



Brief for the appointment of

# Chief Football Officer

## Scottish Football Association



# Contents

- 03** About Scottish Football Association
- 04** The Opportunity
- 06** The Individual
- 07** Search Process
- 08** About Odgers
- 09** Candidate Charter
- 10** Application Process



# About Scottish Football Association

The Scottish Football Association (Scottish FA) is the national governing body for football in Scotland, responsible for protecting, developing, and promoting the game at every level, from grassroots participation to the professional game and international football.

At the heart of the Scottish FA's purpose is a commitment to making football accessible, inclusive, and relevant to communities across the country. The organisation plays a central role in supporting participation, developing coaches and referees, working with clubs and leagues and ensuring that football continues to deliver social, cultural, and sporting value throughout Scotland.



In recent years, Scottish football has re-established its presence on the international stage, reflecting both on-field progress and the impact of long-term investment in development structures. The Scottish FA now enters a new phase, focused on embedding sustainable success through stronger alignment between grassroots, youth development, elite performance, and national teams.

The Chief Football Officer role reflects the Association's ambition to move from episodic achievement to system-led performance excellence. By unifying development, coaching, and performance

the Scottish FA is strengthening its ability to deliver long-term impact, ensuring that success at international level is underpinned by a healthy, modern, and resilient football ecosystem.

The Scottish FA works closely with clubs, leagues, affiliated associations, Sportscotland, the Scottish Government, and international governing bodies to deliver this mission. Through this collaborative approach, the organisation aims to ensure that football in Scotland continues to thrive competitively, culturally and socially for generations to come.

# The Opportunity

## The Role

The Chief Football Officer (CFO) is a pivotal leadership role within the Scottish FA, responsible for shaping and delivering the vision for football development and performance across Scotland. As a member of the Senior Executive Team, the CFO will lead strategies that elevate elite performance, strengthen grassroots participation, and ensure Scotland's football ecosystem thrives at every level.



- Develop and implement a world-class performance strategy to create a winning culture and climate for elite players from youth to A squad.
- Oversee the operations of men's and women's national teams, ensuring optimal preparation and success in UEFA and FIFA competitions.
- Lead and manage the Football Department, creating a culturally unified environment which fosters people success.
- Align performance programs with international best practices and innovation.
- Oversee the design and delivery of a world-leading coach education and development strategy.
- Ensure a strong, capable coaching workforce is in place to support player development at all levels.
- Drive the continued growth of grassroots football, ensuring opportunities for all.
- Implement and maintain a National Player Journey for players of all ages and abilities.
- Support club development through services and facilities strategies.
- Build and maintain strong relationships with key partners including member clubs, leagues, affiliated associations, Sportscotland, Scottish Government, other national association, FIFA and UEFA.
- Prepare and manage the football department's annual budget, ensuring robust financial controls and reporting.

- Establish KPIs and performance frameworks to monitor progress and impact.
- Collaborate closely with the Chief Operating Officer to ensure authorisation on major financial and operational priorities.
- Provide strategic leadership in identifying, assessing, and mitigating organisational risks across the department functions.
- Represent the Scottish FA and Scotland teams nationally and internationally.
- Contribute to media briefings and communications to promote football development and performance.
- Serve as a senior leader within the Scottish FA, contributing to strategic planning and decision-making.
- Undertake any other reasonable duties as delegated by the Chief Executive.

### Location

Glasgow, Scotland



# The Individual



## Essential criteria

### Knowledge and experience

- Proven experience in a high profile, complex, multi stakeholder organisation, ideally within football or an elite sports environment.
- Strong track record in setting organisational performance strategy.
- Extensive experience managing people and teams, in a hybrid environment.
- Extensive experience in stakeholder engagement and budget management.

### Skills

- Well-developed leadership and management skills.
- Well-developed people management skills.
- Strong presentation skills with the ability to express views convincingly and coherently using a variety of media.
- The ability to think innovatively coupled with the willingness to challenge the norm and encourage the same in relevant teams.
- Ability to gather, analyse, and interpret qualitative and quantitative data to inform strategic and operational decisions.
- Ability to translate long-term goals into actionable plans.
- Technologically and digitally competent.

## Competencies

- Inspires and motivates teams to deliver excellence.
- Builds strong partnerships internally and externally.
- Confident and credible in media and public forums.
- Embraces new ideas and technologies to advance football development.
- Believes in and acts in line with the Scottish FA organisational values.

## Desired criteria

- Qualifications and training.
- Educated to Degree level or above ideally in sports management field.
- UEFA coaching qualification (e.g. Pro Licence, or A License).

## Competencies

- A believer in the need for continuous personal development both for self and staff.



# Search Process

## Approach candidates

We will have an initial discussion with you over the phone to determine your interest and suitability for this role, and discuss a little about your background and aspirations.

## Interview candidates

Once your interest and suitability has been determined we will arrange for you to meet with the partner leading this search.

## Shortlisting

Having met with candidates who will differ on experience, ambition and background, we will put forward a number of candidates whom we feel most meet the criteria.

## Meeting our clients

Scottish Football Association will meet the candidates on the shortlist. This will give you the opportunity to really understand the role, the company culture and their expectations of you. You will more than likely have multiple meetings with key stakeholders to get a feel for the business.

## Due diligence

As you will appreciate, you will have conducted due diligence on Scottish Football Association and they will expect us to do the same for the candidates who they anticipate would really bring that 'something special' to the business.

## Offer and acceptance

Scottish Football Association puts together the offer which we convey to you. We will fully support you through your resignation period and beyond.

## Ongoing communications

We like to maintain contact with all candidates from a search. If you have been successful in this activity we will meet with you after your first month to ensure that your expectations have been met. If you have not, we will ensure that you gain full feedback and we will maintain a relationship with you for the future.

## Diversity, equity and inclusion

We aim to ensure that each and every stage of the search process is as inclusive as possible and we work to support Scottish Football Association in their own commitment to inclusivity.

## Confidentiality

We guarantee that any approach we make to you and any discussions we have will be in the strictest confidence. Any discussions will be conducted under the terms of a formal non-disclosure agreement.



# About Odgers

Odgers was founded in 1965. We offer integrated executive search and leadership advisory services through our 59 offices in 33 countries. During our 60-year history we have developed functional and sector expertise and built a global network of relationships. We are deeply rooted in our local markets, which we combine with global perspective and reach, enabling us to serve clients across six continents.

What we do matters; our work impacts peoples' lives and drives our clients' success. It is a privilege to help build the world's best leadership teams, a trusted role we never take for granted.

This ethos underpins our commitment to our clients and candidates and motivates our colleagues to strive for excellence in all we do.



# Candidate Charter

## Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers.

We recognise that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.

- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.
- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, please tell us. We want to know.

Email our Global Chief Executive Officer  
[KScope.CEO@odgers.com](mailto:KScope.CEO@odgers.com)



# Application Process

## How to apply

The preferred method of application is online at:

[www.odgers.com/95474](http://www.odgers.com/95474)

If you are unable to apply online, please email your application to [isobel.bailey@odgers.com](mailto:isobel.bailey@odgers.com)

Please submit a full CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience most relevant to the required criteria.

All candidates are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. This will assist Scottish Football Association in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

## Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning

health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

## Contact details

For a conversation in confidence, please contact:

**Andrew Murray**

[andrew.murray@odgers.com](mailto:andrew.murray@odgers.com)

We are committed to ensuring everyone can access our website and application processes.

This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact [isobel.bailey@odgers.com](mailto:isobel.bailey@odgers.com).

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us [response.manager@odgers.com](mailto:response.manager@odgers.com).





[scottishfa.co.uk](http://scottishfa.co.uk)



ODGERS 

[odgers.com](http://odgers.com)