



2. Interaction of the Processes

2.1 Management Responsibility.

	UEFA Ref.	ISO Ref.	SFA Activity	Evidence
2.1.1	M01 M04	5.1 5.3 5.4.1	SFA is committed to club licensing. A quality policy and objectives are established for club licensing. Commitment has been given to UEFA.	"Quality Policy and Objectives" folder within the QM file.
2.1.2	M02 M03		SFA has developed a club licensing manual. Any exceptions to the UEFA model are agreed with UEFA and reviewed annually.	Club Licensing Manual has been provided to clubs. An Exceptions list is maintained and reviewed by the LM and a file is available in the G Drive under Club Licensing - UEFA.
2.1.3	M05 M06 M07	5.4.2a 5.5.1 5.5.2	SFA has structured its administration to meet the requirements of the system and the quality policy. Job descriptions are in place for those personnel involved. Job holder delegation is in place in case of absences.	"Resources" folder within the QM file contains organisation charts, job descriptions together with letters of appointment.
2.1.4	M08	5.4.2 5.5.1	SFA has established two decision making bodies that are responsible for deciding on the award of club licences.	"Decision Body Management" folder and "Resources" folder within the QM file.



2.1.5	M10 R10	5.5.3	SFA communicates on club licensing issues within and out with the organisation. UEFA Extranet access is in place and utilised. Clubs have been provided with a copy of the Quality Manual. Staff have been provided with a copy of the Quality Manual.	“Communications” folder within the QM folder.
2.1.6	M09 ICP 02	5.6 5.4.2a 7.2.2	SFA conducts internal audits and reviews of the quality management system to ensure its continuing suitability, adequacy and effectiveness. The reviews assess opportunities for improvement whilst maintaining the integrity of the QM system. Records are maintained.	“Internal Audits and Review” folder within the QM file.

2.2 Resource Management.

	UEFA Ref.	ISO Ref.	SFA Activity	Evidence
2.2.1	R05	6.1 6.2.2d	As detailed in 3.1.3 the SFA has provided the appropriate resources to maintain and continually improve the QM system and to meet customer requirements. All personnel involved in the system understand their duties and how they contribute to the system.	“Resources” folder within the QM file.
2.2.2	R01		SFA has taken steps to ensure that confidentiality provisions are in place to maintain the integrity of the system and to meet the requirements established by UEFA. This is detailed in a procedure.	“Confidentiality and Independence” folder within the QM file.
2.2.3	R02 R03 R04		SFA has taken steps to ensure that independence provisions are in place to maintain the integrity of the system and to meet the requirements established by UEFA. This is detailed in a procedure.	“Confidentiality and Independence” folder within the QM file.
2.2.4	R06	6.2.1 6.2.2a	SFA has assessed the competencies required of those involved in the system and has undertaken the appropriate appointments accordingly.	“Resources” folder within the QM file.



2.2.5	R07	6.2.2b	Training needs for those involved in the system are provided and this is detailed in a procedure.	"Resources" folder within the QM file.
2.2.6	R08	6.2.2c	Training undertaken is evaluated for its effectiveness and this is detailed in a procedure.	"Resources" folder within the QM file.
2.2.7	R09	6.2.2e	Records of training are maintained.	"Resources" folder within the QM file.
2.2.8		6.3 6.4	SFA provides the necessary infrastructure such as workspace and environment, equipment and transport for those involved in the system.	Information available upon request.

2.3 Product Realization

	UEFA Ref.	ISO Ref.	SFA Activity	Evidence
2.3.1		7.1a 7.2.1b 7.2.1c 7.2.1d	The quality objectives and requirements are detailed in the National Club Licensing Manual and in the Core Process section of the QM.	National Club Licensing Manual. Quality Policy and Objectives. "Core Process" folder within the QM file.
2.3.2	CP01	7.1b 7.5.1	The SFA has produced a chart that explains the licensing process, the documents used and the resources available.	"Core Process" and "Resources" folder within the QM file.
2.3.3	CP02	7.1c	The SFA has provided clubs with appropriate documents.	National Club Licensing Manual on G Drive.
2.3.4	CP03	7.2.3	The SFA forwards the NCL manual including updates and other	Details in Club Files on the



			correspondence to clubs at the beginning of each season.	shared G Drive.
2.3.5	CP04	7.1c	Clubs prepare necessary documentation for SFA audit.	Details in Club Files on the shared G Drive.
2.3.6	CP05	7.1c 7.2.3 7.2.1a	The SFA checks club documents at audit.	Audit Info in Club Files.
2.3.7	CP06		The SFA provides clubs with issues to remedy together with timescales.	Audit Contact Report in Club Files.
2.3.8	CP07	7.1c 8.2.4	The designated experts are provided with appropriate documents.	Club files are available to experts on the G Drive and experts are notified by email of completed audits.
2.3.9	CP08	7.1c	Designated experts provide feedback where relevant on documents.	Review Document in Club Files. Verbal input to LM.
2.3.9.1	CP09	7.1c	Designated experts provide feedback using the Review Document.	Review Document in Club Files. Verbal input to LM.
2.3.9.2	CP10	7.1c	Licensing Manager of the SFA reviews documents for appropriateness.	LM checks records on SFA Database and clarifies issues as necessary with experts.
2.3.9.3	CP11		LM prepares a report (Licence Award Decision or LAD) and forwards this to the committee for consideration.	LAD in Club Files.
2.3.9.4	CP12	7.1c 8.2.4	Licensing Committee (General Purposes Committee) of the Scottish FA takes a decision on the award of a Licence.	LAD in Club Files.
2.3.9.5	CP13		Clubs are given the opportunity to appeal a decision.	LAD in Club Files.
2.3.9.6	CP14		SFA organises appeals where relevant.	LAD in Club Files.
2.3.9.7	CP15	7.1c	SFA Appeals Body decides on the award of a Licence where appropriate.	LAD in Club Files.



2.3.9.8	CP16		SFA issues the Licence to the club.	LAD in Club Files.
2.3.9.9	CP17		SFA refuses Licence.	LAD in Club Files.
2.3.9.9.1	CP18		Notification of clubs to UEFA.	Details in UEFA File.

2.4 Measurement, Analysis and Improvement.

	UEFA Ref.	ISO Ref.	SFA Activity	Evidence
2.4.1		8.1	SFA is committed to ensuring that the system continues to meet the requirements. This includes the validity of the Licence, that the system meets the quality standards and strives for continuous improvement. This will be done by monitoring, measuring and analysing the system.	"Internal Audits and Review" folder within the QM file.
2.4.2	ICP01	8.2.1 5.2	SFA will monitor the performance of the system via its customers in order to establish whether the system meets the customer requirements. Clubs will be asked for feedback during audit visits and will be provided with a questionnaire as a means of establishing customer perception.	"Internal Audits and Review" folder within the QM file and Club files.
2.4.3	ICP 02	8.2.2 8.2.3	SFA will conduct internal audits as a means of establishing that the system is performing to its planned arrangement and meets the requirements of the UEFA Standard and ISO9001. Audits will be planned, controlled and will be carried out using a pre-determined checklist. The checklist will include a measurement of the quality management system processes. This is detailed in a procedure. Internal Audits will be reviewed by the Director of Policy and the Licensing Manager. Improvement actions will be taken either directly or referred to the CEO or Review Body for further consideration and	"Internal Audits checklist" and "Internal Audits procedure" in "Internal Audits and Review" folder within the QM file.



			action.	
2.4.4		8.3	SFA shall take steps to remedy poor service and product levels where these fall short of the planned arrangement.	“Nonconforming Product” folder within the QM.
2.4.5	ICP 03	8.4	Data shall be analysed and included in the report to the Review Body at its annual meeting. Data will include customer satisfaction, conformity to requirements, trends in the process and opportunities for preventive action. The Director of Policy and LM will meet on a regular basis throughout the year in order to consider improvement activities. A report on these activities and recommendations for further action will be referred to the RB for further discussion.	“Review procedure” in “Internal Audits and Review” folder within the QM file. Minutes of the Review Body.
2.4.6		8.5.1	SFA strives for continuous improvement. This is realised through the use of the quality policy, objectives, audit results, analysis of data and by taking corrective and preventive action and by management review.	The Quality Manual.
2.4.7	ICP 02	8.5.2 7.2.3	SFA takes corrective action to eliminate the cause of nonconformities. This is detailed in a procedure. A nonconformity Log is operated. All nonconformities including customer complaints are Logged and dealt with either by the Licensing Officer or the Review Body.	“Corrective Action” folder within the QM file.
2.4.8	ICP 04	8.5.3	SFA takes preventive action to eliminate the potential cause of nonconformities. This is detailed in a procedure. A Risk Assessment is operated. All risks are Logged and action is taken by the Licensing Officer to avoid their occurrence.	“Preventive Action” folder within the QM file.