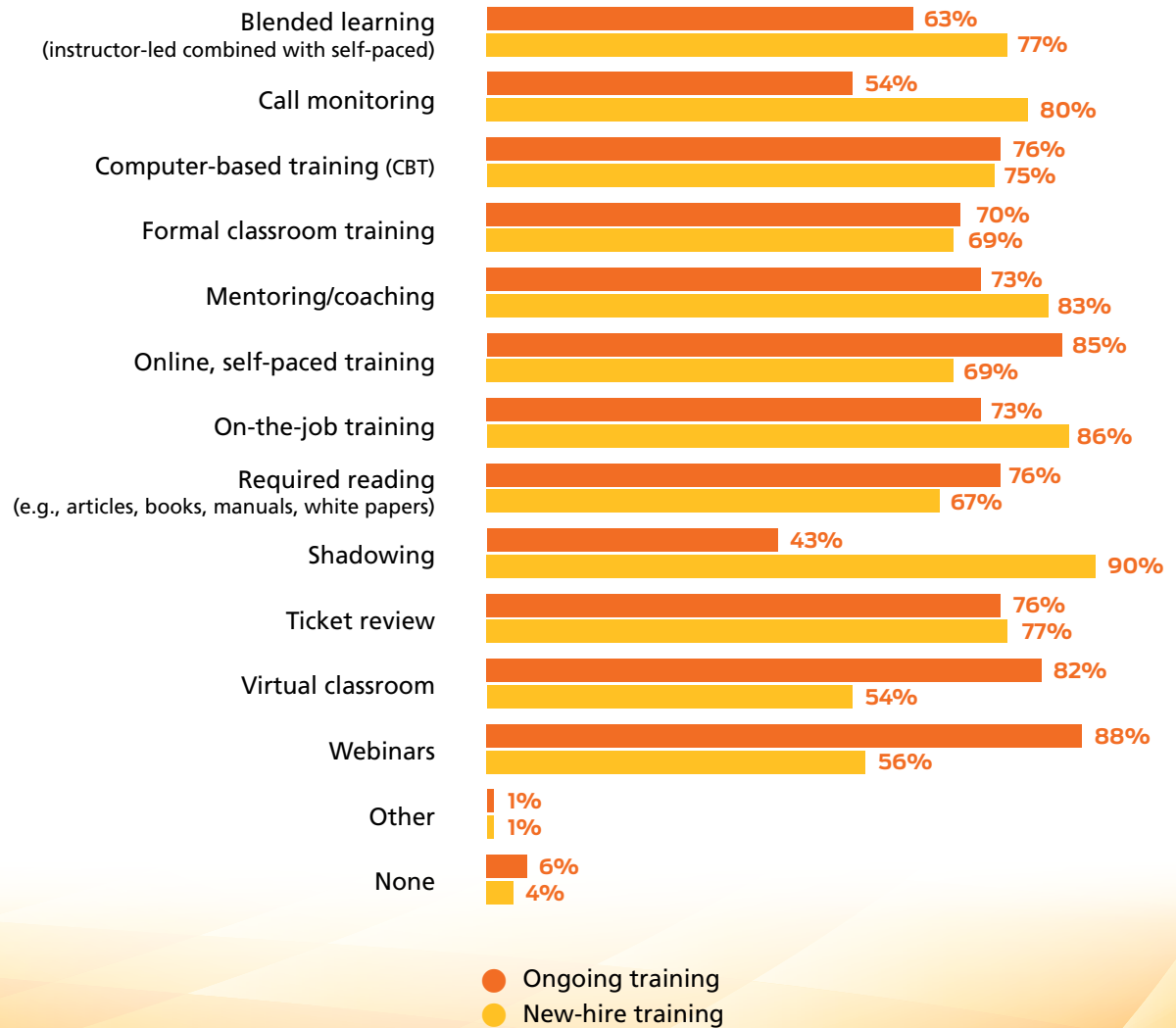
Formal training, by position:

	Desktop Support Technician	Desktop Support Manager	Desktop Support Director
Communication skills	37%	41%	30%
Customer service skills	53%	42%	30%
Leadership	16%	56%	50%
People management (e.g., coaching, recruitment, performance management, etc.)	14%	54%	42%
Project management	16%	40%	39%
Safety	38%	40%	33%
Self-management (e.g., stress management, time management, assertiveness, interpersonal skills, etc.)	33%	37%	32%
Service management process skills	32%	39%	33%
Teamwork skills	42%	44%	32%
Technologies used by customers	56%	38%	23%
Technologies used to provide support	58%	41%	24%
Troubleshooting/ problem-solving skills	52%	30%	19%
Other	8%	10%	9%
No formal training	17%	19%	26%

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Methods used to train desktop support technicians:

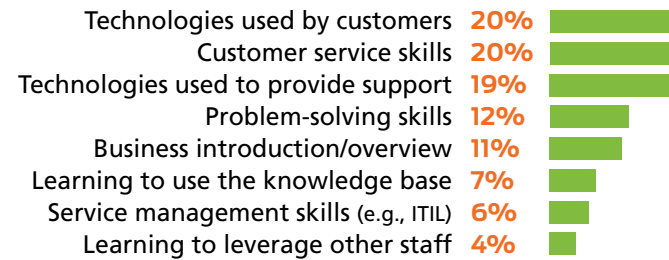


Percentage of organizations

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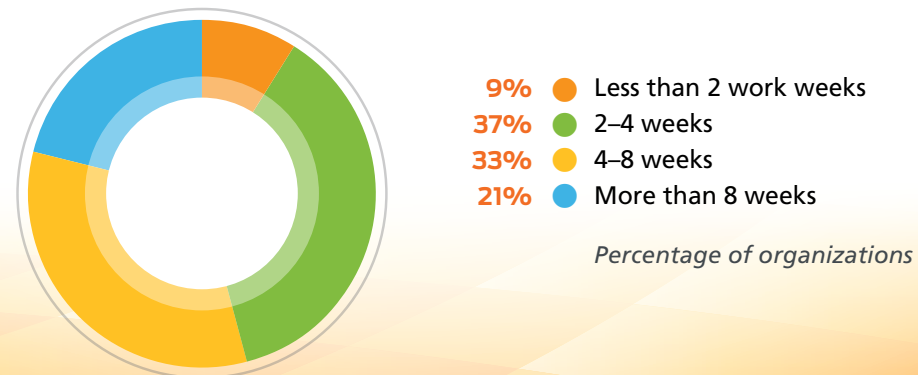
- Ticket Management
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Primary training focus for new desktop support technicians:



Percentage of organizations

Time to proficiency for new desktop support technicians:

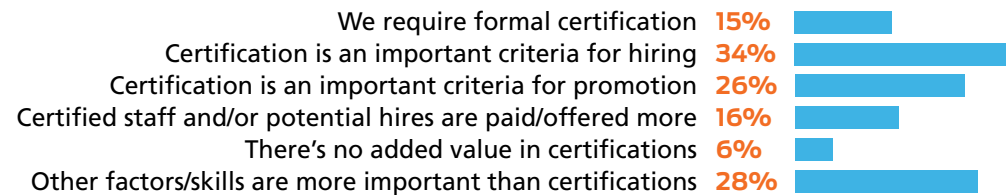


Percentage of organizations

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Support organizations' position on desktop support technician certification:



Percentage of organizations

Top five certifications for desktop support technicians:

Rank	Required to have	Paid more for having
1	CompTIA A+	CompTIA A+
2	ITIL Foundation	CompTIA Network+
3	HDI Desktop Support Technician	ITIL Foundation
4	CompTIA Network+ HDI Support Center Analyst	Microsoft Enterprise Desktop Support Technician 7 HDI Support Center Analyst
5	Apple Certified Support Professional	CompTIA Security+

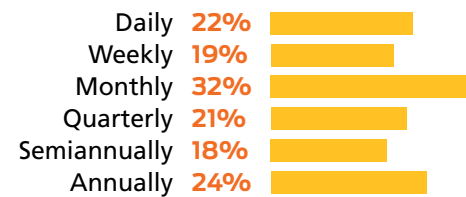
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Technician Satisfaction

Frequency of formal measurement of technician satisfaction:

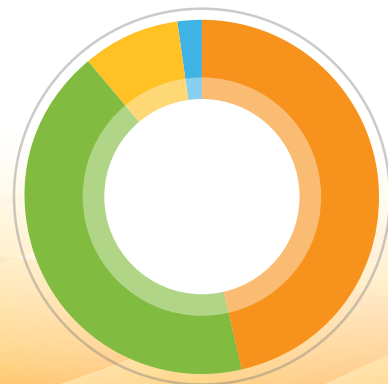
Includes responses only from those organizations that measure technician satisfaction



Percentage of organizations

44% of organizations measure technician satisfaction.

Average technician satisfaction:



- 47% ● Very satisfied
- 43% ● Satisfied
- 9% ● Neutral
- 2% ● Dissatisfied
- 0% ● Very dissatisfied

Percentage of organizations

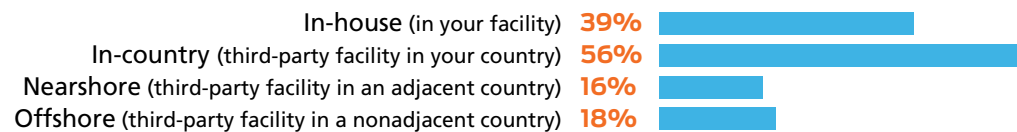
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Outsourcing

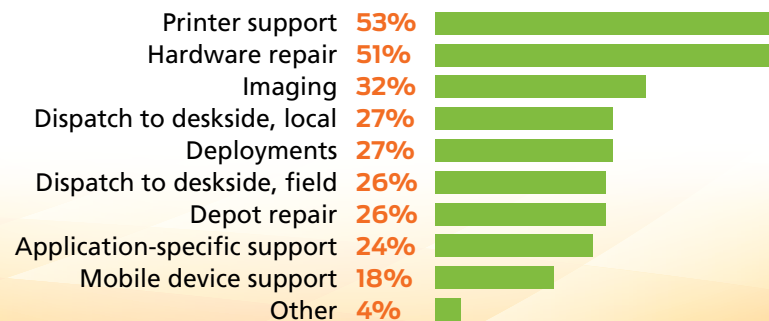
23% of organizations are outsourcing some or all of their desktop support services.

Distribution of outsourced desktop support staff:



Percentage of organizations

Desktop support services that are currently outsourced:

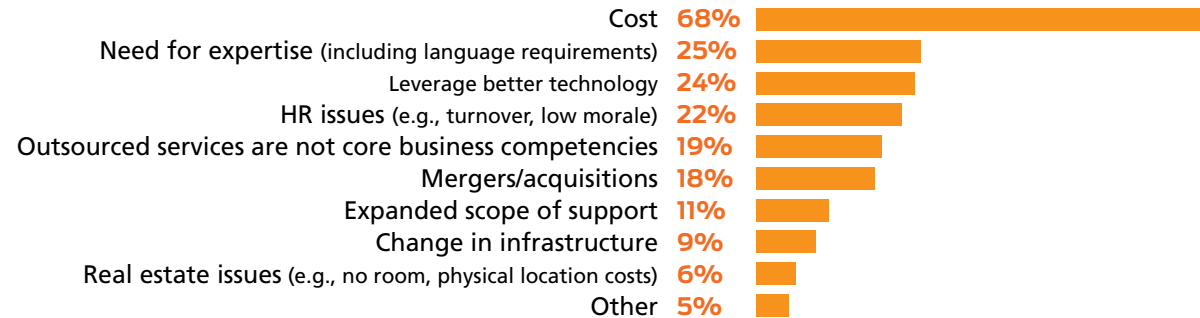


Percentage of organizations

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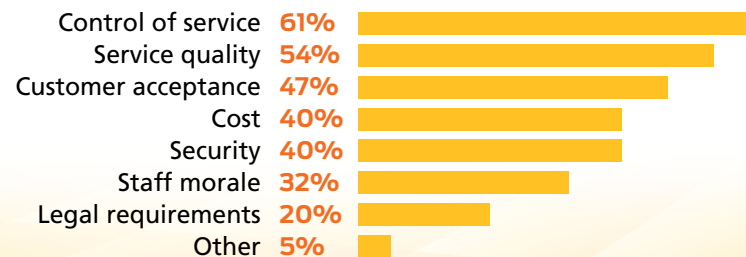
- Ticket Management
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Factors influencing the decision to outsource or consider outsourcing desktop support services:



Percentage of organizations

Factors influencing the decision not to outsource desktop support services:

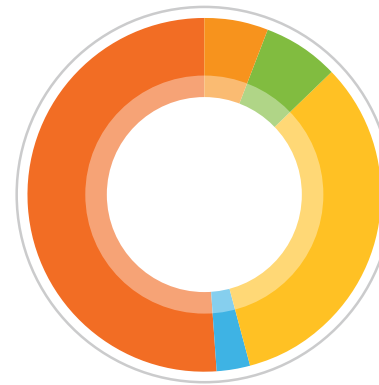


Percentage of organizations

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Expectations for outsourcing desktop support services over the next year:



- 6% ● Start outsourcing
- 7% ● Outsource more
- 33% ● No change in the current level of outsourcing
- 3% ● Outsource less
- 51% ● We don't outsource and have no plans to start

Percentage of organizations



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Compensation practices and competitive salaries are an important part of attracting and retaining a skilled technical support team. This section reveals the skills salaries are based on for each position, as well as bonus and overtime practices. Current salary ranges and average salaries are reported for both support center and desktop support roles (US data only).



Salary

▼ Click / Tap Each Entry for Charts**Support Center Salaries**

- Top five factors that influence salary increases, by position
- Overtime compensation practices
- Bonus compensation eligibility
- Justification for bonus compensation
- Compensation plans over the next twelve months
- Compensation type, by position
- Average annual salary, by position (US data)
- Current average annual salary, by position and region (US data)
- Current average annual salary, by position and company size (US data)

Desktop Support Salaries

- Distribution of desktop support technicians within the team (not including team leads, managers, or directors)
- Dedicated desktop support manager
- Dedicated desktop support director
- Additional areas overseen by desktop support managers and directors
- Average annual salary, by position (US data)
- Average years of experience

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Support Center Salaries

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

Top five factors that influence salary increases, by position:

Rank	LEVEL 1 SUPPORT
1	Customer service skills
2	Quality of work
3	Support experience
4	Meeting performance metrics or standards
5	Communication skills Increased job responsibilities

Rank	LEVEL 2 SUPPORT
1	Quality of work
2	Customer service skills
3	Increased job responsibilities
4	Meeting performance metrics or standards
5	Support experience

Rank	SUPPORT CENTER TEAM LEAD
1	Management or leadership skills
2	Increased job responsibilities Quality of work
3	Communication skills
4	Meeting performance metrics or standards
5	Customer service skills

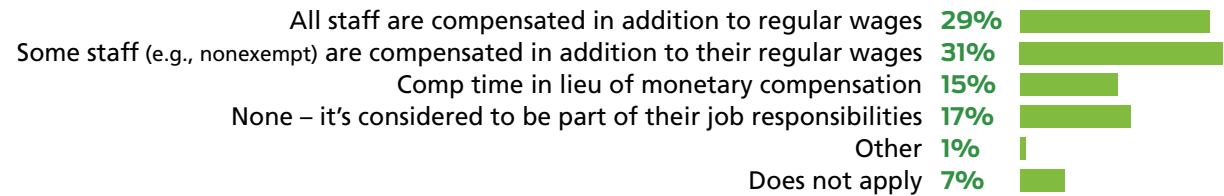
Rank	SUPPORT CENTER MANAGER
1	Management or leadership skills
2	Business knowledge
3	Quality of work
4	Increased job responsibilities
5	Communication skills

Rank	SUPPORT CENTER DIRECTOR
1	Management or leadership skills
2	Business knowledge
3	Financial management
4	Communication skills
5	Quality of work

CLICK / TAP
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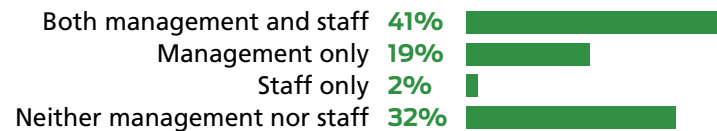
- Ticket Management
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Overtime compensation practices:



Percentage of organizations

Bonus compensation eligibility:



Percentage of organizations

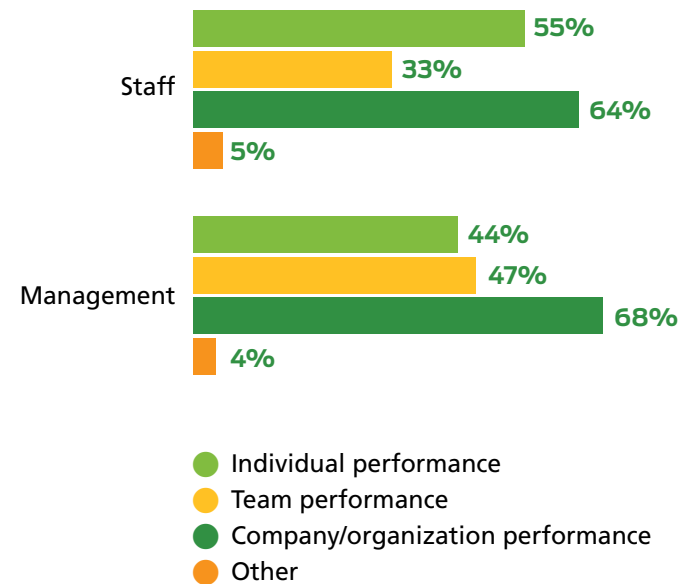


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Justification for bonus compensation:

Includes responses only from those organizations that offer bonuses



Percentage of organizations

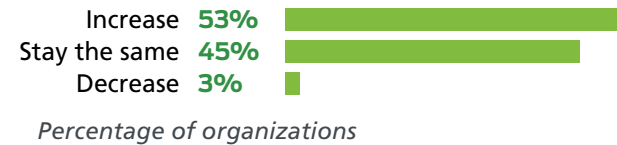


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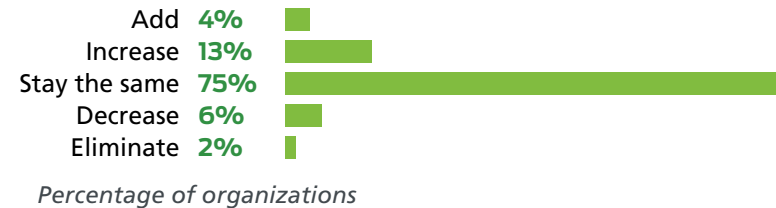
- Ticket Management
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Compensation plans over the next twelve months:

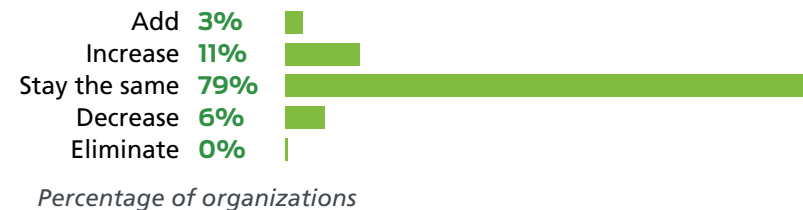
SALARIES



BONUSES



BENEFITS



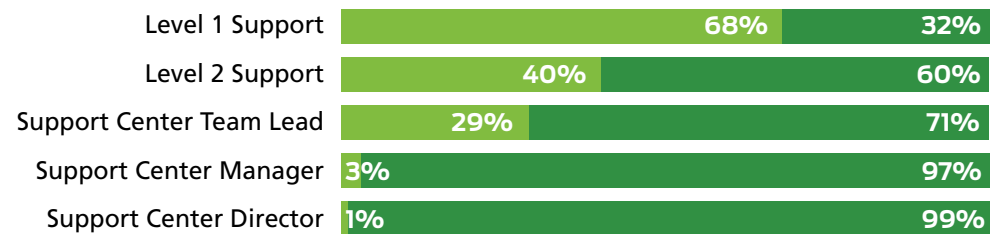
PAY DIFFERENTIALS



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Compensation type, by position:



● Hourly ● Salary

Percentage of organizations



45% of organizations adjust salaries based on where staff is located.

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Average annual salary, by position (US data):

POSITION	AVERAGE ANNUAL SALARY RANGE		CURRENT AVERAGE SALARY
	Low	High	
Level 1 Support	\$36,397	\$52,289	\$44,545
Level 2 Support	\$44,809	\$63,809	\$53,864
Support Center Team Lead	\$54,121	\$72,304	\$64,002
Support Center Manager	\$70,878	\$99,012	\$87,148
Support Center Director	\$93,633	\$128,025	\$112,379



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Current average annual salary, by position and region (US data):

POSITION	West	Central	East
Level 1 Support	\$45,528	\$41,624	\$44,573
Level 2 Support	\$60,258	\$50,868	\$53,113
Support Center Team Lead	\$67,139	\$58,804	\$67,684
Support Center Manager	\$93,800	\$80,106	\$83,377
Support Center Director	limited data	\$109,654	\$115,447

Current average annual salary, by position and company size (US data):

POSITION	Small (fewer than 2,000 customers)	Medium (2,000-10,000 customers)	Large (more than 10,000 customers)
Level 1 Support	\$47,527	\$42,851	\$42,864
Level 2 Support	\$55,349	\$52,866	\$53,377
Support Center Team Lead	\$68,040	\$62,614	\$62,608
Support Center Manager	\$95,233	\$81,060	\$85,093
Support Center Director	\$101,750	\$106,779	\$124,565

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Desktop Support Salaries

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

Distribution of desktop support technicians within the team (not including team leads, managers, or directors):



- 34% ● One level
- 41% ● Two levels
- 25% ● Three levels or more

Percentage of support centers

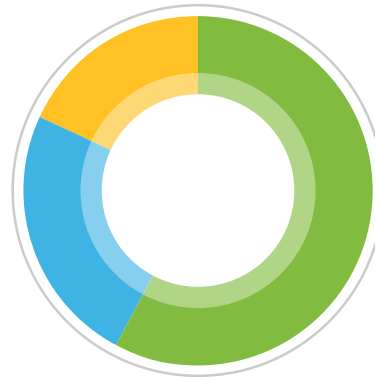
48% of organizations have desktop support team leads.



CLICK / TAP
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Dedicated desktop support manager:



- 58% Yes, we have a dedicated desktop support manager
- 24% No, the person with desktop support management responsibilities manages other areas as well
- 18% No, we don't have a dedicated desktop support manager

Percentage of organizations

Dedicated desktop support director:



- 22% Yes, we have a dedicated desktop support director
- 28% No, the person with desktop support director responsibilities manages other areas as well
- 50% No, we don't have a dedicated desktop support director

Percentage of organizations

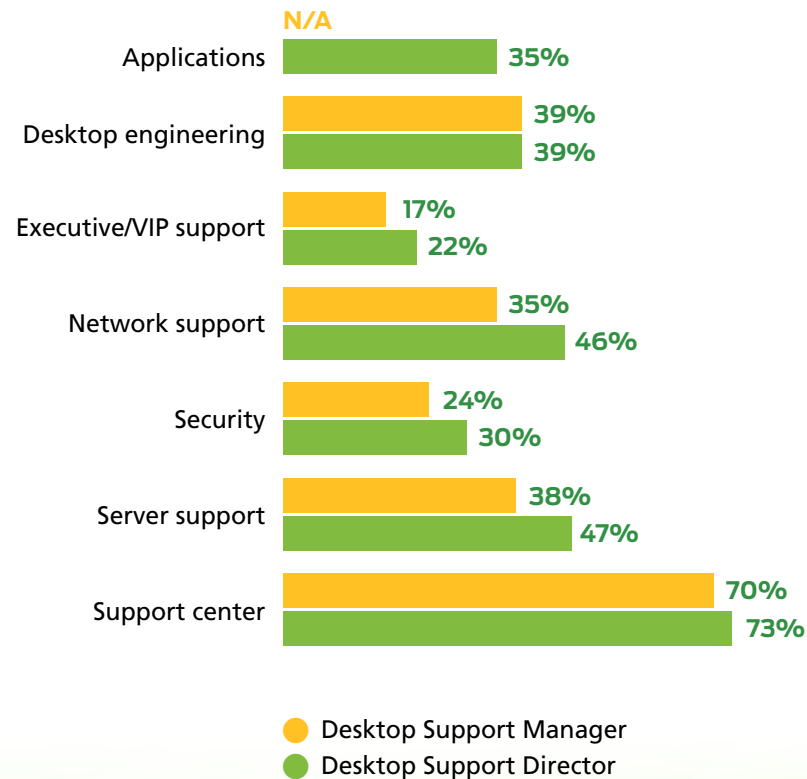


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Additional areas overseen by desktop support managers and directors:

Includes organizations without a dedicated DSM and/or DSD



Percentage of organizations

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Average annual salary, by position (US data):

POSITION	AVERAGE ANNUAL SALARY RANGE		CURRENT AVERAGE SALARY
	Low	High	
Desktop Support Technician <i>(Organizations with a single level of DSTs)</i>	\$40,159	\$60,928	\$50,466
Desktop Support Technician, first level <i>(Organizations with two or more levels of DSTs)</i>	\$37,307	\$52,693	\$44,705
Desktop Support Technician, second level and above <i>(Organizations with two or more levels of DSTs)</i>	\$46,689	\$66,849	\$55,349
Desktop Support Team Lead	\$55,843	\$71,908	\$63,392
Desktop Support Manager	\$75,558	\$94,045	\$82,732
Desktop Support Director	\$92,802	\$124,646	\$109,963

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Average years of experience, by position:

POSITION	In IT support	As a DST
Desktop Support Technician <i>(Organizations with a single level of DSTs)</i>	7	6
Desktop Support Technician, first level <i>(Organizations with two or more levels of DSTs)</i>	4	4
Desktop Support Technician, second level and above <i>(Organizations with two or more levels of DSTs)</i>	7	7
Desktop Support Team Lead	10	8.5
Desktop Support Manager	12	N/A
Desktop Support Director	15	N/A

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Technical support centers of every size, from more than thirty industries, participated in this year's survey. This section of the report includes the profile of the combined 1,124 survey responses included in the report.



Demographics

▼ Click / Tap Each Entry for Charts

About the Support Center

- Number of support centers within the organization
- Distribution of support centers within the organization
- The name of the support center
- Type of support provided
- Size of the support center's staff
- Average tickets resolved per month
- Industries supported
- Number of internal and external end users/customers supported
- Distribution of the support center's end users/customers
- Location of the support center's end users/customers
- Languages in which support is provided

About Desktop Support

- The relationship between the support center and desktop support
- Distribution of desktop support within the support organization
- The name of desktop support
- Number of devices supported
- Types of devices supported
- Industries supported
- Number of internal and external end users/customers supported
- Distribution of the desktop support's end users/customers
- Location of desktop support's end users/customers

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About the Support Center

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

Number of support centers within the support organization:



- 46% ● 1
- 14% ● 2
- 10% ● 3
- 6% ● 4
- 7% ● 5
- 8% ● 6-10
- 9% ● More than 10

Percentage of organizations









Distribution of the support centers within the organization:



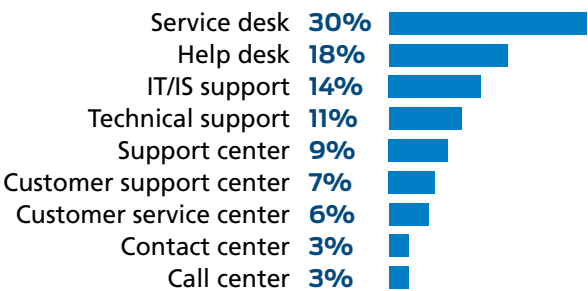
- 48% ● Single site/single country (on-site)
- 5% ● Single site/single country (off-site)
- 27% ● Multiple sites/single country
- 19% ● Multiple countries

Percentage of organizations

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The name of the support center:

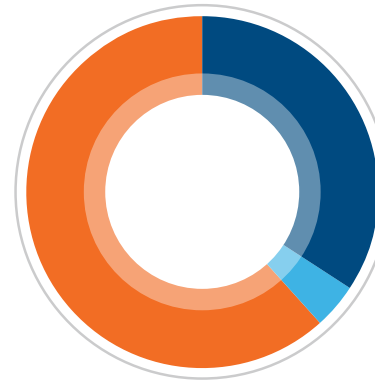


Percentage of support centers

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Type of support provided:



- 34% ● Internal only (i.e., for employees/contractors within the company or organization)
- 4% ● External only (i.e., for customers/consumers)
- 61% ● Both internal and external

Percentage of support centers

On average, **72%** and **28%** of tickets are submitted by internal or external end users, respectively.



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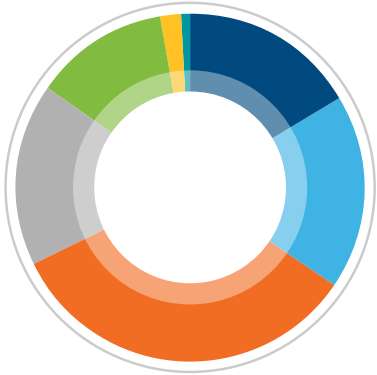
Size of the support center's staff:



- 18% ● 5 or fewer
- 20% ● 6–10
- 12% ● 11–15
- 11% ● 16–20
- 10% ● 21–30
- 5% ● 31–40
- 3% ● 41–50
- 7% ● 51–100
- 12% ● 100 or more

Percentage of support centers

Average tickets resolved per month:



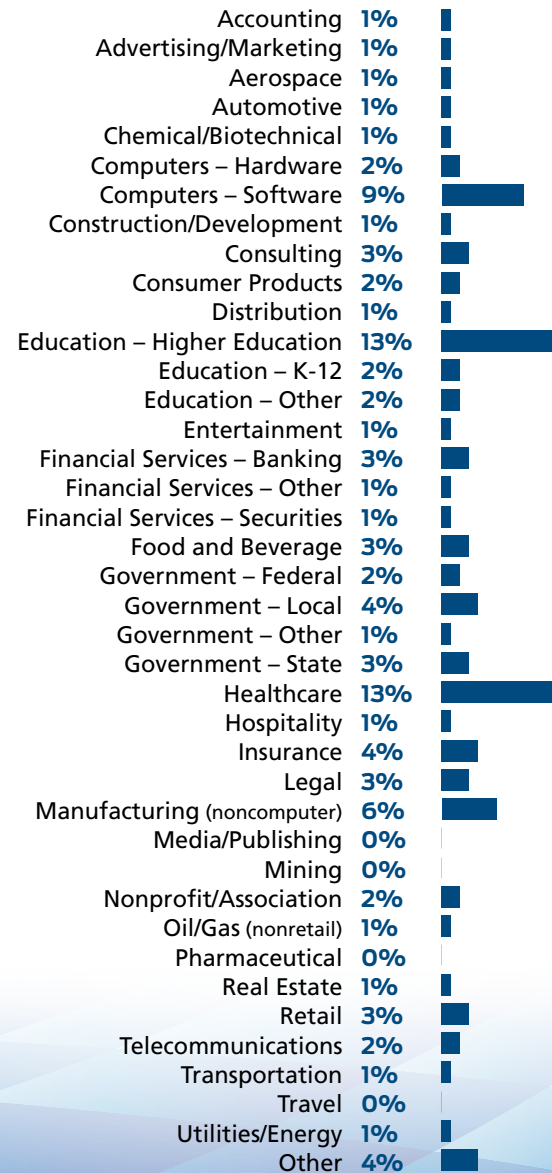
- 17% ● Fewer than 500
- 18% ● 500–1,000
- 33% ● 1,001–5,000
- 17% ● 5,001–10,000
- 13% ● 10,001–50,000
- 2% ● 50,001–100,000
- 1% ● More than 100,000

Percentage of support centers

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Industries supported:



Percentage of support centers*

* Does not include outsourced service providers

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Number of internal and external end users/customers supported:



- 6% ● Fewer than 100
- 16% ● 100–499
- 7% ● 500–999
- 7% ● 1,000–1,499
- 6% ● 1,500–1,999
- 14% ● 2,000–4,999
- 10% ● 5,000–9,999
- 24% ● 10,000–50,000
- 11% ● More than 50,000

Percentage of support centers









Distribution of the support center's end users/customers:



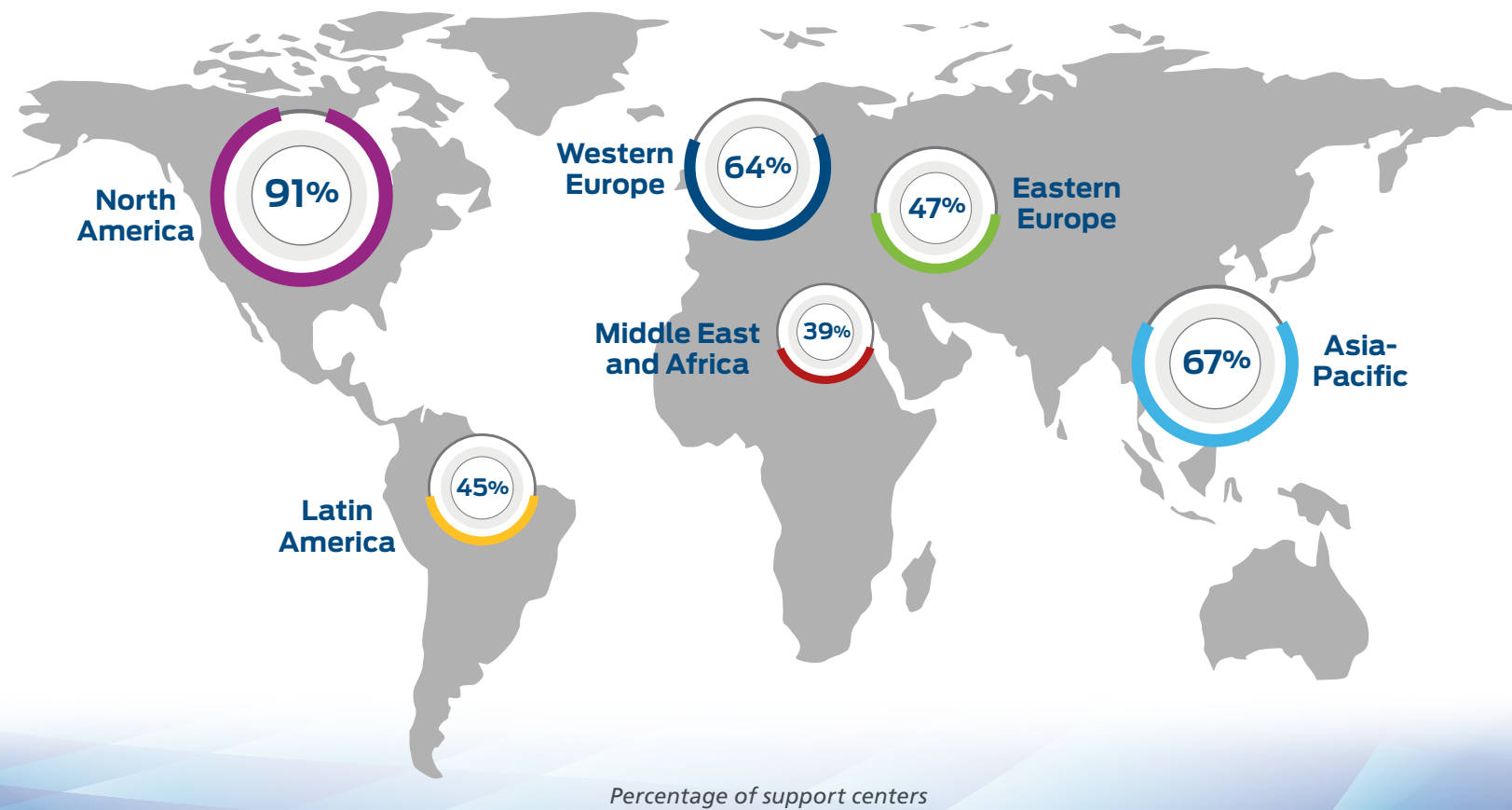
- 22% ● Single site/single country
- 48% ● Multiple sites/single country
- 30% ● Multiple countries

Percentage of support centers

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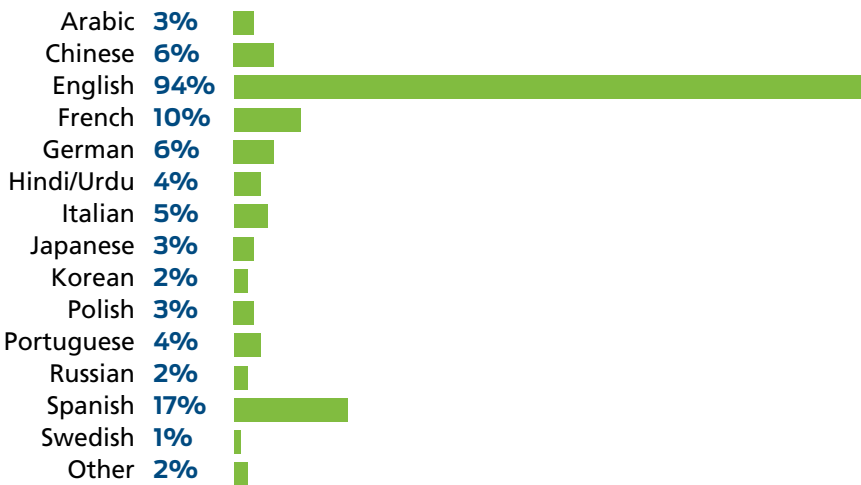
Location of the support center's end users/customers:



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Languages in which support is provided:



Percentage of support centers

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About Desktop Support

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

The relationship between the support center and desktop support:



- 58%** ● Desktop support and the support center are distinct and separate functions
- 10%** ● Desktop support is a support center function where analysts rotate support center and desktop support roles as scheduled
- 33%** ● Desktop support is a function within the support center where analysts take on support center and desktop support roles as required

Percentage of organizations

Distribution of desktop support within the support organization:



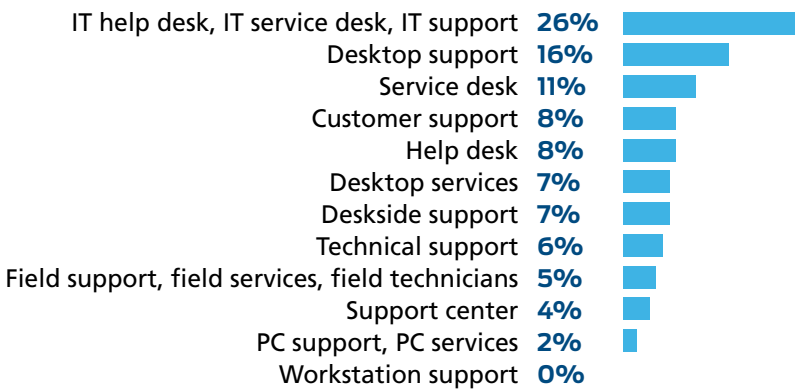
- 36%** ● On-site only
- 12%** ● Single site/single country (not on-site)
- 37%** ● Multiple sites/single country
- 15%** ● Multiple countries

Percentage of organizations

CLICK / TAP
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The name of desktop support:



Percentage of desktop support teams

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Number of devices supported:



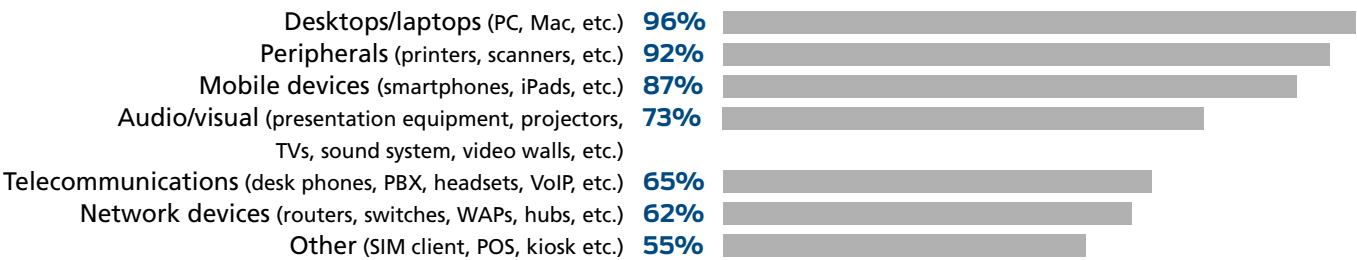
- 19% ● Fewer than 500
- 6% ● 500–999
- 20% ● 1,000–2,999
- 13% ● 3,000–4,999
- 17% ● 5,000–9,999
- 6% ● 10,000–14,999
- 2% ● 15,000–19,999
- 5% ● 20,000–29,999
- 3% ● 30,000–49,999
- 10% ● More than 50,000

Percentage of desktop support teams

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Types of devices supported:



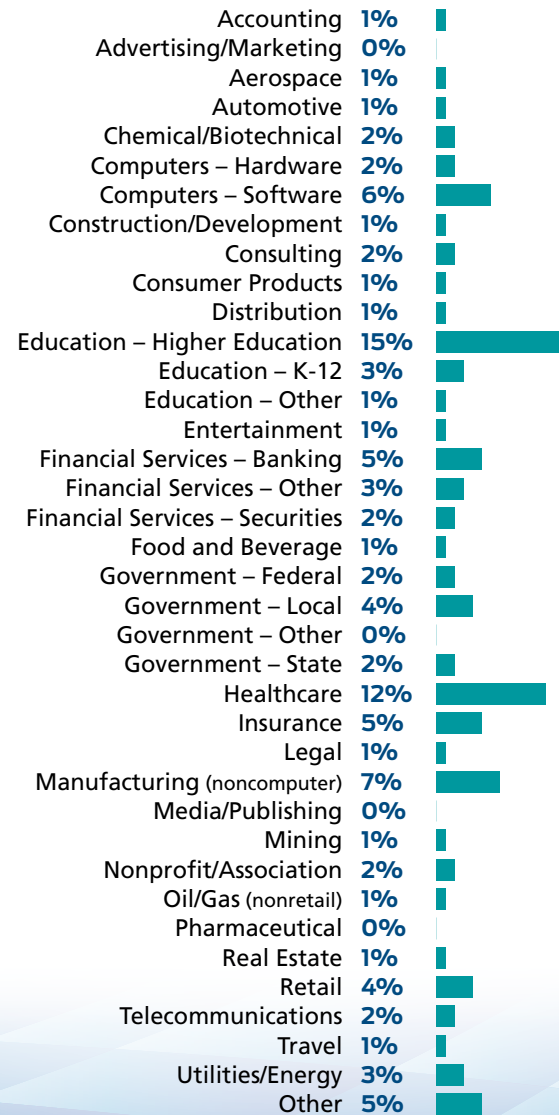
Percentage of desktop support teams



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Industries supported:



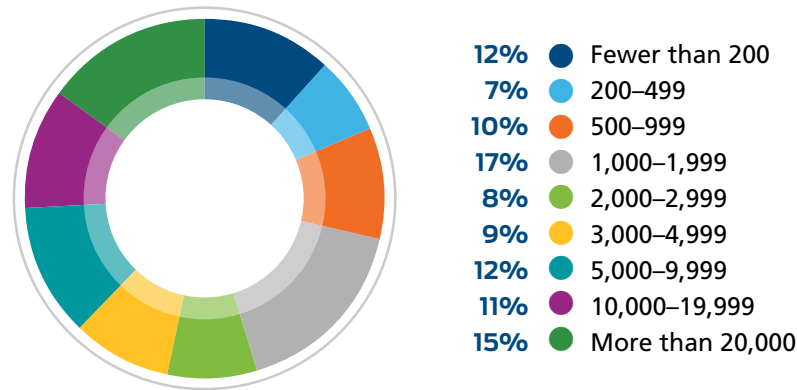
Percentage of desktop support teams*

* Does not include outsourced service providers

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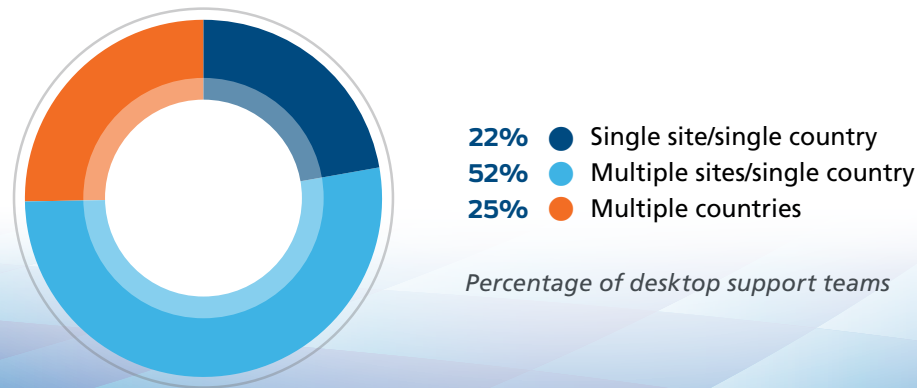
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Number of internal and external end users/customers supported:



Percentage of desktop support teams

Distribution of desktop support's end users/customers:



Percentage of desktop support teams

Location of desktop support's end users/customers:

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Percentage of desktop support teams*

* Desktop support teams have customers in more than twenty-five additional countries.
Only countries > 3% are included in this chart.

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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.

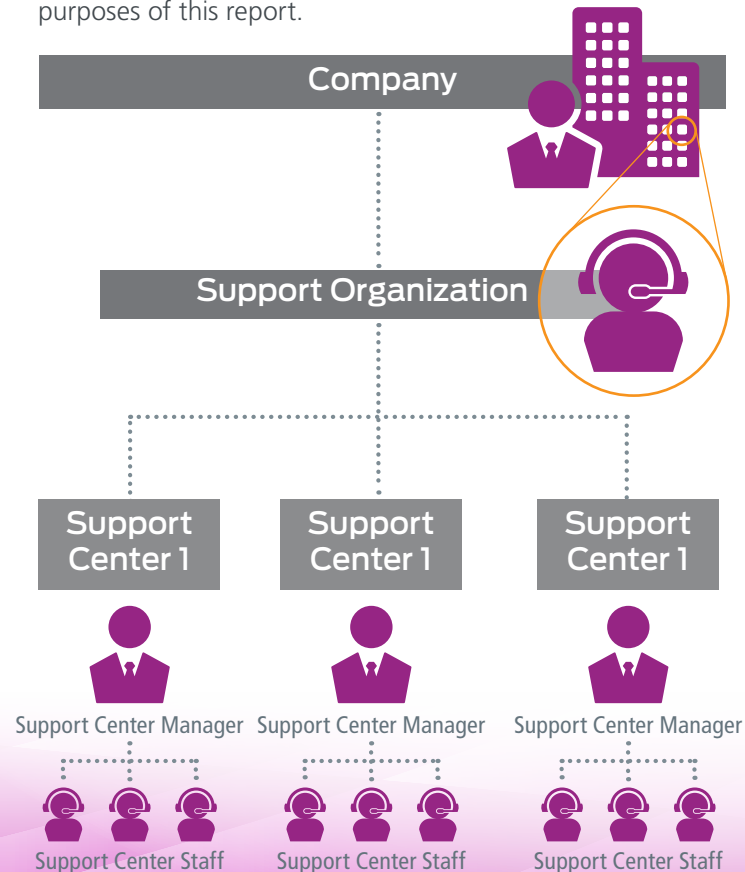


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Defining the Support Center

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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