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:
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.  

Process 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.  

Process 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.  

Process within this Substantive Area:  
HR30.10  Policy Management  
HR30.15  Staffing Management  
HR30.20  Global Human Resources  
HR30.25  Resource Planning  

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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
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:
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
Questions?

For further information about the ALA UPBMS or the public comment process, please contact:
alaupbms@alanet.org.