



# HUMAN RESOURCES HANDBOOK

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## **Introduction**

This handbook deals with the broad areas of employment and conduct for all staff of the Scottish Federation for Coarse Angling (SFCA), including Executive Committee Members, Office Bearers, Coaches and Volunteers. It also contains direction relating to the recruitment, employment, health and safety of staff.

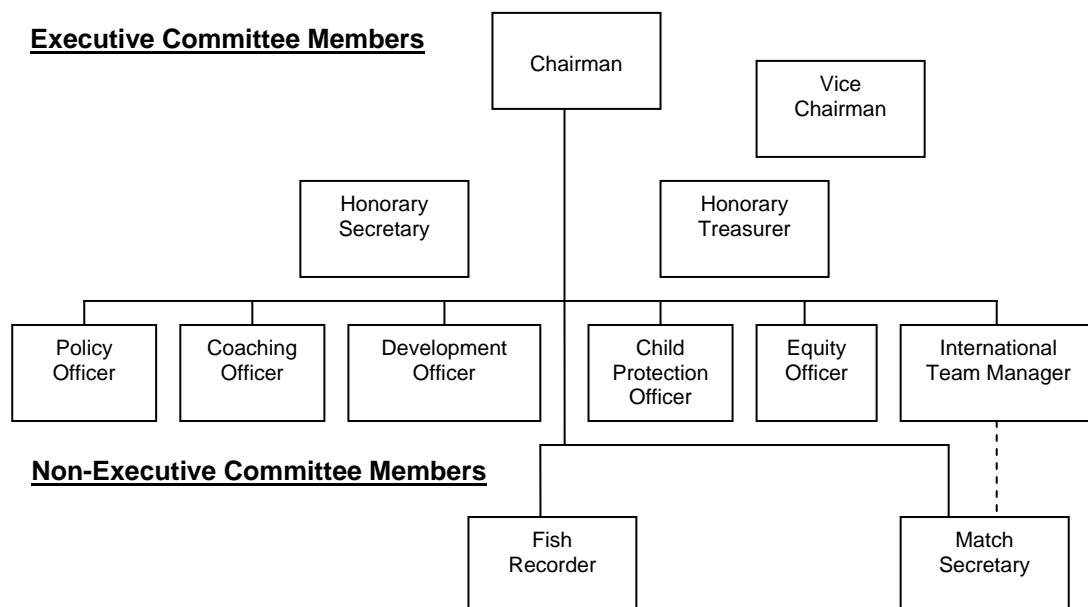
The handbook and policies within it are to be reviewed as required following any new legislation and good practice and annually in accordance with the SFCA Corporate Governance and Risk Management Policy.

The SFCA has no full time or part time paid staff and is totally run by volunteers. Current posts within the organisations are:

- Chairman
- Vice Chairman
- Honorary Secretary
- Honorary Treasurer
- Policy Officer
- Child Protection Officer
- Equity Officer
- Coaching Officer
- Development Officer
- International Manager
- Fish Recorder
- Match Secretary

## Staffing Structure

The staffing structure of the SFCA is shown in Figure 1 below:



In accordance with the SFCA Constitution, the Executive Committee is responsible for the effective conduct of all of the affairs of the Federation. The Executive Committee will always consist of the officers listed in the table at Figure 1 unless specifically amended in the Constitution as authorised by the AGM. However, in exceptional circumstances the Constitution does provide authority for a deputy to attend in the place of certain officers. In addition, member clubs will be invited at the AGM to elect a Non-Executive Director to attend Executive Committee meeting to provide assurance to the membership of the working of the Federation.

The Officers of the Federation are the Chairman, Vice Chairman, Hon Secretary and Hon Treasurer who are elected at the appropriate Annual General Meeting. One Officer only shall return annually in the order: Chairman, Treasurer and Secretary such that each position is filled for a period of three years, other than in exception circumstances. (Note – the Vice Chairman is the exception to this rule, this post will also return in the same year as the Secretary.) The retiring officer shall be eligible for re-election. If the post of any Officer should fall vacant during his term of office, the executive committee shall have the power to fill the post until the next Annual General Meeting.

Responsibility for all Development and Competition matters will lie with the Executive Committee, and be the direct responsibility of those Executive Committee members holding positions relative to such matters.

Development & Competition Sub Committees may be formed by the relevant Executive Committee Member to progress any such matters deemed necessary by the Executive Committee, a delegate from each member and association which

wishes representation being entitled to sit on that Sub Committee. Each club or association represented shall only be entitled to one vote.

The officials of the Executive Committee, other than that of Chairman, Vice Chairman, Treasurer and Secretary, shall be for a period of 2 years. These officials shall be elected at the appropriate Annual General Meeting. The retiring official shall be eligible for re-election.

The Executive Committee has the following additional powers:

- To co-opt members to serve until the Annual General Meeting. Co-opted members shall not have a vote in the affairs of the Executive Committee.
- To delegate its responsibilities to sub-committees and working groups as necessary.
- To create and maintain a set of Standing Orders for the conduct of its business.

A quorum for an Executive Committee meeting shall be three members one of whom at least shall be an Officer.

Decisions of the Executive Committee shall be carried by a simple majority. The Chairman shall be non-voting except in the event of a tie when he shall have the casting vote.

All decisions of the Competition and Non-Competition Committees must be forwarded to the Executive Committee for approval before action is taken on behalf of the Federation.

## Code of Conduct

### **Behaviour**

All SFCA staff should, at all times, conduct themselves in a professional manner and be courteous and efficient, no matter what the situation, to help deliver the highest quality service. All dealings with colleagues, members and customers should be conducted in a polite civil and considerate manner.

All staff must carry out all reasonable instructions given by their Manager, or Chairman, in the case of the Vice Chairman, and all staff must maintain standards of conduct and behaviour in line with policies, instructions and procedures set out.

There should also be appointed another individual to whom a members of staff can speak in strict confidence regarding any possible breach of conduct. This would normally be the Chairman, or if the issue directly concerns the Chairman, then it would be the Vice Chairman.

Personal opinions are not a valid reason for refusing to do something unless you believe it to be illegal, improper, unethical or in breach of a professional code. If this is the case then the Policy Officer or Vice Chairman must be informed immediately.

The employee must not express personal opinions if they contradict those expressed by the SFCA in the carrying out of the duties of their post.

Employees concerns must always be taken seriously and be fully and impartially investigated.

An employee should carry out all policies instructions and procedures and take responsibility for their actions in undertaking their normal work routine.

### **Dress code**

Staff are expected to be smart and well-presented to ensure that they project a professional image of themselves and the organisation. At all times casual staff should use common sense and discretion and dress appropriate to the occasion.

### **Work routines**

The SFCA does not operate timesheets or clocking in/out procedures. It prefers to allow staff to manage their own timekeeping and workload in order to provide a flexible and trusting work environment. Staff should keep their line manager / Chairman informed of progress on any tasks given.

## **Equipment**

All equipment belonging to the Association must be safeguarded at all times, where practicable, both in the office and out in the field. This includes desktop computers, laptop computers, printer, projectors, marketing banners and other miscellaneous equipment. Employers are to ensure appropriate safeguards are taken when equipment is taken out on the road and pay particular regard to security of equipment when travelling.

## **Conflict of Interest**

In accordance with the SFCA Conflict of Interests Policy, staff must make a declaration of interest if there could be any material advantage or benefit to the employee through an official relationship with any customer or department in the performance of duties of employment at any time.

If a member of staff holds another paid or unpaid position the full details should be provided to the SFCA to ensure that no conflict or interest occurs.

All possible conflicts of interest are to be declared within the register that will be revised on a regular basis – normally as a standing agenda item at Board of Management Meetings. The Conflict of Interests Register is maintained by the Honorary Secretary.

## **Consumption of Alcoholic Beverages**

SFCA staff are not to consume alcoholic beverages when conducting SFCA business in a manner that could bring the SFCA into disrepute or cause any damage to its reputation. Coaches are not permitted to consume alcohol whilst representing the SFCA in public, especially when coaching children or vulnerable adults.

## **Smoking Policy and Procedures**

For the health and well being of all staff and visitors, the SFCA operates a no smoking policy at all indoor activities and encourages its staff not to smoke. SFCA are not permitted to smoke whilst representing the SFCA in public, especially when coaching children or vulnerable adults.

## **Confidentiality and Disclosure of Information**

Confidential information gained through your work with the SFCA must not be divulged without the prior written permission of the line manager. Particular care should be taken at all times when speaking to media representatives and other outside agencies. More detailed information is contained within the SFCA Data Protection Policy which all staff are required to read on taking up appointment.

## **Dealing with the Media**

The responsibility for dealing with the media is the responsibility of the Chairman and Vice Chairman in the first instance. This may be delegated to the Policy Officer for operational issues, press releases and initial inquiries, or to a relevant Board Member who has responsibility for the particular issue in question.

In general clearance should be obtained by a member of staff or other Board Member before speaking or publishing anything to the media.

Website content is the responsibility of the Communications Manager, who has authority to manage the information posted on the Association Website. Issues that may be contentious, or lead to significant media interest should first be cleared through the Chairman or Policy Officer.

## **Conditions of employment**

As the SFCA does not employ any paid staff and all work is carried out on a totally voluntary basis, the SFCA does not issue any formal contract of employment. All Executive Committee Members and Officer Bearers will however be issued with a written Job Description a copy of the SFCA Code of Conduct and Good practice and copies of other policies and plans relevant to their appointment. The Job description is to be signed by both the member of staff and the appropriate manager. One copy will be passed to the member of staff for their personal safekeeping, and the other copy retained within the Personnel File of the Federation.

Guidance on all staff issues can be obtained from the **sportscotland** Expert Resource.

## **Sickness and Absence**

If a member of staff becomes ill to the point where it is likely that they will not be able to continue to fill their appointment, or complete a piece of work delegated to them, or fulfil any duty, the member of staff is required to inform their manager as soon as possible. On return to work an interview should take place between the member of staff and their manager to establish if there is anything that the SFCA can do to prevent a reoccurrence of the illness or alleviate any related problem.

If a member of staff fails to notify their manager of any sickness or absence that impacts on their ability to carry out their role they will be deemed to be in breach of this policy. In such circumstances the Manager will interview, or attempt to interview, the member of staff. Subject to the outcome of this process, appropriate action is to be taken, including disciplinary action if required.



## Disciplinary Procedures

Disciplinary action will be taken if the conduct of behaviour of a member of staff is considered to be unacceptable. The action taken will depend on the previous record of the employee and/or the gravity of the offence.

### General Categories of Offence

There are three general categories of offence, which are likely to warrant disciplinary action. The following examples illustrate the three categories:

#### Examples of minor breaches of discipline

- Bad time keeping;
- failure to carry out instructions; and
- minor insubordination.

#### Examples of serious breaches of discipline

- Second and third instances of minor breaches;
- inability to carry out normal duties because of the influence of alcohol, drugs;
- wilfully refusing to carry out reasonable management instructions;
- breaches of confidential information; and
- harassment or abuse of another person;

#### Examples of Gross Misconduct

- Wilful damage to the property of the SFCA or another staff member;
- abusive behaviour including violence towards another person, except in self-defence;
- fraud in relation to SFCA activities; and
- theft of SFCA property.

These examples are neither exhaustive nor exclusive: there may be other offences that warrant disciplinary action.

### Disciplinary Action

When any breach of discipline is suspected, the following procedure will apply:

- The facts surrounding the complaint or incident will be fully investigated.
- The member of staff will be informed in writing of the nature of the complaint and given an opportunity to state their case. A disciplinary hearing will be convened to which they will be invited to attend.
- The member of staff may choose to be accompanied by a work colleague or any other appropriate representative.

- Full details of the suspected breach of discipline and the staff member's statement will be recorded in writing, along with any action taken as a result of the disciplinary hearing.
- Where action is taken, the written record will be placed on their personnel file. A copy will be sent to the Chair of the SFCA. The member of staff will be informed in writing of the outcome of the disciplinary hearing and of any disciplinary action taken.

The employee will be notified of their right to appeal against the disciplinary action.

Except in the case of gross misconduct, the written disciplinary record will be removed from the personnel file after six months of satisfactory conduct.

### **Levels of Disciplinary Action**

There are four levels of disciplinary action that may be taken:

#### ***Verbal Warning***

Where the employee's work, conduct or omission is such as to warrant admonition, the Vice Chairman or Chairman of the SFCA, will issue a verbal warning. The verbal warning will be confirmed in writing to the employee.

#### ***Written Warning***

Where a verbal warning has been ineffective or where further breaches of discipline or misconduct take place, the Chairman of the SFCA will issue a formal written warning.

#### ***Final Written Warning***

If previous disciplinary action has not resulted in a satisfactory improvement in work standards or conduct, the Chairman of the SFCA will issue a final written warning.

#### ***Dismissal***

If all previous disciplinary action fails to result in a satisfactory improvement in work standards or conduct, or in cases of gross misconduct, dismissal will be without any period of notice.

The SFCA reserves the right to omit any level of disciplinary action in cases where the Chairman considers that serious breaches of discipline have occurred. During an investigation into an alleged breach of discipline or misconduct, the Chairman of the SFCA may suspend the member of staff from his/her post or duties.

## **Appeals process**

In all cases of disciplinary action, the employee has a right of appeal.

An appeal must be lodged with the Executive Committee of the SFCA within seven working days of receiving written notice of disciplinary action. Appeals will normally be held within ten working days after lodgement.

Prior to the appeal, an ad hoc committee will be convened to hear the appeal.

The employee will be invited to attend the appeal hearing and may choose to be accompanied by a work colleague or any other appropriate representative.

The decision of the appeal is final.

If an appeal committee withdraws the disciplinary action, all references to that action will be removed from the personnel file and will not be held against the member of staff in any further disciplinary incident.

## Grievance Procedure

This procedure is intended to provide a means of resolving grievances as quickly and as reasonably as is practical.

If a member of staff has a problem, or a grievance, or is otherwise concerned about the conditions of service, it is recommended that this is discussed with their Manager in an informal manner at the earliest opportunity. Often this action will resolve the issue in a quick and efficient manner.

Nevertheless, this is not always the case, and on occasions the member of staff may not feel comfortable with addressing the issue in this way. If this is the case, or the informal discussion does not lead to a satisfactory outcome, the member of staff should refer the matter in writing to their Manager. This stage may also lead to an opportunity to discuss the issue, on occasions it may not. In all circumstances a written reply to the grievance should be received within five working days.

If the matter remains unresolved, or if the member of staff is dissatisfied with the reply, or the reply is not received within five working days, then he or she may raise the grievance in writing with the SFCA Chairman.

If there is any doubt about to whom the grievance should be sent then advice should be sought from the Chairman of the SFCA. If the grievance relates to the Chairman, then this may be raised with another member of the Board of Management.

At each stage of the grievance procedure the member of staff has the right to be accompanied by a colleague of their choice or any other appropriate representative.

A formal written note of the meeting of any agreed conclusion will be made and a copy given to the member of staff within five working days of the meeting.

## Staff Appraisal

The SFCA believes that the opportunity for both the member of staff and the manager to discuss the work programme and progress is of benefit to both parties.

It allows a member of staff a formal opportunity to express any concerns, address issues of workload, work life balance and suggest potential solutions. It is also a chance to explore new ideas and ways of working.

For the SFCA it is a chance to provide feedback on how a member of staff is getting on, the quality of their work and to understand how they are feeling about their work.

Appraisals are to be undertaken each six months (interim) and annually (full) by the line manager.

### Planning

An appraisal should be planned in advance and it is advisable for both parties to spend some time beforehand to consider the questions on the appraisal form.

The member of staff should know several days in advance when their appraisal is going to be. They should have time to think about the questions on the appraisal form.

At the appraisal, please use this form in conjunction with the existing job description.

### Process

The meeting should start with a review of your job description. This is an ideal time to consider if the job description needs updating. It is vital that both agree the areas of responsibility which go with the job.

Within the meeting there must be an opportunity for both manager and the member of staff to discuss how the job is being performed.

It may help to set targets which help towards the aims of the Federation's work. These should be recorded.

Any training requirements should be discussed and recorded.

The following questions should be considered during the appraisal:

- Which parts of your job do you most enjoy? Why?
- Which parts do you least enjoy? Why?

- Is there anything you do not understand?
- Do you need training in anything?
- Describe any changes you think could be made to your job or your department to improve the effectiveness and efficiency of the Federation.
- Is there something stopping you doing a better job? Describe any changes you think would improve your job satisfaction
- Is there anything else you would like to discuss?

### **Advice for Managers**

Encourage the member of staff to discuss their own performance and let them air their ideas. It is important to listen to what they have to say.

Remember to give praise and note strengths as well as weaknesses.

Write down areas for improvement. They should know and if possible agree with what is being written down.

### **Staff Appraisal Form**

Templates for the Mid Period Appraisal and Annual Appraisal forms are at Annexes A and B.

Once the Mid Period Appraisal is complete the form should be filled in and signed by both the manager and member of staff. A paper copy is to be kept in the personal file of the member of staff and an electronic copy kept on file. Mid Period Appraisals are to be retained until three months after the Annual Appraisal is completed and signed by the member of staff. After this period the Mid Period Appraisal Form is to be destroyed. Completed and signed Annual Appraisal forms are to be retained in hard copy on the member of staff's personal file for a period of 5 years or until they leave the organization or post.

Any training requirements and other actions should be noted and placed in the diary for bring up at the appropriate time.

The completed form should also be available at subsequent appraisals to track progress.

The SFCA currently does not use personal development plans.

## Recruitment

The SFCA does not normally conduct formal recruiting activity for Executive Committee Members and Office Bearers as they are nominated and elected by membership vote at the AGM in accordance with the SFCA Constitution. The executive Committee does however have authority to appoint an individual to a newly created post between AGMs, or to take on additional voluntary staff or coaches to meet its objects. For this reason it is important that the correct recruitment policy is in place in order to attract and appoint the best staff for posts within the SFCA when the need arises.

There are a number of steps to follow to ensure that all parts of the process are complete.

### **Job description**

A job description needs to be completed for the post to be advertised. This must include the role, tasks to be carried out, areas of responsibility and line manager.

Essential and desirable criteria for the prospective candidates must also be listed.

### **Advertising**

All SFCA posts are advertised externally through the website at [www.sfca.co.uk](http://www.sfca.co.uk).

### **Application process**

The following information must be available to prospective applicants

A simple advert outlining the role, skills required, salary, place of work and a contact or website where application forms and further information can be found.

The application pack should contain general information about the SFCA (e.g. current policies and plans), the job description, terms and conditions, the process required to apply, equal opportunities form and a contact number and name.

A decision must be made as to the application method; through an application form, cv or covering letter, or combination. This may depend on the job.

## **Short listing**

This process should include a small panel to ensure fairness and agreement on the best candidates. Normally this would be at least three members of the Executive Committee including the Chairman or Vice Chairman.

Applications should be considered on merit and how closely the candidate matches the criteria.

Referees should not be contacted until after the interview process.

## **Interview**

Successful applicants should be invited to interview.

The panel should be the same as the panel that carried out the short listing.

The interview process will normally require candidates to be present in person and answer a series of questions. A presentation may also be required if the post merits it. A question bank is available in the recruitment file.

The process must be the same for all candidates and the interview panel should be the same unless exceptional circumstances prevent this.

The successful applicant must be informed first as soon as practicable after the interview, followed by those unsuccessful candidates. References for the successful candidate should now be followed up. This should not prevent unsuccessful candidates being told. Decisions are not to be made public until confirmation of acceptance of the post is complete.

## **Contract of employment**

As the SFCA does not employ any paid staff and all work is carried out on a totally voluntary basis, the SFCA does not issue any formal contract of employment. All Executive Committee Members and Officer Bearers will however be issued with a written Job Description a copy of the SFCA Code of Conduct and Good practice and copies of other policies and plans relevant to their appointment. The Job description is to be signed by both the member of staff and the appropriate manager. One copy will be passed to the member of staff for their personal safekeeping, and the other copy retained within the Personnel File of the Federation.

Guidance on all staff issues can be obtained from the **sportscotland** Expert Resource.

## **Induction**

All new members of staff are to receive a full induction programme.



The induction is to be tailored to the individual and noted on the induction form (Annex C), ensuring that each section is signed off as appropriate by the line manager. This is to be kept in the member of staff's personal file.

### **Probation period**

The normal probation period for all members of staff is 6 months. During this time the notice period for either party is usually one week

At the end of the probation period the member of staff is to be confirmed in post with a written letter. Alternatively, the probation can be extended at the discretion of the manager with approval of the Chairman or the member of staff is deemed not fit for the role and their appointment is terminated.

### **Termination of employment**

By the SFCA:

The SFCA will write to the member of staff concerned and give four weeks notice of termination of their appointment. The individual may appeal the decision, in writing, in accordance with the Appeals Process described in this Handbook. Depending upon the circumstance the Chairman reserves the right to suspend the individual pending any investigation or appeal.

In the case of Elected Members the nominating club may also appeal the decision to terminate the appointment but will need the written permission of the individual concerned for release of details of the case.

By the member of staff:

This requires written notice by the member of staff giving a minimum of four weeks notice in order to allow the identification/recruitment of a suitable replacement. This must be acknowledged with a written response from the line manager that will include the final date of appointment.

With agreement between all parties and approval by the Chairman, this can be before the formal notice period.

## Health and Safety at Work Policy

The SFCA regards the management of health and safety as an integral part of its business and as a management priority. All activities and work should be carried out in a safe manner with a target for zero accidents and zero work-related ill health to be achieved. The SFCA Development Officer has the additional role of SFCA Health and Safety Advisor.

Compliance with current health and safety legislation is therefore regarded as the absolute minimum standard acceptable.

All staff have responsibility for implementing the specific arrangements below and are expected and encouraged to be proactive on health and safety issues.

### **Working Alone**

Where staff work alone personal safety must be a priority at all times. Lone workers must take the necessary steps to ensure that they do not put themselves at significant risk during the work activity, when using work equipment or as a consequence of the work environment.

### **Management responsibility**

The line manager is responsible for the adequate supervision of members of staff to ensure that they do not endanger themselves or others by work activities, practical jokes or unsafe working practices. This requires the prevention of unapproved systems or practices, unauthorised work activities, and all other unsafe acts.

The SFCA is responsible for ensuring that full written risk assessments are carried out of all events and activities.

Professional advice, or assistance with, personal safety should be obtained where required. Managers must ensure that members of staff have received sufficient information and training regarding their personal safety to enable them to work without risk, so far as reasonably practicable.

### **Staff Responsibility**

All staff must ensure that they do not compromise their own health and safety whilst at work. If there is a perceived shortcoming in the arrangements for the work activity which could affect the personal safety of any individual, this must be reported to their Line Manager. Members of staff must work in accordance with safe working procedures at all times and comply with SFCA policy on all matters.

Members of staff must also familiarise themselves with safe working practices, including emergency arrangements, applicable to all premises and venues which they enter. They should report any situations presenting a risk to personal safety to a responsible person immediately, so that measures can be taken to rectify the situation.

### **Safe System of Work**

The following actions should be taken to ensure personal safety:

- Always work in accordance with designated safe systems of work.
- Promptly report to the Development Officer or Line Manager any condition or activity which appears to be of significant risk.
- Never deliberately misuse equipment.
- Do not tamper with anything that has been provided in the interests of health and safety.
- Ensure that safety alarms and warnings can be heard at all times.
- Actively participate in evacuation drills and with other arrangements.
- Inform the Line Manager of any personal health condition which may be affected by the work activity.
- Do not undertake tasks without having received authorisation and training.
- Never participate in unsafe working practice or endanger yourself and others by participating in practical jokes.

Personal safety must be taken into consideration at all times at work. The most important things to remember are:

- work in accordance with instructions and training.
- consider the implications and consequences of actions before undertaking every task.
- do not undertake a task involving a risk which cannot be controlled

### **Further Guidance**

Further detailed guidance on manual handling of heavy items, use of PC's, contact with blood and other human fluids, can be found on the resources section of the **sportscotland** website.

The SFCA is fully committed to Equity in everything that it does and in ensuring that all of its staff, volunteers and members work together to embrace difference and diversity and respect the rights of all individuals working for it and wishing to participate in the sport of coarse angling in Scotland.

The SFCA has a detailed Equality and Diversity Policy which is available on the website at [www.sfca.co.uk](http://www.sfca.co.uk) and on request from the SFCA Equity Officer.

### **Statement of Intent**

The SFCA will address any form of discrimination that occurs within the organisation.

### **Accountability for Equity**

The SFCA will ensure that commitment and responsibility for equity rests with the Executive Committee and will appoint an Equity Officer to sit as an expert advisor.

### **Employment**

The SFCA is committed to being an equitable employer that recognises and encourages diversity, inclusion and respect in its workforce. It is committed to having in place employment conditions and practices that ensure all staff are treated equitably.

The SFCA will take action designed to prevent any member of the workforce suffering harassment, discrimination or victimisation. However, in the event that any instances of discrimination, harassment, bullying or victimisation do occur, robust grievance and disciplinary procedures are in place and will be firmly upheld.

The SFCA will continue to operate equitable, open and transparent recruitment and selection policies and procedures to ensure that discrimination does not occur. All staff will be appointed purely on the basis of merit and their ability to do the job in question.

The SFCA is committed to having in place a Code of Conduct that adequately reflects what is expected of Executive Committee members in terms of equitable conduct when carrying out their role.

The SFCA is committed to ensuring that it is equitable in its interaction with volunteers at all levels in sport.

The SFCA will ensure that this policy and our commitment to equity are communicated to all staff.

The equity policy will form part of the staff induction process, and all new staff will be directed to read it before signing their job description and accepting the appointment.

### **Definition of terms**

Are contained within the SFCA Equality and Diversity Policy.

### **Key Equalities and Anti-Discrimination Legislation**

Are listed with the SFCA Equality and Diversity Policy.

## **Child Protection Policy**

The SFCA has signed up to the 2006 Accord for the protection of children in sport and fully supports the protection of children and vulnerable adults in sport. The SFCA has a comprehensive Child Protection Policy which is available on its website at [www.sfca.co.uk](http://www.sfca.co.uk) or on request from the SFCA Child Protection Officer.

The SFCA also requires its member clubs to adopt the SFCA Child Protection Policy, sign up to the Accord, and appoint a Child Protection Officer.

Because SFCA will apply for Enhanced Disclosure checks on all staff who through the course of their duties are required to deal directly with children or vulnerable adults .

The SFCA Child Protection Office is responsible for keeping the SFCA Executive Committee up to date on current issues, programmes and best practice in this area.

*Gus Brindle*

Chairman, SFCA