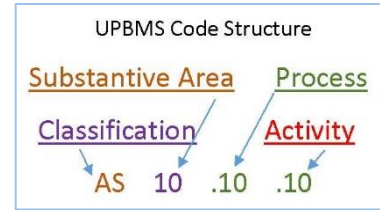




## Support Branch Substantive Areas (Code Sets)

Substantive Areas represent the second highest organizational level within the ALA UPBMS Codes and are designed to be easily and independently identifiable.



Each Substantive Area represents a single code set that contains a logical grouping of Processes. Below is a description of each Substantive Area followed by a summary of the Processes each contains.

### Administrative Support (AS) Classification

#### AS10 Document Services

Producing and reproducing documents.

Processes within this Substantive Area:

AS10.10	Document Creation
AS10.15	Document Management
AS10.20	Document Reproduction

#### AS15 Docket Services

Court filing, litigation searching, docket maintenance, company and business name searching, property and title searching, and notary services.

Processes within this Substantive Area:

AS15.10	Court Services
AS15.15	Docket Maintenance
AS15.20	Name or Entity Searches
AS15.25	Notary Services
AS15.30	Property Services

#### AS20 Communication Services

The coordination and management of electronic and telecommunication systems.

Processes within this Substantive Area:

AS20.10	Electronic Communications Services
AS20.15	Telecommunications Services



AS20.20 Facsimile Services

### **AS25 Meetings Coordination**

The planning, management and support of meetings.

Processes within this Substantive Area:

AS25.10 Meeting Logistics  
AS25.15 Meeting Setup  
AS25.20 Meeting Support

### **AS30 Travel Management**

The planning, management and support of travel activities.

Processes within this Substantive Area:

AS30.10 Travel Planning  
AS30.15 Rewards Program Management  
AS30.20 Preferred Travel Vendor Management  
AS30.25 Group Travel Management  
AS30.30 Travel Readiness Management

### **AS35 Facilities Management**

Processes that encompass multiple disciplines intended to ensure functionality of the built environment by integrating people, place, process and technology.

Processes within this Substantive Area:

AS35.10 Operations and Maintenance  
AS35.15 Lease Administration  
AS35.20 Real Estate and Property Management  
AS35.25 Environmental Stewardship and Sustainability

### **AS40 Mail and Messenger Services**

The handling of mail or deliveries. It includes the review of incoming mail, processing of incoming and outgoing mail, shipping, and internal and external deliveries (excludes court runs).

Processes within this Substantive Area:



- AS40.10 Delivery Services
- AS40.15 Mail Processing and Review

## Finance (FN) Classification

### **FN10 Credit and Collections**

The accumulation of transactions (time keeping), the presentation of transactions for payment (billing), and the collection and recording of receivables.

Processes within this Substantive Area:

- FN10.10 Service Pricing
- FN10.15 Invoicing (Billing)
- FN10.20 Accounts Receivable
- FN10.25 International Finance
- FN10.30 Banking Relationships

### **FN15 Financial Operations**

General accounting and financial operations.

Processes within this Substantive Area:

- FN15.10 Accounts Payable
- FN15.15 General Accounting
- FN15.20 Trust Accounts
- FN15.25 Payroll Administration

### **FN20 Financial Planning**

Processes related to budgeting, forecasting, financial analysis, reporting and audit services. Entails analyzing short-term and long-term money flows to and from an organization to optimize profits and make the best use of available funds.

Processes within this Substantive Area:

- FN20.10 Budgeting
- FN20.15 Forecasting
- FN20.20 Financial Analysis
- FN20.25 Financial Reporting



FN20.30      Audit Services  
FN20.35      Capital Management

## **FN25 Tax and Compliance**

Meeting all reporting, tax, and business operation requirements.

Processes within this Substantive Area:

FN25.10      Tax and Reporting Services  
FN25.15      Regulatory and Compliance Monitoring  
FN25.20      Business Insurances

## **Human Resources (HR) Classification**

### **HR10 Recruitment and Selection**

Processes related to searching for and obtaining a pool of potential candidates with the desired knowledge, skills and abilities necessary to effectively conduct the business of the legal operation. Includes processes necessary to effectively facilitate the selection of the most appropriate candidates to fill job vacancies against defined position descriptions and specifications. Affirmative Action, Equal Employment Opportunity and Diversity regulations, programs and policies are integrated into these activities.

Processes within this Substantive Area:

HR10.10      Staffing Management  
HR10.15      Recruitment Strategy  
HR10.20      Applicant Recruitment  
HR10.25      Eligibility Review and Certification

### **HR15 Compensation and Benefits**

Various forms of direct and indirect employee compensation used to attract, recognize and retain workers. It includes designing and administering benefits such as paid leave, insurance, retirement plans and various employee services, as well as various benefits mandated by international, federal, state and local laws and regulations.

Processes within this Substantive Area:

HR15.10      Compensation Programs  
HR15.15      Insurance Programs



- HR15.20 Retirement Programs
- HR15.25 Non-Compensation Programs
- HR15.30 Mandated Programs

## **HR20 Employment Relationship Management**

Analyzing, developing, implementing and administering the employer-employee relationship. Includes assessing the relationship; managing employee performance; ensuring that relations with employees comply with applicable international, federal, state and local laws and regulations; and resolving workplace disputes.

Processes within this Substantive Area:

- HR20.10 Counseling/Performance Management
- HR20.15 Performance Systems
- HR20.20 Engagement
- HR20.25 Diversity/Inclusion Awareness

## **HR25 Training and Development**

Teaching or developing any skills and knowledge that relate to specific useful and/or required competencies. This may include new hire job training, technology competency, soft skills enhancement, professional development/regulatory compliance education, or employment-related required training.

Processes within this Substantive Area:

- HR25.10 Program Development
- HR25.15 Delivery
- HR25.20 Assessments
- HR25.25 Plan Development and Monitoring

## **HR30 HR Consulting**

Processes anticipated to help the organization manage and retain valuable employees, and to increase or maintain control over employment issues.

Processes within this Substantive Area:

- HR30.10 Policy Management
- HR30.15 Staffing Management
- HR30.20 Global Human Resources
- HR30.25 Resource Planning



HR30.30	Employment Advisory Services
HR30.35	Labor Relations
HR30.40	Safety and Security

## Business Development (BD) Classification

### **BD10 Product (Service) Development**

The creation of products with new or different characteristics that offer new or additional benefits to the customer. Product development may involve modification of an existing product or its presentation, or formulation of an entirely new product that satisfies a newly defined customer want or market niche.

Processes within this Substantive Area:

BD10.10	Competitive Intelligence
BD10.15	Business Intelligence (BI)
BD10.20	Product Analysis
BD10.25	Product Refinement

### **BD15 Sales**

Interpersonal and public interactions with prospects and customers to promote collective or individual abilities, educate regarding specific services being offered or sought, and obtain commitments to acquire said services.

Processes within this Substantive Area:

BD15.10	Sales Strategy
BD15.15	Sales Forecasting
BD15.20	Relationship Development and Management
BD15.25	Proposals
BD15.30	Client and Relationship Management

### **BD20 Marketing**

Communication of the value of a product, service or brand to customers or consumers for promoting or selling that product, service, or brand.

Processes within this Substantive Area:

BD20.10	Listings and Directories
BD20.15	Honors and Awards



BD20.20	Database Management (CRM)
BD20.25	Graphic Design
BD20.30	Content Management
BD20.35	Public (Community) Relations
BD20.40	Media Relations and Strategy
BD20.45	Event Planning and Management

## Information Technology (IT) Classification

### **IT10 IT Services**

Processes and practices that gauge the end-to-end delivery of IT solutions rather than their development. These processes measure the operational efficiency of a solution in meeting the service level expectations of the end-user and how technical IT manages these systems to deliver the desired service level.

Processes within this Substantive Area:

IT10.10 IT Solution Development  
IT10.15 User Support Services

### **IT15 IT Infrastructure**

The composite hardware, software, network resources and services required for the existence, operation and management of an enterprise IT environment.

Processes within this Substantive Area:

IT15.10 IT System Integration  
IT15.15 Computer/Copier Management  
IT15.20 Peripheral Management  
IT15.25 Network Management

## Leadership and Management (LM) Classification

### **LM10 Organizational Management**

The responsibilities of leadership in relation to the performance of the organization, including those of senior executives. There is a focus on relationships and critical areas of organizational functioning that should be led by members of the leadership team as individuals. These activities also identify the senior level operations that underpin peak organizational performance, including governance, risk, strategy, finance and management relations.



Processes within this Substantive Area:

- LM10.10 Strategy
- LM10.15 Culture
- LM10.20 Governance Policies and Assurances
- LM10.25 Performance Monitoring
- LM10.30 Risk Standards

### **LM15 Operational Management**

The design, execution, and day-to-day control of personnel and other resources for producing and delivering desired goods and services that support the organization's business strategy.

Processes within this Substantive Area:

- LM15.10 Personnel Management
- LM15.15 Policies and Procedures
- LM15.20 Strategic Alignment
- LM15.25 Information Management
- LM15.30 Industry Surveys
- LM15.35 Procurement
- LM15.40 Supplier Relationship Management (SRM)

### **LM20 Investor (Owner) Relations**

Interaction between leadership and investors (owners). This is the inward focus leadership needs to consider in carrying out leadership responsibilities. It reflects moves that directly affect shareholder or company value.

Processes within this Substantive Area:

- LM20.10 Communications
- LM20.15 Monitoring
- LM20.20 Analysis

### **LM25 Leadership Relations**

The practices governing the management and operation of the leadership team. Activities encompass organization and roles, procedures and process, and legal standards.

Processes within this Substantive Area:





- LM25.10 Organization and Roles
- LM25.15 Procedures and Process
- LM25.20 Legal Standards

### **LM30 Stakeholder Relations**

Interaction between leadership and non-owner stakeholders (customers, management, employees, government, and the community). This is the outward focus leadership need to consider in carrying out leadership responsibilities. It reflects moves beyond shareholders to a broader range of stakeholders.

Processes within this Substantive Area:

- LM30.10 Spokesperson Selection
- LM30.15 Goals and Objectives
- LM30.20 Planning
- LM30.25 Implementation

### **LM35 Strategic Initiatives**

The means through which a vision is translated into practice. Collections of finite-duration discretionary projects and programs, outside of the organization's day-to-day operational activities, that are designed to help the organization achieve its targeted performance.

Processes within this Substantive Area:

- LM35.10 Knowledge Management
- LM35.15 Information Governance
- LM35.20 Organizational Development

### **LM40 Tactical Initiatives**

The means through which a strategy is translated into practice. Collections of short to mid-duration discretionary projects and programs, outside of the organization's day-to-day operational activities, that are designed to help the organization achieve its targeted performance.

Processes within this Substantive Area:

- LM40.10 Process Improvement (Lean/Six Sigma)
- LM40.15 Project Management
- LM40.20 Risk Management
- LM40.25 Emergency Preparedness



LM40.30 Business Continuity

**Questions?**

For further information about the ALA UPBMS or the public comment process, please contact:  
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