UNIVERSITY OF GHANA

DEPARTMENT OF INFORMATION STUDIES

THE ROLE OF RECORDS MANAGEMENT IN FOOTBALL ADMINISTRATION: A STUDY OF THE PREMIER LEAGUE BOARD (PLB)

BY

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(10508952)

A DISSERTATION SUBMITTED TO THE DEPARTMENT OF INFORMATION STUDIES, UNIVERSITY OF GHANA, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTERS OF ARTS DEGREE IN INFORMATION STUDIES

AUGUST, 2015
DECLARATION

I, Thomas Nuamah Yeboah, declare that THE ROLE OF RECORDS MANAGEMENT IN FOOTBALL ADMINISTRATION: A STUDY OF THE PREMIER LEAGUE BOARD (PLB) is my own work and no part of it has been presented to the University or any other institution for another award. I wish also to state that all cited references have been acknowledged.

Date: ........................................

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(Student)

Date: ........................................

Dr. Pino Akotia
(Supervisor)
DEDICATION

I dedicate this dissertation to my late father John Kwabena Yeboah for laying a good foundation for my education
ACKNOWLEDGEMENT

Academic work is a painstaking venture that requires much time and energy and without the contribution of some individuals I wouldn’t have been able to complete the study on time.

I thank the Almighty God who was the source of my strength and shield throughout the study.

I am indebted to Dr. Pino Akotia, my supervisor for his advice and guidance, without him I wouldn’t have been able to come this far. The sort of dedication he attached to this study was awesome.

My gratitude also goes to my employer Samson Deen, the owner of Metro fm and former General Manager of the station Moses Antwi Benefo for sanctioning my decision to embark on this study.

I thank the staff of the Ghana Football Association (GFA), the parent body of the Premier League Board (PLB) for their assistance and co-operation during the data collection. They spared me part of their busy schedule to attend to my interview questions. Most especially Mr Francis Adu, the head of the IT Department, Emmanuel Gyimah, the GFA General Secretary and Ashford Tettey-Oku, the PLB Vice Chairman.

I thank my course mates for the various assistance they offered me such as proof reading the study and running errands for me. Most especially, Afua Asamoah Boateng, Eugene Armah, Kwesi Gyesi and Reuben Saah.

My gratitude finally goes to my mother Mary Dapaah and all my siblings for their unflinching support and inspiration.
ABSTRACT

Institutional records are the essential evidence of decisions, actions and transactions of the organisation’s interactions with the public, so records must be created and maintained as evidence of efficiency, effectiveness and accountability. Records support the decision-making process, enhance accountability, help the Premier League Board in litigation, reduces waste and many more. However, it has been realized that the Ghana Football Association and the Premier League Board pay very little attention to the management of records, despite the crucial role they play in an organisation. There have been instances the GFA and the PLB have struggled to provide records of their transactions, leading to loss of trust, litigation, etc, which raises questions on how records are managed, the policies in place in managing the records and if there is a professional who manages the records. The purpose of the study was to evaluate the Premier League Board’s (PLB) records and records management practices with a view of proposing measures to streamline them. The study employed the case study research design with qualitative data collection method of interview as the primary data collection instrument. Twelve (12) respondents were selected through purposive sampling. They were made up of both senior and junior members of staff. The study revealed that the PLB lacks a record management policy and altogether lacks records management programme infrastructure. There is no qualified records management professional, even though some people without the requisite skills have been hired to manage the records. The collateral damage to PLB is that:

- records are not created or acquired when needed
- records are not found or are not accessible
- records are poorly and inconsistently identified, described and filed
- low value records are kept for too long
There is a digital records programme. The study recommended that the PLB should adopt a records management policy, employ a professional records manager and put in place records management infrastructure.
# LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>AS</td>
<td>Australian Standard</td>
</tr>
<tr>
<td>BBC</td>
<td>British Broadcasting Corporation</td>
</tr>
<tr>
<td>CAF</td>
<td>Confederations of African Football</td>
</tr>
<tr>
<td>CNN</td>
<td>Cables News Network</td>
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<tr>
<td>DC</td>
<td>Disciplinary Committee</td>
</tr>
<tr>
<td>EDRMS</td>
<td>Electronic Data Records Management System</td>
</tr>
<tr>
<td>FA</td>
<td>Football Association</td>
</tr>
<tr>
<td>FIFA</td>
<td>Federation of International Football Association</td>
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<tr>
<td>GAFA</td>
<td>Ghana Amateur Football Association</td>
</tr>
<tr>
<td>GFA</td>
<td>Ghana Football Association</td>
</tr>
<tr>
<td>GPL</td>
<td>Ghana Premier League</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>IRMT</td>
<td>International Records Management Trust</td>
</tr>
<tr>
<td>ISO</td>
<td>International Standard Organisation</td>
</tr>
<tr>
<td>PLB</td>
<td>Premier League Board</td>
</tr>
<tr>
<td>PRAAD</td>
<td>Public Records and Archives Administration Dept.</td>
</tr>
<tr>
<td>RMC</td>
<td>Records Management Units</td>
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<tr>
<td>UEFA</td>
<td>Union of European Football Association</td>
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CHAPTER ONE: INTRODUCTION

1.1 Background to the study

Football administration is a subset of Sports Management. Kelley et al (1994) defined sport management in a broad sense as "any combination of skills related to planning, organizing, directing, controlling, budgeting, leading, and evaluating within the context of an organisation or department whose primary product or service is related to sport and/or physical activity."

Football administration the world over involves the supervision of its competitions, regulations, as well as ways of improving the game.

The highest level of football administration is in areas such as the Federation of International Football Association (FIFA), the various confederations under FIFA such as the Confederation of African Football (CAF). At the lower levels are the various federations such as the Ghana Football Association (GFA) and under the federations there are boards that are in charge of the day to day running of the domestic league such as the Premier League Board (PLB) in Ghana and the Professional League Board in England.

The Premier League Board (PLB) is the board responsible for the organisation of the top-flight league in Ghana designated as the Ghana Premier League. The First Capital Plus Bank is the headline sponsor of the league and the Board is the lead agency of domestic football administration in Ghana.

The Premier League Board like any other football administration through its activities generates large volumes of physical and electronic data and documents on a daily basis. These activities and transactions serve as records. The documents and data are very vital and need to be
preserved. Some of the activities and transactions undertaken by the PLB that lead to the creation of records are players registration, match reports, reports of the various standing committees like the Disciplinary Committee, Match Review Panel, Referees Committee, Safety and Security Committee, etc.

Record includes all the documents that institutions or individuals create or receive in the course of administrative and operational transactions. The records themselves form a part of or provide evidence of such transactions. As evidence, they are subsequently maintained by those responsible for the transactions, who keep the records for their own future use or others with a legitimate interest in the records, example Auditors.

Records come in a variety of media. Many are still created on paper, for example, correspondence, vouchers, contracts and supporting documentation. Information may also be recorded on paper in ledgers, journals and registers, or they may be in the form of computer printouts. Such records may be hand-written, hand-drawn, typed or printed. Increasingly, computers create financial records, and they may only exist in electronic format. Electronic mail is a form of record.

Records serve a number of purposes, namely

- Provide a corporate memory
- Serve as evidence
- Resource for decision making
- Meet statutory and regulatory requirements
- Formulate policy, manage programmes and delivery of service
- Protect human rights
Document activities and achievements

The Board requires for the purpose of sound administration an efficient and effective records management system for the control of the creation, receipt, maintenance, use, and disposition of records, including processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records (ISO 15489-1:2001)

While the Board's records systems should provide the source of information about business activities in order to support business processes and business decisions, it must also ensure accountability to present and future stakeholders. The records must provide consistency, continuity and productivity in the management of the Board and help maintain corporate, personal or collective memory (ISO 15489-1:2001, clause 4) The Board's remit includes measuring progress and outcomes and protecting the rights of its constituent members. Records will enable it support and document formulation of policies and managerial decision making, provide protection and support in litigation. Similarly, records will help manage risks associated with the existence of, or lack of evidence of league activities and enable programmes and services, support financial management and ensure statutory responsibilities and transparency requirements are met. Working within a framework of policies, management practices and organisational culture, the Premier League Board is expected to create, maintain and protect the evidence that they have acted responsibly and appropriately. Well managed and reliable records provide this evidence. Values such as trust, transparency and accountability are not abstract concepts in football administration. They are at issue in every decision of the PLB, every action it takes and in every transaction.
In effect there must be in football administration standard practices or business rules that:

- require employees create records according to business needs and business process that adequately document the business activities in which they take part.
- ensure that information and processing systems that support business activities create appropriate records as part of supporting those activities.
- ensure that the transparency of record processes and the adequacy records systems throughout the life of the record.
- ensure that records are maintained, stored and preserved for the period of their usefulness to the organisation, and if appropriate to the stakeholders.
- ensure that records are disposed of only in accordance with a defined approval process.

These standard practices and business rules must be conformed to, to ensure proper management of records at the Premier League Board and failure to do so leads to poor records and information management and its adverse effect of huge financial cost in terms of wasted and inefficient work, duplicated effort, legal liability and lost opportunity.

Football is the world’s most popular team sports (World Book, 2005). In Ghana, the game of football is associated with incredible amount of passion and for all the emotions football engenders its evidence-base, and in particular the integrity of its records must be secured. In order to assure the integrity of its records, the records and information management policies and procedures of the Board should reflect the application of the regulatory environment to their business processes (ISO 15489-1:2001, clause 5). This environment consists of laws and regulations including those relating specifically to records, archives, access, privacy, evidence, e-government and data collection. Others are the mandatory standards of practice, voluntary codes
of best practices, codes of conduct and ethics as well as identifiable expectations of the community about what is acceptable behavior. Of course, the functions of the Board determines which of the regulatory elements are most applicable to its records management requirements.

Records management responsibilities and authorities should be defined and assigned, and promulgated throughout organisation so that where a specific need to create and capture records is identified, it should be clear who is responsible for taking the necessary action. These responsibilities should be assigned to all employees of the organisation, including records personnel and business unit managers, and should be reflected in job descriptions and similar statements (Akotia, 2012). Specific leadership responsibility and accountability for records management should however be assigned to a person, appropriate authority within the Organisation.

Significantly, football administrators must move beyond the traditional view, of records management as an administrative responsibility, to see records management as a strategic responsibility in the same way they might manage financial or human resources within a broad strategic framework (O’Shea, 1997). It must also be recognised that in an era of electronic information systems aspects of the records management has been devolved to individual desktops requiring organisations to re-assess their responsibilities and strategies for record keeping.

The care of records requires they follow a life cycle management. This is a concept that draws an analogy between the life of biological organism, which is born, lives and dies, and that of a record, which is created, is used for so long as it has continuing value and it is then disposed of by destruction or by transfer to an archival institution (IRMT, 1999). Without it, vast quantities
of records, current and non-current clog up expensive office space and it is virtually impossible to retrieve valuable information. Thus without a management programme that controls records throughout the records life cycle their effective management is at risk, endangering administrative efficiency and citizen rights. Other principles of records care such as the records continuum model which refers to a consistent and coherent regime of management processes from the time of creation of records through to preservation and use of records as archives is a sound management model (Shepherd & Yeo, 2003) The life cycle concept and the continuum model are not incompatible. However, models based on the life cycle concept help to identify stages and actions within records management programme and as a result provide a useful framework for planning and implementation (Shepherd & Yeo, 2003)

In the conduct of football administration, records are created, used and preserved. These three broad categories of records keeping activities consist of:

- Creating records: generating, creating, collecting, capturing, receiving
- Using records: accessing, retrieving, transmitting, dissemination, exchanging, sharing, exploiting
- Preserving records: identifying, organising, describing, classifying, storing, protecting, migrating, disposing

The degree to which these activities are effectively performed depends on whether a strong underlying records and information management infrastructure is in place and effectively implemented. (Lipchak, 2002) This infrastructure is made up of the following components.
• laws and policies that provide the mandate and direction for the creation, use and preservation of information and records; this aspect of the infrastructure provides authority and overall direction

• a governance and accountability framework that integrates and embeds record keeping activities into business processes, identifies records management responsibilities, provides leadership for records management, assesses and manages records-related risks; and monitors and evaluates record keeping performance; this aspect of the infrastructure provides structure, ownership and accountability.

• suitable standards and practice for the management of records over their complete life cycle and in their many media and formats; this aspect provide operational direction

• effective technology-based management systems to support records management activities which include applications and related systems standards and procedures; this aspect provides needed tools

• trained staff and other resources such as adequate budget, equipment and space to support records, information and knowledge management activities; this aspect provides capacity (Lipchak, 2002)

In tandem with an effective record keeping infrastructure, the records system must be supported by an information culture in which political leaders, management and indeed all employees are aware of and appreciate the value of well-managed information and records supporting programmes and governance generally (Akotia, 2012)

Strategies adopted in football administration for documenting its business activities should determine what records are required and when, how and where they should be captured into the records system. Key to these strategies should be documentation of the records systems, setting
standards and measuring compliance and performance against them. Strategies should be documented in a strategic plan such as the Information Management strategic plan which should be incorporated into organisation-wide planning documentation (ISO 15489:1-2001). Control measures such as access monitoring, user verification, authorised destruction and security should be implemented to prevent unauthorised access, destruction, alteration or removal of records. These controls may reside within the records system or external to it. The measures assure the integrity of records. For digital records however, management may need to prove that any system malfunction, upgrade or regular maintenance does not affect records integrity.

Business processes should be underpinned by procedures and practices that lead to authoritative records with the characteristics of authenticity, reliability, integrity and usability. Besides the records, the characteristics of the records system should meet the same requirements together with features such as compliance, comprehensiveness and systematic (ISO 15489:1-2001, Clause 4). For example, determining what records should be captured and how long they should be kept is most effectively undertaken in a systematic way and according to laws and regulations. Instruments to standardise decision-making may range from guidelines identifying what document should be destroyed or captured into the system to a formally approved schedule of classes of records, retention periods and appropriate disposition actions that is submitted for approval by the Board. In the electronic records system, determinations about capture and retention should be considered in the system at the outset (ISO 15489-2:2001 clause 4).

To assure authoritative records are captured and maintained, the records system should be subject to compliance monitoring regularly to ensure the procedures and processes of the records system are being implemented according to the anticipated outcomes. Such reviews should
examine organisational performance and user satisfaction in tandem with the system (ISO 15489-1:2001, clause 10) The objectives for monitoring and auditing records systems include:

- to ensure compliance with the organisation’s established standards
- to ensure that records will be accepted as evidence in a court of law should this be required
- to improve an organisation’s performance (ISO 15489-2:2001, clause 5)

As litigation is common and a regular feature in football administration, monitoring will help to ensure continued legal accountability of the records system. Similarly, the monitoring processes should be documented to provide evidence of compliance with policies, procedures and standards which management has adopted. It is also necessary management understands the modus operandi of its evidence-base. These involve:

- understanding of the nature of its records
- care and security arrangements for the records
- business processes and technologies; and their proper implementation (15489-2:2001, clause 5.2)

The principles of good practice in record keeping are of value even if the need to produce digital records in court never arises. The effort and the resource required to comply quickly bring business benefits, whether the organisation is in court or not.

To efficiently meet the requirements of best practice football administrators should establish an ongoing programme of records training. The programme should cover both the records creators and users on one hand, and on the other, records personnel. Programme objective should be to
ensure that the functions and benefits of managing records as a defining resource of governance are widely understood. It should explain policies and place procedures and processes in a context that gives staff an appreciation of why they are required (Lipshak: 2002). The commitment of management is critical to the success of any training scheme. Where management demonstrates it is committed to implementing the policies and procedures covered in the programme, there is commensurate commitment by trainees.

Appropriate training should be provided for all personnel with any kind of responsibility for records. The international records management standard, ISO 15489-2: 2001, recommends however that there is appropriate training given records personnel. It admits that organisations very often recruit personnel who have professional qualifications in records and information management to manage their records programme and to undertake highly technical processes. Relevant technical skills are critical and should be covered under in-house training programmes that include preparing disposition authorities, system design and the operation of electronic systems. An understanding of the organisation’s business objectives and processes is also required.

Well managed records are instruments for achieving accountability, transparency and trust. As evidence, records provide authoritative sources of information that can be used to support decision making and the delivery of programmes and services.

The records created, received by the PLB should be properly managed to ensure efficiency, transparency and accountability.
The International Standards Organisation (ISO 15489-1) provides a framework for records management in terms of identifying the regulatory operations of an organisation and how responsibilities for records management are allocated.

The records created by the PLB should be managed effectively to ensure easy retrieval and also to prevent a situation where records created occupy limited office space without any plan or policy in place to ensure their transition from the time of their creation to disposition.

1.1.1 Study setting

The Premier League Board (PLB) is a subset of the Ghana Football Association (GFA) formed in the early 1950s, before it affiliated itself to FIFA and CAF in 1958 and 1960 respectively.

The league system in Ghana has always had an organiser since its inception in 1956 and the Ghana Football Association (GFA) was directly in charge of the organisation of the amateur league from 1956/57 season to 1992/93 season.

Accra Hearts of Oak was the first club to win the Ghana topflight League in 1956/57 season and again won it in 1958, however Kumasi Asante Kotoko are the most successful side with 23 league titles.

The Ghana Football Association (GFA) was earlier called the Ghana Amateur Football Association (GAFA) before it was changed to the GFA.

The Ghana FA was solely in charge of the organisation of the Ghana league until 1993 when Enoch Teye Mensah, the Youth and Sports minister at the time led a revolution for Ghana football to go professional.
Structures were quickly put in place and a declaration signed by the first division clubs in Ghana at the time at Winneba leading to the formation of the Professional League Board (PLB), now designated the Premier League Board (PLB) to take charge of the day to day administration of the newly formed Ghana Premier League in the 1993/94 season.

Ashanti Gold won the maiden Ghana Premier League and they won it for the first three seasons, before Hearts of Oak won it for a record six consecutive times. Asante Kotoko the most successful club in the history of Ghana league had to wait until 2003 to win their first title.

**Ghana Premier League (GPL) champions from (1993/94 season to 2014-15)**

<table>
<thead>
<tr>
<th>List of Ghana Premier league winner</th>
<th>Number of titles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accra Hearts of Oak</td>
<td>9</td>
</tr>
<tr>
<td>Kumasi Asante Kotoko</td>
<td>6</td>
</tr>
<tr>
<td>Obuasi Ashanti Gold</td>
<td>4</td>
</tr>
<tr>
<td>Aduana Stars</td>
<td>1</td>
</tr>
<tr>
<td>Berekum Chelsea</td>
<td>1</td>
</tr>
</tbody>
</table>

The PLB is made up of a Chairman who is appointed by the president of the GFA, a vice chairman and other members, who together constitute the board.

In 2015 the Premier League Board was reconstituted to include a representative each from all the sixteen (16) clubs, following King Faisal court case against the Ghana FA for unfair delivering
of justice, after their protest and appeal against Aduana Stars and the Disciplinary Committee, respectively were thrown out by its judicial bodies.

The work of the Premier League Board is being complemented by standing committees and departments set up by the Ghana Football Association.

These committees are the Judicial Committee, the Player Status Committee, the Referees Committee, the Match Review Panel, the Research and Information Management Committee, and the Security and Safety Committee, IT department, the Registry, the Front Desk and the office of the GFA General Secretary.

Ultimately the Executive Committee of the Ghana FA, which is the highest decision making body supervises the work of the Premier League Board for the smooth running of the league

1.2 Statement of the problem

The management of records is a critical element of open and accountable governance all over the world. Governments and institutions require building up structured systems that enhance rapid access to information all the time, and at the lowest possible cost. Organisations that take their responsibilities seriously create and sustain an environment that value information and the role it plays in governance. Because institutional records are the essential evidence of decisions, actions and transactions of the organisation’s interactions with the public, records must be created and maintained as evidence of efficiency and effectiveness.

A lot of activities take place in the Ghana Premier League and such activities need to be documented to help in decision making processes. However, there is a problem with how to put
in place sound records management systems to ensure easy retrieval of information to enhance decision making and serve as corporate memory.

Sometimes it becomes difficult to refer to previous league results for proper analysis and also arguments do arise about the number of league titles won by the various league clubs and the Premier League Board, which is the organiser of the league finds it difficult to establish the fact of the matter. For instance, until 2012, Kotoko was known to have won the Ghana league in 1967, as well as 1968, but further research proved that the 1967/68 was a single league season and not two seasons, hence Kotoko lost a league title which was erroneously credited to them as a result of poor records management. Wamukoya & Mutula (2005) state that poor records management is guaranteed to result in information gaps that lead to inadequate records and the loss of document heritage. On the other hand proper records management plays a vital role in making sure that they are kept in a favourable environment and can be retrieved easily and anytime.

There is often confusion on issues of how many red and yellow cards that have been accumulated by players and this sometimes leads to the deduction of points and subsequently protests. Another area of record keeping that leads to litigation in the Ghana Premier League is in the area of fines and it is surprising to know that some of the cashiers in charge of receiving fines against clubs don’t keep records of fines slapped on clubs by the Disciplinary Committee and end up misleading them into missing deadlines for the payment of such fines. This is what happened in the case of Aduana Stars and King Faisal fc. Aduana Stars were fined GHC 5,000 by the Disciplinary Committee, after their protest against Hearts of Oak was thrown out, but they filed for a stay of execution and an appeal. However, the Accounts officer, who received the payment for the appeal case quoted a wrong amount, below the exact figure the club needed to
pay. King Faisal fc took advantage of that and filed a protest for points deduction against Aduana Stars for failing to pay the fine within 14 stipulated days and when the Disciplinary Committee ruled against their protest on the grounds that Aduana Stars filed for a stay of execution and an appeal. King Faisal fc pointed out that Aduana Stars failed to pay the exact amount for an appeal case. This forced King Faisal fc to send the case to the Appeals Committee and the Committee also ruled against them. After they had exhausted all the legal processes within the GFA, the club resorted to court action, which led to the delay in the start of the Ghana Premier League for the 2014-15 League season.

Football pundits hold the view that the Ghana Football Association and its subsidiary, the Premier League Board (PLB) are some of the most corrupt institutions in Ghana, because they sometimes find it difficult to provide proper records of their activities. A clear example of this happened in one of the sittings of the Presidential Commission of Inquiry into Ghana’s 2014 FIFA World Cup participation in Brazil, when the Ghana FA President, Kwesi Nyantakyi revealed to the commission that no records were kept on the exact amount received by each of the five (5) Black Stars management committee members, who shared an amount of $412, 500. The Commission in its report (2015) recommended that the GFA President should refund $412, 500 which he failed to account for as the head of the Black Stars Management Committee.

Existing records, it would appear, are underutilized and the volume is growing every day, making them increasingly difficult to access. The result is escalating expenditure for a diminishing return.

The study therefore evaluates the nature and scale of the Board’s records management difficulties and proffers solutions.
1.3 Purpose of the study

The purpose of the study is to evaluate the Premier League Board’s (PLB) records and records management practices with a view of proposing measures to streamline them.

1.4 Objectives of the study

The study examines records and record keeping systems at the Premier league Board

The following specific objectives of the study will be pursued.

1. Evaluate the policies underpinning the management of records and information within the Board.
2. Find out the existence of digital records management.
3. Determine the knowledge and skills level of records personnel
4. Find out how adequate the resources are for managing the records.
5. Investigate the challenges facing the Board’s record keeping system
6. To recommend appropriate record keeping practices that can be adopted to make the work of the board more effective.

1.5 Research questions

1. Are there policies underpinning the management of records and information within the Board?
2. Is there the existence of digital records management?
3. What is the knowledge and skills level of records personnel?
4. Are there available resources such as dedicated budget, space and equipment to enhance the work of records personnel?
5. Are there challenges facing the Board’s record keeping system?

6. What are the recommendations that can be adopted to ensure proper management of the Board’s records?

1.6 Scope and limitation

The focus of the study is the head office of the Ghana Football Association (GFA) and the office of the Premier League Board which is in the GFA head office. It will be concentrated on the records units and the registration office of GFA which manages records generated by the Premier League Board for the running of the Ghana Premier League.

But due to time constraints and limited financial resources the offices of the 16 Premier League clubs won’t be visited.

1.7 Significance of the study

The study is significant in that:

The study is geared towards investigating records and record keeping issues of the PLB. It is expected the findings will help accelerate decision making at the PLB and also rejuvenate the Ghana Premier League.

It will be a valuable piece of information to the Premier League Board, the Ghana Football Association, the National Sports Authority, the Ministry of Youth and Sports, the Premier League Clubs, Football Administrators, Football pundits, Researchers, etc.

In general it will expose the negative impacts on governance at the PLB.

It will uncover administrative lapses, disturbing the progress of the Ghana Premier League.
The findings will serve as a data bank and intellectual resource for future research.

1.8 Definition of terms

Records are "information created, received and maintained as evidence and information by an organisation or person in pursuance of legal obligations or in the transaction of business" (ISO 15489; 2001). The term record includes all the documents that institutions or individuals create or receive in the course of administrative and operational transactions. The records themselves form a part of or provide evidence of such transactions. As evidence, they are subsequently maintained by those responsible for the transactions, who keep the records for their own future use or others with a legitimate interest in the records, example Auditors.

According to Penn et al (1994) a record is any information captured in reproducible form that is required in conducting business.

The (ISO Standard 15489, 2001) defines records management as the field of management, responsible for efficient and systematic control of the creation, receipt, maintenance, use and disposition of records including the process for capturing and maintaining evidence of and information of business activities and transactions in the form of records.

Record keeping involves making and maintaining complete, accurate and reliable evidence of business transactions in the form of recorded information (Yusof & Chell, 1999)

Records creation and capturing involves developing consistent rules to ensure integrity and accessibility, deciding on systems to log and track records, and procedures for registering, classifying and indexing (Yusof & Chell, 1999).
Sletten (1997) defined the records continuum concept as a consistent and coherent regime of management processes from the time of creation to their preservation and use as archives.

1.9 The theoretical framework

A theoretical framework can act as road maps to guide empirical inquiry and present a simplified view of a complex reality (Apostle, 1961)

According to Osuala (2001), a framework attempts at synthesizing and integrating empirical data for maximum clarification and unification. Osuala (2007) further stressed that the framework serves some purposes which may include deeper understanding of data and translates empirical findings into a more readily understood, more readily retained and more readily adaptable form. The conceptual framework acts as a guide for discovering facts as it pinpoints crucial aspects to be investigated and crucial questions to be answered.

1.9.1 The Life Cycle Concept

The theory is that recorded information has a 'life' similar to that of a biological organism in that it is born (creation stage), it lives (maintenance and use stage) and it dies (disposal stage).

Each of the stages has various elements associated with it and functional activities are performed within each element.

The three stages have been identified by Walne (1988) as defined as Current, Semi-current and Non-current records where

Current records are records regularly used for the current business of an organisation and which therefore continue to be maintained in their place of origin.
Semi-current are records required infrequently in the conduct of current business that they should be transferred from offices to a record centre pending their ultimate disposal.

Non-current records record no longer needed for current business.

The life cycle concept has come under criticisms. According to Akotia (2012) its critics argue that the rigid division of the model into records management phase and archival phase is unnecessary, artificial and restrictive. Again, it is suggested that the several stages can no longer be seen as distinct and separate. Moreover some records do not die but are retained indefinitely because of their continuing value. These flaws in the life cycle concept led to a new concept called the Continuum Model.

Models based on the life cycle concept, however can help to identify stages actions within a records management programme and as result provide a useful framework for planning and implementation.

1.9.2 The Continuum Model

Sletten (1997) defined the records continuum concept as a consistent and coherent regime of management processes from the time of creation to their preservation and use as archives.

As defined in Australian Standard 4390, a records continuum is "... a consistent and coherent regime of management processes from the time of the creation of records (and before creation, in the design of recordkeeping systems) through to the preservation and use of records as archives."

This definition suggests an ideal integration for documents, records, and archives management.

The earliest view of the continuum concept came from Australian national archivist Ian Maclean in the 1950s. He said records managers were the true archivists, and that archival science should
be directed toward studying the characteristics of recorded information, recordkeeping systems, and classification processes. His view promoted the search for continuity between archives and records management.

The word "continuum" was not widely used in Australia until Canadian archivist Joy Atherton made it explicit at the annual Association of Canadian Archivists conference in 1985. According to Atherton, all stages of records are interrelated, forming a continuum in which both records managers and archivists are involved, to varying degrees, in the ongoing management of recorded information. She explained how the lifecycle stages that records supposedly underwent were in fact a series of recurring and reverberating activities within both archives and records management. The underlying unifying or linking factor in the continuum was the service function to the records' creators and all users. Atherton's view pointed out the weakness of separating records management and archives administration under the lifecycle model. The model stresses the need for records professionals to be involved in the earliest planning stages of information systems. Millar (2010) identified four actions of records and archives management under the Records Continuum model as follows:

These stages are the identification/acquisition of records, intellectual control of the records, access to the records and physical control of the records. These four stages recur throughout the life of a record cutting across the traditional boundary between record management and archives administration.
Table 1.2 The four stages Continuum principle identified by Millar

<table>
<thead>
<tr>
<th>Process</th>
<th>Records management actions</th>
<th>Archives management actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identification and acquisition</td>
<td>Creation or receipt</td>
<td>Selection or acquisition</td>
</tr>
<tr>
<td>Intellectual control</td>
<td>Classification within a logical system</td>
<td>Arrangement and description</td>
</tr>
<tr>
<td>Access</td>
<td>Maintenance and use</td>
<td>Reference and use</td>
</tr>
<tr>
<td>Physical control</td>
<td>Disposal by destruction or transfer as archives</td>
<td>Preservation</td>
</tr>
</tbody>
</table>

The records continuum as a model concept was formulated in the 1990s by Australian archival theorist Frank Upward based on four principles:

1. A concept of "record" inclusive of records of continuing value (archives) stresses their uses for transactional, evidentiary, and memory purposes, and unifies approaches to archiving/recordkeeping, whether records are kept for a split second or a millennium.

2. There is a focus on records as logical rather than physical entities, regardless of whether they are in paper or electronic form.

3. Institutionalisation of the recordkeeping profession's role requires a particular emphasis on the need to integrate recordkeeping into business and societal processes and purposes.

4. Archival science is the foundation for organizing knowledge about recordkeeping. Such knowledge is revisable but can be structured and explored in terms of the operation of principles for action in the past, the present, and the future.
Upward used four dimensions in his concept of the continuum model:

The first dimension encompasses the actors who carry out the act (decisions, communications, acts), the acts themselves, the documents which record the acts, and the trace, the representation of the acts.

In the first dimension, acts, communications and decisions are documented. Document creation and control processes are implemented which:

- capture content
- capture structure (documentary form)
- order and place documents in their immediate context of action and facilitate their retrieval
- store documents and provide for their security.

The second dimension encompasses the personal and corporate recordkeeping systems which capture documents in context in ways which support their capacity to act as evidence of the social and business activities of the units responsible for the activities.

In the second dimension, recordkeeping processes and systems are implemented in accordance with the design requirements, standards and best practice models set up in the third and fourth dimensions. Implemented processes and systems:

- capture records at specified points in business processes (when predetermined 'boundaries' are crossed)
• capture and maintain the metadata required to assure their quality as records of business and social activity (ie metadata that places them in relation to other records and links them to their context of activity), and to manage their useability (completeness, accuracy and reliability) and accessibility through time

• deliver records for use through time according to relevant access permissions, and user views

• store and secure records through time.

The third dimension encompasses the organisation of recordkeeping processes. It is concerned with the manner in which a corporate body or individual defines its recordkeeping regime and in so doing constitutes/forms the archive as memory of its business or social functions.

When we're thinking in third dimensional ways, we're concerned with:

• identifying personal and corporate requirements for essential evidence to function as personal/corporate memory

• establishing recordkeeping regimes in the personal or corporate domain

• developing organisational knowledge bases and classification schemes that represent the personal and corporate contexts of recordkeeping

• putting in place storage and migration strategies that carry records through the life of an organisation or a person

• developing access strategies that manage access according to the rules of a particular personal or corporate domain.
The fourth dimension concerns the manner in which the archives are brought into an encompassing (ambient) framework in order to provide a collective social, historical and cultural memory of the institutionalised social purposes and roles of individuals and corporate bodies.

3 and 4 can be thought of as the control, regulation, standardisation and auditing dimensions - where recordkeeping professionals with steering roles operate.

When we're thinking in fourth dimensional ways, we're concerned with:

• Identifying or inventing social and cultural mandates for essential evidence to function as collective memory
• Establishing recordkeeping regimes that can carry records beyond the life of an organisation or person
• Developing knowledge bases and classification schemes that represent the broadest structural and functional contexts of recordkeeping
• Putting in place storage and migration strategies that carry records beyond the life of an organisation or a person
• Developing access strategies that manage access across jurisdictions

A summary of this detail is illustrated in figure 1.1
In her book *Yesterday, Today and Tomorrow: A Continuum Responsibility*, Sue McKemmish writes: "The model provides a graphical tool for framing issues about the relationship between records managers and archivists, past, present, and future, and for thinking strategically about working collaboratively and building partnerships with other stakeholders."

According to McKemmish (2001), the best-practice mechanism behind the records continuum model uses an integrated approach for managing records and archives. Records managers and archivists are brought together under an integrated recordkeeping framework with the same goal: to guarantee the reliability, authenticity, and completeness of records. The framework provides common understanding, consistent standards, unified best-practice criteria, and interdisciplinary approaches and collaborations in recordkeeping and archiving processes for both paper and digital worlds. It provides sustainable recordkeeping to connect the past to the present and the
present to the future. It can coherently exist in a broader dynamic, changeable context that can be influenced by legal, political, administrative, social, commercial, technological, cultural, and historical variables across time and space. The integrated recordkeeping framework would

* facilitate provenance

* underpin accountability

* constitute memory

* construct identity

* provide authoritative sources of value-added information

1.10 Organisation of chapters

The study is presented in five (5) chapters as follows:

Chapter One is the introduction. This will be made up of the background to the study, problem statement, the purpose of the study, the objectives, the research questions, the significance of the study, definition of terms and the presentation of the chapters.

Chapter Two reviews the literature on key records management issues.

Chapter Three is the research methodology which contains research design, target population, sample size, instrumentation and ethical consideration.

Chapter Four presents the analysis of data and discussion.

Chapter Five deals with the summary of findings, conclusion and recommendations.
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CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of the literature pertinent to the study. According to Aina (2002) the literature review is not an end in itself. Instead, it is a means to identifying worthy research issues. The researcher therefore used the literature review to create links between the research problem and the wider body of knowledge. The review covers the following themes:

- Introduction
- Policies underpinning the management of records and information
- Records as Evidence and as Source of Information
- The knowledge and skills of records personnel
- Football administration and Records Management

2.2 Policies underpinning the management of records and information

Bexly (2006), states that a records management policy ensures that records are accessible to enable the making of well-informed decisions. This applies to paper and electronic records. He also states that a policy ensures that:

- records are kept securely and protected from accidental loss and destruction
- records are maintained in an environment that enables access, has good storage conditions and physical security
- records are not kept longer than is necessary in accordance with the retention guidelines
- records are disposed of appropriately in accordance with legal and regulatory obligations
• staff are made aware of and trained in the management of records within their sphere of action/responsibility

According to the National Archives of Australia (2015), a records management policy is an essential tool for supporting good corporate governance and demonstrates the commitment to effective records management practices. It also indicates that an agency should have one comprehensive or overarching records management policy. Separate policies may be needed to cover specific areas, for example, certain uniquely problematic record types such as web-based records.

Policies that relate to particular areas of work need to include references to records creation and management requirements. Procedures and guidelines should be developed to help staff manage records to meet the needs of the agency and accountability requirements. Procedures and guidelines should:

• be easily accessible to all staff
• be integrated into work processes where practical
• specify records creation and capture into a records management system.

The effectiveness of policies, procedures and guidelines will depend on the extent to which endorsed practices are adopted throughout an agency. Related training and user education programs must be an integral and ongoing component of the agency's records management framework.

A records management programme should assign records management responsibilities to make it clear the people responsible for the management of the records. Besides, the following areas of
the policy statement should be clearly delineated to ensure the guidelines are comprehensive and usable:

- definitions, responsibility and authority
- the life-cycle concept of records and the continuum concept of records care
- financial management and related legal provisions.

According to the International records management standard ISO 15489-1: 2001 organisations should define and document policies for records management as well as ensure that the policies are implemented and maintained at all levels of the organisation. It is a statement of intentions setting out what the organisation intends to do and sometime includes an outline of the programme and procedures that will achieve those intentions.

The goal of a formally agreed policy should be the creation and management of authentic, reliable and useable records, capable of supporting business functions and activities for as long as they are required. The policy should be adopted and endorsed at the highest decision-making and promulgated throughout the organisation (ISO 15489-1: 2001, clause 6.2)

2.3 Records as Evidence and as Source of Information.

According to the international records management standard ISO 15489-1: 2001 a record is information created, received and maintained as evidence and information by an organisation or person, in pursuance of legal obligations or in the transaction of business. By this definition, a record has a purpose because it is created to serve necessary functions: to provide information and evidence used to make decisions, take action, demonstrate accountability or enable other uses.
Managing records should be a strategic function. Shepherd and Yeo (2003) assert that a records management programme typically comprises a number of elements which include:

- setting and monitoring policies and standards for records management throughout the organisation
- designing and implementing records management systems
- informing and educating staff about records management

Within the programme, systems are needed to ensure that records remain trustworthy as evidence of the activities that gave rise to them, that they are protected against loss or damage and that the records and information they contain are accessible and usable over time.

As pointed out by Shepherd and Yeo (2003), the records system represents a unified set of resources, responsibilities, procedures and equipment designed to maintain and provide access to records within the programme.

In order to function effectively as evidence of an activity, a record must first be compliant with any external requirements in the environment where the organisation operates. The international standard explains that the requirement for records may derive from legislation, regulation, mandatory standards, codes of best practice and ethics, or community expectation (ISO 15489-1: 2001, clause 5). Furthermore, the international standard states that records management policies, procedures and practices should lead to authoritative records with the characteristics of authenticity, integrity, usability and reliability. (ISO 15489-1 2001, clause 7.2) The authenticity and integrity of records need to be guaranteed over time to assure users of the trustworthiness of the records. Again, records must be usable but first they must be accessible to authorized users.
and provide sufficient evidence of the context of their creation to support users' understanding of
their significance. Similarly, records must be reliable and accurate in their content.

Systems and strategies to manage the content, structure and context of records in order to assure
their integrity and usability over time require the design of record keeping systems which capture
and maintain full and accurate records which will function as evidence and serve as sources of
information. The Australian records management standard (AS 4390.3-1996, clause 5.3)
indicates that sufficient measures are needed to allow proof that records are what they purport
to be and that their purported creators have indeed created them. Not to satisfy the requirement
of "full and accurate" records will diminish the weight of a record as evidence of that activity.

The activities of organisations do not automatically result in the creation of authentic, accessible
and usable records. Organisations need to develop strategies and procedures to ensure records are
created, maintained and available when required. This is one of the functions of records
management. In developing economies, the absence of reliable records and record keeping
systems is a major impediment to institutional, legal and regulatory reforms; anti-corruption
strategies, poverty reduction and economic development and other goals of good governance
become seriously impaired (Akotia: 2014)

Lipchak (2002) asserts that in any setting, poor record keeping reduces the effectiveness of
programmes and services: impedes the achievement of social, economic and other goals and
reduces the confidence that citizens and stakeholders have in their governance. Poor records
management entails huge financial cost in terms of wasted and inefficient work, duplicated
effort, legal liability and lost opportunity. The National Archives of Canada estimated that using
conservative figures, the annual direct cost to the Government of Canada of time wasted through
poor information management is currently in the region of 870 million dollars a year (National Archives of Canada, 2002)

2.4 The knowledge and skills of records personnel

Traditionally the registry is the hub of the records control system within an organisation. Staff who have primary responsibility for records care provide records services guided by record keeping procedures and standards. They are responsible for all registry functions and must also exercise a consistent pattern of control over all aspects of records care. They are obliged to maintain the system through maintaining control over the documentation used to record the creation, use, and disposal of records such as registers and logs. They must also systematically manage the creation and handling of records such as correspondence and forms. As well, they must ensure the regular transfer of records from current to semi-current storage and the destruction of ephemera. Skills and knowledge in record management can be acquired through either training, retraining and in-service training.

2.5 Football Administration and Records Management

Records help in the effective decision making in football administration. Football is governed by the laws of the game. This is made up of various articles that provide match officials with information on how to decide on issues on the field of play. Decisions on the field of play are dictated by the laws of the game.

The rules and regulations for decision making in football have been evolving over the years. World Book (2005) asserts that during the early 1800s, many English schools played a game that resembled soccer. The players added many rules that changed the game as it developed, but each school interpreted the rules differently. In 1848, an association of school representatives
met at Trinity College in Cambridge and drew up the first set of soccer rules. In 1863, representatives of English soccer clubs founded the Football Association.

Soccer began to spread throughout the world in the late 1800s. By 1900, associations had been established in Belgium, Chile, Denmark, Italy, Netherlands and Switzerland. In 1904, the national associations founded the Federation of International Football Association (FIFA) (FIFA.com, 2015) states that the rules of the game is made of 17 laws as: 1. The Field of Play; 2. The Ball; 3. The Number of Players; 4. The Players’ Equipment; 5. The Referee; 6. The Assistant Referees; 7. The Duration of the Match; 8. The Start and Restart of Play; 9. The Ball In and Out of Play; 10. The Method of Scoring; 11. Offside; 12. Fouls and Misconduct; 13. Free Kicks; 14. The Penalty Kick; 15. The Throw-in; 16. The Goal Kick and 17. The Corner Kick.

These activities and actions that take place on the field of play have thoroughly been documented. For example 11 is on offside and this describes when a player is offside against a player who is onside.

Football managers require scouts to feed them with the records of talented players who are capable of fitting into their scheme of things or being developed for the future.

Coggin (2015) notes that Scouts provide coaches and sporting directors with detailed reports on players, before deciding whether to make a move or not. According to him, scouts look for certain characteristics in a player such as speed, strength, aerial ability and goalscoring prowess, depending on which position they play. The player’s character will also be assessed. Does he have the necessary work rate and mentality? Does he look well after his body? Is he injury prone? Some of these information are obtained through observations by the scouts or through the
profiles of the players which gives the scout an idea about the previous issues concerning the player especially the rate at which injuries recur, seasonal goal scoring, appearances, etc

Tena and Forrest (2006) point out that relegation and threats of relegation is the major reason that account for the sack of coaches in the Spanish La Liga and the English Premier League.

Football is governed by rules and regulations and these rules and regulations are information which helps to instill discipline in the sector. Article 21 of the GFA Statute (2013) is on expulsion and serves as the provision to invoke on any member who contravenes the disciplinary code.

The 21.1.4: The member, its officer(s) or supporter(s) resorts to the ordinary law court without recourse to the GFA dispute resolution mechanisms as provided by the statutes of the GFA will be expelled. According to the (Ghanafa.org, 2014) the GFA Congress in December 2014 unanimously voted to expel Hikari FC and Aburi Highlanders FC from the Association for violating article 21.1.4. The rules and regulations in football shape the conduct of a member association and they contain the dos and the don’ts. The rules and regulations become guidelines in football administration and are referred to a "record" any time a member goes contrary to it to execute justice. The FIFA Code of Conduct (2012) outlines 11 core principles for behavior and conduct of the FIFA family. They have been enumerated below: Integrity and ethical behavior; Respect and dignity; Zero tolerance of discrimination and harassment; Fair play Compliance with laws; rules and regulations; Avoidance of conflicts of interest; Transparency and compliance; Social and environmental responsibility; Fight against drugs and doping; Zero tolerance of bribery and corruption and No betting or manipulation. Certain rulings on disciplinary issues are based on precedence and such precedence are made available because
they were recorded. Football administration records, such as records relating to player transfers, disciplinary issues like accumulated red cards, yellow cards, fines and so on are some of the records that must be carefully managed to provide evidence needed to support good football administration. Good record keeping is essential to trust in football administration.

Records management ensures accountability in football administration: Akotia (1998) argues that the transparency of government accounts effectiveness in the use of public resources, and the stability and transparency of the economic and regulatory environment for private sector activity is provided by documentary evidence. The Ghana Football Association (GFA) is a registered body under the Company's Code, 1963 (Act 179). The Company's Code makes it a requirement for Companies to prepare their accounts, audit the accounts and prepare their financial statements. Article 38 of the GFA Statute enforces the appointment of external auditor to audit the accounts of the GFA and every season league clubs submit their audited accounts to the Premier League Board.

Football administrations such as FIFA, CAF and GFA in their daily activities transact business through securing sponsorship to organise their competitions like the FIFA World Cup, Africa Cup of Nations and the Ghana Premier League, etc. Also the Ghana government channels some of its resources into the management of the national teams under the custody of the GFA.

There is a direct relationship between internal regulation and the more complete and accurate recording of decisions and actions. Records provide evidence of compliance to regulations and records management provide guarantees that the evidence is reliable. When football administration financial controls lack a record management component, they lose their capacity to provide evidence (Barata, Cain & Thurston, 1998).
Corruption has now become part of the debate in football administration and has also become a significant driver in the demand for accountability. The need for corruption control suggests that well-managed records systems are vital to the success of anti-corruption strategies. (Comer, 1998). Records provide verifiable evidence and can lead investigators to the root of corruption. Moreover, well-managed records can help prevent corruption and fraud by acting as a credible and cost effective restraint. CNN.com (2015) reports that nine FIFA officials and four executives of sports management companies were arrested on suspicion of receiving bribes totaling $100m (£65m). This allegation has been leveled against these football administrators as a result of the available information or records the U.S Department of Justice laid hands on. Records are going to be the source of information for their investigation to ensure the offenders are prosecuted at the law court.

Without proper record keeping in football administration it would be difficult to document its activities and achievements. Winners of competitions, top scorers and all-time greats are determined through the information available. Failure to record such information leaves a lot of gaps in telling the story about football. Bediako (2012) reports in Kotokoexpress the official mouthpiece of Asante Kotoko fc that a young researcher called Thomas Freeman N. Yeboah in his painstaking research into recorded information on the Ghanaian league, using the various newspapers disproved the notion that Kotoko won the league in 1967 as well as 1968 as popularly held. Based on the information he gathered from Daily Graphic and the Ghanaian Times which reported on the events as they occurred at the time, he proved beyond reasonable doubt that Kotoko rather won a league title for the 1967/68 league season and not separate years. He argued that in the 1967/68 season after the first half of the season, the league went on about 3 months break before the second round resumed, so the researchers who compiled the Ghana
league champions assumed separate competitions in 1967 and 1968. This anomaly has since 2012 been corrected. Yeboah (2013) points out that Ghana’s all-time top scorer wasn’t Abedi Pele Ayew but Edward Acquah and Kwesi Owusu. Graphic Sports was publishing week after week all the various top scorers of Ghana, researched by Yeboah using the various newspapers and it became acceptable fact that Acquah and Owusu were the joint all-time top scorers of Ghana as of 2013 and Wikipedia revised their records replacing Abedi Pele with Edward Acquah and Kwesi Owusu who scored 40 goals each for the Black Stars. It was 2014 that Asamoah Gyan beat that feat as Ghana’s all-time top scorer in international football.

Pen et al (1994) point out that records management is concerned with the management of information. According to them both the public and private sectors need to function properly and if that information is mismanaged or is not available organisations might cease to exist.

There are documentary evidence of coaches whose philosophies and ideologies of time gone by are being used by modern day coaches. Their tactics and systems have been recorded and serve as information for coaches to resort to or improve on to suit the present changing times.

Scholten (2005) asserts that Rinus Michels introduced the concept of Total Football which is free-flowing, fluid style of play. He added that Rinus Michels began this style of play at Ajax, but it reached its peak during the 1974 World Cup, which his team Netherlands, finished as runners-up to the host Germany. FIFA.com (2015) indicates that Johann Cruyff was the epitome of the Dutch’s total football technique which was designed by Rinus Michels, because the Dutch team was built around him.

Winner (2012) notes that Cruyff and his coach, Rinus Michels (a sort of John the Baptist figure) raised Ajax from obscurity. More important, they invented a new way of playing. Cruyff became
the greatest exponent and teacher of total football. Johann Cruyff as a coach with Barcelona instilled his ideal of total football into every level of the club and made his disciple Guardiola the captain and the team was so strong that they were called the Dream Team Winner again reports that Guardiola described this phenomenon as: "Cruyff painted the chapel, and Barcelona coaches since merely restore and improve it." He added that Guardiola learned the game from its Dutch source and took tiki-taka or "total football" to new levels of perfection. Today there are several coaches like Luis Van Gaal, Arsene Wenger, etc who are believed to have adopted the Total Football technique designed by the legendary Rinus Michels.

One of the best strategies to win football games as coach is through the mind game or psychological warfare. Ferguson (2013) asserts in his autobiography, Alex Ferguson: My Autobiography that he was a master of mind games and also indicates how he deployed it to win difficult games. This is a document that young coaches can use as a guide in their attempt to adopt the coaching style of the legendary coach. For instance, he cited how he psychologically encouraged his players to get late goals to stun his opponents. This philosophy became Manchester United’s hallmark, which was the more reason why the commentator for ITV Clive Tydesley said at the beginning of stoppage time in the 1999 UEFA Champions League final that United always score and lo and behold they scored two late goals to overturn a 1-0 lead by Bayern Munich.

In conclusion, the literature reviewed demonstrates that for proper records management at the PLB, there should be a policy framework to govern records creation, use and preservation at the Board, without such a policy the records programme is weakened and the records cease to support business activities and accountability. Bexly (2006), states that a records management policy ensures that records are accessible to enable the making of well-informed decisions.
Policies that relate to particular areas of work need to include references to records creation and management requirements. Procedures and guidelines should be developed to help staff manage records to meet the needs of the agency and accountability requirements.
References


http://www.aljazeera.com


http://www.theguardian.com


CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology that was adopted to achieve the set goals for the study. Business Dictionary.com (2015) defines research methodology as a process used to collect information and data for the purpose of making decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information or refers to the way something is done.

According to Busha and Harter (1986) research is undertaken to attack or solve problems of significance or to increase knowledge. The methodology presents methods and procedures to be used in the collection and analysis of data relevant to the society.

The study used an investigative and qualitative approach in order to reveal, describe and analyse rather than measure.

3.2 Research design

The study employed the case study research design with qualitative data collection method of interview. Case study method was chosen as the preferred method of data collection due to its flexibility and its ability to provide more realistic responses.

A descriptive study was employed to:

Examine recordkeeping and registry procedures and practices in the PLB

Examine and review relevant literature on sports administration and records management

Examine holdings, their storage and preservation practices
In analysing the views of respondents, the researcher cross referenced their views with the research questions and objectives. It also indicated the number of people who were able to avail themselves for the interview and why some people were not able to respond. The difficulties encountered during the data collection were also stated.

3.3 Population

Fraenkel and Wallen (2003) stated that population can be any size that will have at least one (and sometimes several) characteristics that sets it off from any other population. Population is all of individuals who possess a certain characteristic (or set of characteristics). It is usually a group to which a researcher would like the results of the study to be generalisable. There are 36 staff at the GFA directly or indirectly involved in records management at the Premier League Board.
Table 3.1: List of the staff at the PLB and other standing committees directly or indirectly involved in record keeping at the PLB

<table>
<thead>
<tr>
<th>Population</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLB members</td>
<td>18</td>
</tr>
<tr>
<td>PLB Secretariat</td>
<td>2</td>
</tr>
<tr>
<td>Registry</td>
<td>3</td>
</tr>
<tr>
<td>GFA Emergency Committee</td>
<td>3</td>
</tr>
<tr>
<td>Head of standing committees that complement the effort of the PLB</td>
<td>6</td>
</tr>
<tr>
<td>GFA General Secretary’s Office</td>
<td>2</td>
</tr>
<tr>
<td>IT department</td>
<td>1</td>
</tr>
<tr>
<td>Front desk</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>36</td>
</tr>
</tbody>
</table>

3.4 Sampling

Sample sizes reduce expenses and time by allowing researchers to estimate information about a whole population without having to deal with each member of the population.

Babbie (2007) described sample size as a subset of population being studied. Samples should be as large as possible, in general the larger the sample the more representative and the more generalisable the results of the study are likely to be. Babbie (2007) further stated that any sample size that is enough to represent the population is enough to obtain adequate confidence.
In this study, purposive sampling was used to select twelve (12) people to represent 33% of the population. This refers to the form where the researcher based on his knowledge of the population selected subjects on the basis of their expertise in the subject being investigated or picked certain groups or individuals for their relevance to the issues being studied. The choice also depended on the fact that the subjects were in a position to provide the information required for the study. This technique has the advantage of assuring the researcher that he will get information from respondents critical to the study. Neuman (2006) asserts that if the entire population is less than 1,000 then 30% of that population should be used to obtain a representative sample and if it is more than 1,000 then 10% should be used.
Table 3.2: A break-down of the sample population

<table>
<thead>
<tr>
<th>Sample</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>PLB members</td>
<td>2</td>
</tr>
<tr>
<td>PLB Secretariat</td>
<td>2</td>
</tr>
<tr>
<td>Registry</td>
<td>3</td>
</tr>
<tr>
<td>GFA Emergency Committee</td>
<td>1</td>
</tr>
<tr>
<td>Heads of standing committees that complement the effort of the PLB</td>
<td>1</td>
</tr>
<tr>
<td>GFA General Secretary’s Office</td>
<td>1</td>
</tr>
<tr>
<td>IT department</td>
<td>1</td>
</tr>
<tr>
<td>Front desk</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12</strong></td>
</tr>
</tbody>
</table>

3.5 Instrumentation

According to Aina (2002) there are different instruments that one can use in social science research, namely questionnaire, interview, observation and documentary sources.

The study employed interview and observation. Interviewing is a way to collect data as well as to gain knowledge from individuals.

3.5.1 Interviews

Kvale (1996) regards interviews as ë an interchange of views between two or more people on a topic of mutual interest, sees the centrality of human interaction for knowledge production, and emphasises the social situatedness of research data. ð
Interviews were adopted as the research instrument because they are ways for participants to get involved and talk about their views. In addition, the interviewees are able to discuss their perception and interpretation with regards to a given situation; it is their expression from their point of view. Moreover, interviews ensure that return rate is high.

Structured interviews were administered personally by the researcher. The researcher interviewed the General Secretary of the GFA, the PLB Chairman, the PLB Vice Chairman, the 2 PLB secretaries, 3 workers at the Registry and Records centre, IT officer, the Accountant, the Disciplinary Committee Chairman and the Receptionist. The data required from the respondents was qualitative data. Some of the information sought from them were the history of the PLB, functions of its branches, age groups of respondents, educational background of respondents, types of records created at the PLB, classification of the records, vital records, digitization of records, preventive and protective measures in place, etc. This information enabled the researcher to gain enormous insights into the records and the record keeping environment of the PLB including funding, training, supplies and practices. Questions were structured specifically and adhered to strictly.

3.5.2 Observation

Another research instrument that was employed was observation. Stevenson et al (2011) states that observation means ‘accurate watching, noting the phenomenon by which they occur in the nature with regard to the cause and effect of mutual relations.’

Observation is a purposeful, systematic, selective way of watching and listening to an interaction or phenomenon as it takes place.
Observation has the following advantages: The problem of depending on respondents is decreased; it is less demanding in nature, which makes it less bias in working abilities; data collected is very accurate in nature and also very reliable; Very direct method for collecting data or information best for the study of human behavior, etc. There were on-site observations by the researcher at various offices which made it possible to personally observe the record keeping practices and procedures. The researcher was a non-participant/structured observer aided by a check-list to ascertain the facilities and practices. Information required was obtained instantly. The researcher observed that documents in the registry or the records centre of the Board were orderly arranged in fireproof file cabinet.

3.6 Data collection procedure

The researcher sent an introduction letter from his department (Information Studies) to the General Secretary of the GFA. He processed the letter by notifying all possible respondents to co-operate with the researcher. Date was fixed with the various respondents in order not to inconvenience them. A total of 5 working days were used to conduct the interview, from 1st June to 5th June, 2015.

It was a face to face interview at the offices of the respondents and that enabled the researcher to get a better understanding of the issues. People who had the right idea and rich experience were interviewed to avoid the risk of not fulfilling the purpose of the study, so purposive sampling was used. The interviews were typed into a Microsoft processed word in a rough manner and were later put together to make a better meaning.
3.7 Data presentation and analysis

Analysis of data is a process of inspecting, cleaning, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making.

Microsoft Excel was used to analyse the data. Data was analysed as follows.

Step 1. An excel database was created in the form of columns, rows and cells.

Step 2. Numbers were assigned to participants prior to entering the data.

Step 3. Data was entered beginning with rows, i.e. the numbers and the data for each question.

Step 4. Upon entering the data, it (data) was squared to make sure it was accurate.

Step 5. Finally the data was analysed using tables, graphs and percentages.

3.8 Ethical Consideration

The researcher sought the concern of the respondents in the research by informing them of the procedures and risks involved in the research. Also, respondents were assured that information provided would be treated as confidential. The study adhered to the code of conduct of the Ghana Football Association (GFA) and the Premier League Board (PLB) and all sources have been duly acknowledged. The University of Ghana Graduate School research requirements codes of ethics have been adhered to.

3.9 Challenges and limitation

There was reluctance on the part of some of the targeted population to grant the interviews and this could be due to the fact that the world football governing body, FIFA had been hit by a
scandal and there was a call for the Ghana FA to be investigated, so there was the fear of being exposed. Subsequently, however, with the exception of one person all the other member of staff cooperated.

Due to the limited time of three months for the research the number of participants was reduced to meet the deadline for the study.
References


CHAPTER FOUR: ANALYSIS OF DATA AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study. The chapter employs descriptive statistics and percentages in depicting the findings. It is organised into seven (7) sections namely, introduction, background of respondents, legal and regulatory framework, records management processes and controls, skills and knowledge level of staff in records management, business continuity plan and challenges facing the PLB records management programme.

The objectives of the study were to:

- evaluate the policies underpinning the management of records and information within the Board.
- determine standards and best practice procedures in place.
- find out the existence of digital records management.
- determine the knowledge and skills level of records personnel
- find out how adequate the resources are for managing the records.
- investigate the challenges facing the board's record keeping system
- to recommend appropriate record keeping practices that can be adopted to make the work of the Board more effective.

4.2. Background of respondents

Carley-Baxter (2008) explains that respondents and interviewers interact during the conduct of surveys, and this interaction, no matter how brief, is the basis for a social relationship between the two. Often this relationship begins when the interviewer calls or visits the respondent in an
attempt to initiate and complete an interview. Other times, the respondent may call the interviewer in order to complete an interview. During the social interaction of conducting an interview, the respondent and interviewer will typically develop a rapport. The establishment of rapport between the respondent and the interviewer, or lack thereof, is a key element in the interviewer gaining the respondent's cooperation to complete an interview. If a good rapport is not established, the likelihood of the interviewer completing an interview decreases. Further, good rapport makes the respondent comfortable with answering questions that could be considered personal or embarrassing. The interviews provided a platform of neutrality and was non-judgmental. In this study the respondents are the PLB members, staff and other workers of the GFA who help in managing records created by the Board for managing the Ghana Premier League (GPL).

These are the background of the respondents: One (1) is a chartered Accountant, one (1) is a lawyer, one (1) has RSA stage 3 in Accounting, one (1) has a degree in Information Technology, 2 have Certificates, one (1) has a degree in Economics, one (1) has a degree in Sociology, three (3) have diplomas in Football administration and one (1) has diploma in Logistic and Supply chain management.

4.2.1 Gender of the respondents

Only 2 of the 12 staff interviewed were females representing 16.7% and the rest of the 10 members of staff were males, representing 83.3%. The results are illustrated below in a graph form. The majority of the staff were males and that might be due to the fact that majority of people have perception that football and sports in general is men inclined, thus making men to
see the need to venture into football administration. These details are summarised in fig 4.1 below.

![Gender of participants](image)

**Figure 4.1**

### 4.2.2 Age group of respondents

Respondents fell within the age bracket of 30-70. The respondents who fell within the age bracket of 30-40 were 4 representing 33%, with 3 participants within the ages of 40-50, representing 25%, while 4 respondents fell in the age bracket of 50-60, representing 33%. Only 1 person fell within the age group of 60-70, which represented 8.3%. These details are summarised in fig 4.2 below.
4.2.3 Academic qualifications of the respondents

The qualifications of the respondents range from certificate to university degrees. Two (16.7%) of the 12 participants had certificate, three (25%) had a diploma, five (41.7%) had a degree and two post graduate qualifications in law and banking.

Although two of the participants have benefited from workshops on records management, none of the 12 was a professional records manager.

It is assumed that the higher the level of education of a person the more the person would give premium to the proper management of records. Figure 4.3 below shows a summary of the academic qualification of the respondents.
4.2.4 Categorisation of respondents section by section

The interviewees who play a direct and indirect roles in managing the records for the smooth running of the PLB were in the following sections within the GFA: Four (33.3%) of the 12, were members of staff interviewed from the office of the PLB, three (25%) were from the registry, one each from the Disciplinary Committee (8.3%), the office of the General Secretary (8.3%), the Accounts Department (8.3%), the IT Department (8.3%) and the Front Desk Executive (8.3%). It should be noted that all these offices create records that help the PLB to organise the Ghana Premier League effectively. Some of the staff are permanent workers, while others are voluntary workers. The permanent workers were 9 (75%), while the voluntary workers were 3 (25%)
4.3 Legal and regulatory framework

The legal and regulatory framework covers an important element of the records management infrastructure key to a successful records management programme. The basis of all records management authority is comprehensive and up-to-date legislation or policy statement. A comprehensive legal and regulatory framework will ensure the care of the records throughout their life to serve the organisation and benefit the public.

4.3.1 Policies underpinning the management of records and information

According to the National Archives of Australia (2015), a records management policy is an essential tool for supporting good corporate governance and demonstrates the commitment to effective records management practices. It also indicates that an agency should have one comprehensive or overarching records management policy.

All the twelve (100%) respondents said there were no policies governing the management of the records for the day to day operation of the Board.

The staff of the Board create and capture records, but there was no formally written instructions, or policies or statement of intentions that provide an outline of the programme and procedures that will achieve these instructions.

In circumstances such as this there was no standard practice or business rules that required the PLB officials to create records according to the business needs and business processes that adequately document the business activities in which they take part. Neither was there any rule to ensure that information and processing systems that support business activities create appropriate records as part of supporting those documents.
As all PLB staff create, receive and keep records as part of their business functions, the absence of established policies create a situation where responsibilities are not adequately assigned to ensure a successful records management programme. Staff responsible for records care however, do as best as they can, exercising primary responsibility for record keeping.

4.4 Records processes and controls

The records processes and controls are the activities that take place in a records management units (RMC) or registry. They are critical in ensuring that records created, received, issued and held by an organisation are sufficient, reliable, relevant, secure and accessible. Some of the records management activities are capturing of records, registration, opening of files, classification, storage, tracking and use, closing of files and disposition.

A linear sequence has traditionally been used to describe records management processes affecting paper records because the processes can be, and often are, separated in time by varying intervals between them. In electronic records systems, the decision about capture and classification, access and disposition status are usually made at the point of creation of the records, so the processes are both more explicit and usually simultaneous. This may of course also be the case of paper-based systems.

4.4.1 PLB records system

The findings revealed that there are different categories of files created by the PLB. These broad categories may be identified as:

- policy files relating to the formulation of policy and procedures
• operational or subject files which deal with PLB implementation of policies and procedures
• administration files deal with the usual housekeeping matters with subjects such as building, equipment, supplies, finance and personnel, as well as with general internal administration
• case files containing information on a wide range of players and clubs. Case files are either operational (such as referees file) or administrative (such as personnel files)

The registry of the Ghana Football Association (GFA) is the main administrative unit of the PLB responsible for the life cycle management of the records. It is this unit which must exercise consistent pattern of control and oversight because of its strategic objectives which include:

• establish and maintain record keeping systems and procedures
• create and maintain necessary control documentation
• train records staff and action officers
• ensure the proper storage and security of all PLB records

These functions are ignored resulting in a low level of professional practice. For example general and agency disposal schedules have not been developed and as a result there is no disposal programme.

The operational records which are the records created for the purpose of carrying out core functions of PLB are presented in tabular form below.
Table 4.1: Types of records created at the PLB

<table>
<thead>
<tr>
<th>Records created for the smooth operation of the Premier League Board</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Referees report</td>
<td>Disciplinary cases and rulings</td>
</tr>
<tr>
<td>Match commissioners’ report</td>
<td>Financial reports</td>
</tr>
<tr>
<td>Audited accounts of clubs</td>
<td>Sponsorship</td>
</tr>
<tr>
<td>Player transfers</td>
<td>Contract of players</td>
</tr>
<tr>
<td>Contract of coaches</td>
<td>Records of individual clubs</td>
</tr>
<tr>
<td>Records on player registration</td>
<td>Statistics on the league</td>
</tr>
</tbody>
</table>

4.4.2 Capturing information and records

The staff at the registry are responsible for capturing paper data generated for the running of the Board, while the IT office captures digital records.

At the registry, word processed documents are printed out and filed at the appropriate location based on its file classification scheme. Paper records received are also filed at their correct locations. The paper records already contain metadata of the records often explicit and which is deduced by the staff at the PLB. As the structure of the records does not need to be specified in the paper system, the content of the record is highlighted through additional indexing.

The IT department enters data into a database, saves email into the Board’s information system to form part of its electronic records. It also ensures that records created by the other sub-committees within the Ghana Football Association (GFA)/Premier League Board (PLB) are captured into the system. In this case metadata of the records created are captured from the point
of creation to help in retrieving the records from the Board's information system. However for email, the metadata is generated automatically.

The IT department also migrates data from paper based to electronic form by scanning the paper document, while capturing at the same time the information that describes the data, before it is saved into its records system. Electronic records are saved into a folder structure on a shared or network drive as part of the creation process.

4.4.3 Registration

Registering records provides evidence that the record has been created, received or retrieved.

The registry which is in charge of records created by the PLB has a file based system. There are files for in-coming mails and files for all out-going mail. Each file has a "folio" number for easy identification.

Files are subject based and all in-coming mail on a subject are placed on that file. A new file is opened when the existing file is full or when that subject does not exist. There is a link between a file system and document system. For instance, a register of in-coming correspondence indicates the file on which each correspondence has been placed and also each file has at its back the list of all the documents it holds like the registration of in-coming mail or out-going mail are subject to registration.

Figure 4.4 below are some of the items in the registry (Fireproof and waterproof file cabinet and a printer)
4.4.3.1 Incoming mail

All incoming mail to the PLB are sent to the Front Desk Executive. They are then forwarded to the GFA’s General Secretary who minutes on them for action to be taken by the PLB. The PLB sends correspondence to clubs in the form of electronic mail and paper mail and also receives mail from clubs. Documents received from clubs are placed on the respective club’s file for easy reference. Also all documents received are numbered and each file has a reference code for easy retrieval. The IT Department receives all electronic messages such as emails and fax and forwards them to the General Secretary for action to be taken by the Board.

All official mail are received and recorded in the in-coming register as follows:

Date of receipt

Senders Address

Date sent

Subject of correspondence

Reference number of the correspondence
Action officer

4.4.3.2 Outgoing mail

The PLB exchanges correspondence with its constituent members such as the 16 clubs that participate in the Ghana Premier League every season, sponsors of the League and other stakeholders.

According to the findings some mail are delivered by hand, others are posted through the post office, faxed or by e-mailed. Details of out-going correspondence are registered in an Out-Going Correspondence Register. The information recorded in the register are:

a. Date that the letter was dispatched
b. Reference number
c. Destination of correspondence
d. Contact number of correspondence
e. Subject matter

These registers are held in the Department. Staff of the Board dispatch mail through messengers who deliver them by hand. They carry a receipt book and record the following:

Date of letter/correspondence

Number of letters/correspondence

Time of dispatch

Signature

Signature of receiving officer
There are no formally documented instructions for handling correspondence. The absence of this standing instruction has implications for efficiency and effectiveness. One would expect that the basic procedures for handling correspondence will remain the same, regardless of who handles the documents.

Standing instructions should cover the roles of the action officers, keyboard operators, records staff and automated systems, computer operators. These instructions should include:

- text sent for typing should be clearly written or carefully dictated, taking special care with the spelling of proper nouns, technical words and unusual words
- detailed information to keyboard operators including security or privacy markings and the number of copies required.
- keyboard operators should use organisation headed notepaper for the top copy of outward correspondence (which may be held as a template on the computer) and should follow standard rules of style, layout and dating.

4.4.4 File creation

Two sets of files are created by two separate bodies at the PLB. The first set is created by senior officers on their own and without the knowledge and guidance of the records and registry department. They give their own file titles and keep them as alternative to the official records.

The second type are the subject files created by the RMU records and registry department for official purposes. A new file at the RMU is created depending on the subject matter of the correspondence. A new volume is also opened when a file has been closed.
4.4.5 Classification

Akotia (2012) defines classification as “the process of assigning a file or record to its proper or intellectual place within a classification scheme or implies giving records a unique identifier or reference number assigned according to pre-determined rules”. This is a process of identifying and arranging records in categories according to logically structured conventions, methods, procedural rules represented in a classification scheme. This makes it easy to identify records and use them when necessary, because codes are given to each file created and the codes indicate the type of records they contain and their locations. Robek et al (2002) asserts that classification provides a listing of all created information and it is a critical path for locating information for retrieval, maintenance, retention and disposition. This means classification makes it easier to decide where documents should be filed and where they may be found.

The registry of the GFA which is in charge of the records created for the running of the PLB has a classification scheme. Every file is given a unique identification number, arranged in alphanumeric manner for easy identification and retrieval.

According to Cook (1997) the records administrator is charged with records in such a way that they can be retrieved for use when required, so that they can be disposed of correctly at the proper time in the proper way. The records should be adequately maintained for use.

4.4.6 Records storage

Storage is one of the vital processes in records management practice. There is proper storage of current and semi-current records at the PLB, but records which are inactive are not well attended to. For current records and semi-current they are under a very good condition in the registry, where the files are stored in 2 fireproof vertical file cabinets and room is well ventilated. Files
are well arranged, making their retrieval easier. Vertical filing as in the case of PLB are four
drawer file cabinets. This facility is suitable for small records office. Some records are kept
outside the registry, especially financial records and audited financial reports of the clubs. These
are kept in the Accounts Office and the main PLB Secretariat, respectively for the purposes of
auditing, but they are transferred to the registry at the end of every league season. Inactive files
are kept in a store room, they call ‘Archives’ Although the store room has file cabinets, some of
the records are not well filed and also some of them are lying on the floor and left to the mercy
of the weather. There are two of such archives, one in the GFA building where the PLB is
located and the other is at the Ghanaman Soccer of Excellence, Prampram.

4.4.7 Use and Tracking

Tracking of the files is necessary because it provides the mechanism to monitor the movement of
the files and their whereabouts at any given time. As a control system it serves the objective of
documenting the movement of records at any time. It may be used to monitor the use of records
and to maintain an auditable trail of record keeping processes, such as access to records by users.

An accurate recording of all records movement is essential if information is to be located quickly
and efficiently. One of the main reasons why records are misplaced is because the movement of
records are not recorded. Tracking of records, within a records management system is required
to enable retrieval of the records, monitor usage for the maintenance of systems and security and
maintain an auditable trail of records transactions, such as registration, classification, access and
disposal. In order to keep track of the records that leave the registry, the officers in charge of the
records ensure the following details are provided: Date a file was taken away; File number;
Officer requesting for it; date of return; signature and remarks.
In the records and registry department it is very difficult to control the movement of files because most officers do not fill the forms at the office and some keep the file too long in their offices, which leads to officers on leave locking files in their drawers while they are way. The researcher in the course of his study became a victim of the poor tracking system of the records at PLB, because the introductory letter he sent to the Board got missing and was asked to send another copy, which delayed the collection of data. This indicates that there are weaknesses in the tracking of records at the Board. The success of a records tracking system depends on the people using it and all staff of an organisation should be aware of its importance and fully acquainted with its operation. The registry of the PLB has a book that control file movement within the organisation,

Tracking requires that movement of files outside the RMU is strictly controlled. However, there are no rules and procedures for controlling file movement at the PLB. As a result it is difficult to attempt enforcing compliance since co-operation of action officers and file users is essential if the movement of records is to be accurate and reliable.

**4.4.8 Closing of files**

Files should not be allowed to become too thick, nor should they remain in use for too long. Files that are too thick are more difficult to handle, as a result their contents can be at risk of damage. Files that are in use for too long may eventually contain papers no longer required for the conduct of current business.

According to the respondents, files are only closed when they become full and they are transferred to the store room where they are not frequently used. Some files in the registry were created far back in 2010, but are still in the registry because they are not full.
Of the 12 participants 5 (41.7%) were not satisfied with the way closed files were handled, while 7 (58.3%) were satisfied. There was a split opinion from the interviewees on how closed files were handled. The researcher observed that some of the closed files were not in shelves in the store room, making them vulnerable to destruction in the near future.

When files are closed at the PLB no further papers are added and the word "CLOSED" is written diagonally in bold letters across the front cover and the date of closure noted beside it. All respondents (100%) noted that although no new action may be taken on a closed file and no new papers added, may remain current in the sense that they are required for reference in the conduct of business. These details have been summarised in figure 4.5 below.
4.4.9 Records disposition

Records disposition refers to the actions that are associated with implementing decisions about the retention or destruction of records. These may also include storage locations, custodians or owners (ISO 15489-1: 2001; AS 4390.1-1996). The disposition programme is the process through which decisions taken in records appraisal are put into effect. Thus appraisal for retention or disposal is a key part of the disposition process.

Disposition options include:

- destruction
- transfer to the records centre
- transfer to the archives
- retention in the agency of origin
migration

transfer of records to new owners or custodians

The PLB has no record disposition programme. Reserve storage facilities are more or less dumping grounds. In the absence of a formal programme staff have had to use discretion to fashion out a "system" of records destruction in order to control the build-up of records.

The effective life cycle management of records is only possible if there is adequate storage for semi current records. This is what makes the records centre or reserve facility one of the most important parts of a well-organised records management programme. In the present state, the collective memory of football administration in Ghana is a disaster, because semi current and non-current records are mostly dumped without proper care, hence some of them are deteriorating faster. Ghana is without the lessons of the past which should provide important knowledge in defining, understanding and addressing new problems in football administration.

4.4.10 The existence of digital records management

This question was asked to know how fast the Board is adapting to modern technology of operating in a paperless office or in a mix of paper and digital environment.

Records created at the PLB are in two formats, namely paper records and digital records. The PLB prefers to receive and send mail electronically. The registration of players who play in the Ghana Premier League is a digital process. The software for the registration is called E-License Plus: It is in two forms, one is managed by the administrator, who happens to be the IT manager of the GFA and it is called License Plus Manager and the other is managed by the clubs called Club Manager. Each club is given a password and the software to register the number of
approved players for the season. A back-up of the records created by the E-License is kept in Tunisia, because the security system in Ghana is not trusted by the Ghana FA.

Another software used by the PLB to manage its records electronically is Competition Management System which generates the league fixture, table, goal king chart and appearance by players in the Ghana Premier League.

The PLB has the following infrastructure for managing digital records: There is an IT room, IT personnel, a server which ensures all computers are networked to the IT room, 15 computers, 2 scanners, 1 terabyte of hard drive that saves all information created electronically and another hard drive which is external hard drive that ensures information are saved away from the PLB building. The most innovative system adopted by the PLB in managing its digital records is the cloud storage. While cloud storage sounds like it has something to do with weather fronts and storm systems, it really refers to saving data to an off-site storage system maintained by a third party.

Strickland (1998) indicates that instead of storing information to your computer's hard drive or other local storage device, you save it to a remote database. The Internet provides the connection between your computer and the database. On the surface, cloud storage has several advantages over traditional data storage. For example, if data is stored on cloud storage system, it could be retrieved from any location that has Internet access. You wouldn't need to carry around a physical storage device or use the same computer to save and retrieve your information. With the right storage system, you could even allow other people to access the data, turning a personal project into a collaborative effort. So cloud storage is convenient and offers more flexibility.
IT staff are responsible for maintaining the technology for PLB business information and records systems, including maintaining appropriate system accessibility, security and back up. ICT staff ensure that any actions, such as removing data from systems or folders, are undertaken in accordance with the policy governing digital records. IT and information and records management staff have an important joint role in ensuring that systems support, accountable and effective information and records management across the organisation.

Not all paper documents received by the PLB were scanned, but plans are in place to scan all incoming mail and documents. Only the IT Department scanned documents that they received from other departments.

All the 12 respondents kept some of their documents electronically, but only 3 (25%) of them try to make sure they generated electronic version of every document in their custody.

In addition, all email had been backed up to prevent loss and also electronic files created were automatically saved onto a hard drive in the IT Office as a back-up.

4.4.10.1 Metadata of the electronic records

Metadata is the data or the information on the records being captured. Data such as unique identifier, the creator of the records, the date and time of creation, the function of the record, the programme that captured the information are recorded and this helps in searching for the information from the system.

The (National Archives of Australia, 2015) in “Capturing and maintaining recordkeeping metadata” describes how metadata supports agency records management program by:

- protecting records as evidence and ensuring their accessibility and usability
ensuring the authenticity, reliability and integrity of digital records

- enabling the efficient retrieval of digital records

- providing logical links between records and the context of their creation, and maintaining the links in a structured and reliable way

- allowing timely destruction of temporary value records when business use has ceased; and providing information about technical dependencies, to help ensure their long-term preservation and usability.

IT office which is in charge of managing electronic records at the PLB ensures data on records captured are recorded for easy retrieval of the information such as the name of the creator, unique identifier are captured for instance the E-license Plus which is the software for the registration of all premier league players provide metadata of information fed into the system. There are two versions of the software, one for the clubs called club manager and the other one for the IT head called License Plus Manager. Every club member has a password that permits them to use it and after usage the system automatically generates a metadata of the information entered, such as the name of the creator, unique identifier of the information entered, time logged in, time logged out, activities performed and it will indicate if a license (player registration card) was generated or not. This information would appear on the License Plus Manager for IT officer to store such metadata for the purposes of retrieval.

4.4.10.2 Maintenance of the electronic records

The study sought to find out the security measures put in place to secure information in the records system. The study revealed that electronic records are stored on hard drives and other secondary devices such external hard drive. Security of the electronic records is very crucial in
order to avoid any unauthorised access or alteration of the data. As (Stewart & Westgate, 2002) put it ņsecurity is an important concern. Electronic storage should have backups kept in a secure place with the access to them controlled, so that files cannot be altered. It was revealed that passwords were used to access the information and such information could not be accessed by any unauthorised users, the use of firewalls to prevent unauthorised access to or from a private network: firewalls can be implemented in both hardware and software, also antivirus to prevent virus attack. IT office manages the electronic records of the PLB ensures that their machines are serviced every quarter to prevent hardware failure.

4.4.10.3 Hardware and software obsolescence

New computing hardware opens the door to new and improved software, leading to software and file format obsolescence. The new software will not run on old hardware, further exacerbating hardware obsolescence. At the same time, the new hardware introduces other new technologies such as peripheral connections (e.g., Firewire and USB have replaced RS-232 serial and Centronics parallel ports) and storage devices (e.g., USB keys and CD drives replace floppy disks). These changes force older peripherals into retirement along with their compatible computers.

It was revealed that the IT office have used different software at different times for the registration of players. The first one was Architecture Description Language (ADL) and due to technological changes it was phased out, and then after Scientific Data Management System (SDMS) was introduced for player registration and this one too became irrelevant, before the new system of player registration called E-Licence Plus was introduced. The hardware used by
the various software also phased out as the software became irrelevant because their storage capacities were too small for the new software.

4.4.11 Control systems in place

There are 8 respondents who play a direct role in the management of records at the PLB and when asked about the control systems in place, all the 8 (100%) said there are procedures for ensuring that the content of the records they have in their possession remains intact. They have both manual and electronic systems in place.

The respondents said some of the manual control systems they put in place are: workers who are not assigned records management responsibilities are not permitted to retrieve files from the cabinet and also to prevent the missing of files there is a file movement book that tracks the movement of files within the Board.

For electronic records, there is a back-up for all emails received and delivered. Also, all electronic files saved, automatically goes to the IT department as a back-up, after the close of work. There are pass words on the various computers to prevent unauthorised access and also the computers and other equipment have anti-virus to prevent virus attack and firewalls are installed to prevent attacks.

4.4.12 Security classification of the records

An official document must be protected if it would cause harm to disclose information held in the record. Thus a formal instrument that identifies the rights of access and regime of restrictions applicable to records is a necessary tool to manage records in all organisations. Development of appropriate categories of access rights and restrictions is based on the organisation’s regulatory
framework analysis, business activity analysis and risk assessment. Reasonable security and access will depend on both the nature and size of the organisation, as well the content and value of the information requiring security.

Access to records may be restricted to protect:

- personal information and privacy
- intellectual property rights and commercial confidentiality
- security of property (physical, financial)
- state security
- legal and other professional privileges

Seven (87.5%) of the 8 people closely involved in records care said there is no security classification of the records at their disposal with only 1 (12.5%) saying there is. Going by the majority decision, it could be concluded that there is no security classification of the records at the disposal of the Premier League Board. Details of the security classification are summarised in figure 4.6
All the 12 (100%) respondents admitted that confidential and secret records are handled separately. Confidential records, such as players and coaches contracts are mostly stored away from the other records. They are kept in the office of the GFA General Secretary and a copy is stored in the President’s office.
4.4.14 Declassification of records

All the 12 (100%) respondents said there is no declassification of the records generated for the running of the PLB. However plans are underway to establish a programme to declassify records.

4.3.15 Vital records programme

It is very necessary for a records manager or archivist to have adequate knowledge of the records or the documents in his or her holdings.

This requires the classification of the records depending on their level of significance to the operation. Records classification is simplified with the use of retention schedules.

Records retention schedules are essentially list of what kinds of records exist in an office, a description of contents, as well as a listing of the prescribed time periods for which they should be kept in active, semi-active, and inactive storage.

The records of each agency identified by inventory or audit are matched to their corresponding retention schedules, and can be placed into four general categories:

1. Nonessential Records - Loss of these records presents no obstacle whatsoever to restoring daily business,

2. Useful Records - These records, if lost, might cause some inconvenience but could be easily replaced. Loss of these records does not present any real obstacle to restoring daily business.

3. Important Records - This category of records is replaceable only at considerable expense of funds, time and labor, and
4. Vital Records - These records are irreplaceable, and copies do not have the same value as the originals. They are considered critical to the on-going operations of the organisation or the establishment of operations after an emergency or disaster.

Respondents were asked to indicate the measures in place to protect vital records. Of the 8 respondents, who have direct connection with records at the PLB, only one (12.5%) person said there was a vital records management programme in place, whereas three (37.5%) said they were not sure whether there was such a programme or not, while the other four (50%) indicated there was no vital records programme in place. These details are summarised in figure 4.7

The study also established that the records that help the PLB in their operation are kept at the registry. These records are not classified based on their level of importance. All records were given equal treatment and have the same status. Records of confidential nature are kept in the office of the General Secretary and a copy is held in the office of the GFA president. These are Player Contracts, Sponsorship agreements, Contracts of coaches, etc.

The vital records programme also takes into consideration ways of securing the records to prevent damage. These are duplication, on-site storage and off-site storage.

For paper records, only the original records are kept and there were no duplicate copies elsewhere. Records created electronically are saved onto a hard drive in the ICT department as a back-up and also there is a back-up system for all electronic mail to avoid complete loss in times of a disaster.

On-site storage: The registry of the GFA has waterproof and fireproof cabinets to store the records created, enough space to accommodate other cabinets, good lighting, prohibiting food, beverages and smoking in records areas.
Off-site storage: The records generated on players registered for a league season through the player registration software called E-License has a copy outside the GFA building and that is Tunisia.

![Existence of Vital records](image)

**Figure 4.7**

**4.3.15.1 Business continuity plan**

Another way of ensuring that vital records are protected is the establishing of a Business continuity plan. Elliot et al. (1999) states that a business continuity planning identifies an organisation's exposure to internal and external threats and synthesises hard and soft assets to provide effective prevention and recovery for the organisation, while maintaining competitive advantage and value system integrity.

Akussah (2011) highlights the purpose of a business continuity plan or Disaster Plan as: to lessen potential loss during a disaster; to establish normal conditions promptly and efficiently after a
disaster has occurred; to lessen the chances of recurrence, to provide adequate orientation and training to staff on a continuing basis, to ensure frequent inspection of the Board by appropriate agencies in order to detect threats that can lead to disasters.

To aid in recovery mock disaster training needs to be conducted annually and will involve local police and fire authorities. Quarterly training will approach a walk through to functional drills to an evacuation drill leading to full-scale mock disaster training. Humans don’t think effectively during times of disaster, hence the need to simulate disaster scenarios as a way to help give quick response to when a real disaster strikes.

The Registry and ICT departments house a lot of records that are of importance to the functioning of the Premier League Board. There should be a written plan in place to prevent these records from destruction and also to recover them when the office is hit by a disaster to ensure that business continues.

All the 12 (100%) interviewees stated that there was no business continuity plan in place, despite acknowledging its importance to the effectiveness of any institution.

4.3.16 Equipment and facilities for the management of the records

The registry which manages current records of the GFA has three fireproof cabinets, no air conditioner, but two fans, with three officers in charge of the facilities. There are also two store rooms known as archives, where closed files that do not have any current value are transferred. One is at the office of the Ghana Football Association and the other is at the Ghanaman Soccer of Excellence at Prampram. Files created stay in the registry until they are full and closed and the files are then transferred to the archives at the GFA. Records in the archives date back to 2010, but records beyond that were at the Ghanaman Soccer of Excellence. The records especially at
Prampram are dumped on the floor and have not been properly arranged. These are in fact dead storage facilities because there is no control, accurate inventories do not exist and no attempt to dispose of them when it is reasonable to do so.

Of the 12 staff interviewed 3 (25%) were not satisfied with the equipment and facilities available for managing records, while 9 (75%) of them were satisfied with available facilities. These details are summarised in figure 4.8.

![The adequacy of resources for managing records](image)

*Figure 4.8*
4.4.17 Records management responsibilities

The records management responsibility at the PLB is mainly in the hands of the registry of the Ghana FA. Apart from the registry, predominantly financial records are created and held by the Accounts Office of the GFA. Other records are created and held in the General Secretary’s office and PLB Secretariat.

4.4.18 Records in decision making

Organisations use records in the conduct of current business, to enable decisions to be made and actions taken. Records may be required for business purposes whenever there is a need to recall or prove what was done or decided in the past. Records provide access to precedents or past work and thus save time and expense by eliminating the need to create resources afresh. Records are also kept to guard against fraud and to enable organisations to protect their rights and assets and demonstrate transparency. Organisations use records to support accountability. Because organisations are accountable in many ways, they must meet legal, regulatory and fiscal requirements, and undergo audits and inspection of various kinds; and they must be able to provide explanations for decisions made or action taken. The use of records is the primary means by which organisation can defend their actions if they are called to account for the conduct.

For an institution such as the PLB external accountability is particular important. PLB must use its records to respond challenges made against her, whether in a court of law or elsewhere, and to justify their actions and decisions.

All the respondents (100%) acknowledge records provide their evidence-base and that within PLB records support internal accountability. Both current and semi-current records, the findings revealed are a defining resource of governance.
4.5 The knowledge and skills of records personnel

The registry or RMU of the Board is the office primarily responsible for the management of the records at the PLB. As a result of this its staff should have the requisite knowledge for managing records.

4.5.1 Training

Training is teaching, or developing in oneself or others, any skills and knowledge that relate to specific useful competencies.

Of the 12 respondents, 8 (66.7%) were actively involved in record keeping. Although some have attended seminars and workshops on records management especially the staff at the registry and records office, none (100%) of them had any qualification in records management. The staff responsible for records management report to the General Secretary.

The end result of the limited professional skills is that the records management function cannot be performed effectively.

4.5.2 Retraining

Retraining is the process of learning a new skills or trade, often in response to a change in the work environment. Generally it reflects changes within a profession rather than an "upward" movement in the same field. Training is intended to change the attitude, knowledge and skills of employees at work to enable them perform their assigned duties creditably. It is also intended to equip employees with strategic competency to enable them achieve higher productivity.

Additionally, training introduces employees to adopt new a
and appropriate behaviours required for higher and improved performance. They need to undergo basic training in records management before any retraining.

4.5.3 In-service-training

In-service training is training that is given to employees during the course of employment. The staff at the registry showed certificates of two seminars and workshops they have attended on records management. Although this has helped them to acquire the basic skills in records management, specialist functions are overlooked, such as standardised format for filing, classification, disposition, digital records management, etc.

4.6 Challenges facing the Board’s record keeping system

The Premier League Board, although has put in place some infrastructure to manage its records, there is still more room for improvement as far as its recordkeeping infrastructure is concerned. These are some of the challenges confronting records management at the Board:

1. The absence of records management policy and procedures
2. Lack of awareness of the importance of records management best practice.
3. Inadequate resources for managing the records
4. There is no records manager to give professional touch to the management of the records, hence most records management protocols are not observed.
5. There is no vital records programme in place.
6. There is no disposal programme in place, leading to records that do not have any role to play in current business nor future transaction being housed.
7. Tracking of files becomes difficult as staff refuse to fill the file movement book and also some action officers tend to hijack the files.
8. The repositories that store semi current and non-current records are not well equipped and record arranged on them. For instance, some of the records are lying on the floor and ventilation too is poor in the repository at the Ghanaman Soccer of Excellence, Prampram and this would lead to the rapid deterioration of the records within a short time.

9. Weak capacity in the management of records. Need for training initiatives in record keeping to remedy records management skill gap.
References


5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarises the main findings and conclusion arising from the study. Only those findings that can be justifiably drawn from the data analysis and those that are consistent with the objectives are made. This study aimed at investigating the role of records management in football administration with particular reference to the Premier League Board (PLB), identify the challenges facing the Board’s recordkeeping system and proffers solutions. There is a summary of findings followed by the conclusion and recommendations.

5.2 Summary of findings

5.2.1 PLB Records management mandate

The study revealed that the Premier League Board lacks a records management policy that would provide the mandate and direction for the creation, use and preservation of information and records.

5.2.2 Records management infrastructure

There is a lack of records management programme infrastructure which has led to serious gaps and weaknesses in the programme. The absence of systems, procedures and standing instructions has reduced programme effectiveness and efficiency.
5.2.3 Existence of digital records

PLB has a digital records programme. The electronic information systems provide PLB with powerful tools to access relevant and reliable information and services. The Board expects to be able to conduct business functions and communicate electronically. The challenge however, is the capacity to protect the integrity, authenticity and evidential value of digital records and data as they move across organisations, networks, applications and media.

5.2.4 Knowledge and skills level of records personnel

The findings revealed the non-existence of qualified professional records managers at the PLB. Records staff continue to demonstrate a desire for achievement but are without the tools and capacity. Without direction and capacity, the records programme cannot go far. Training programme should be on-going.

5.2.5 Adequacy of resources committed to managing records

Records management is not factored in the strategic plan of the Board. As a result, no budgetary allocation is made for records management. Funding for the records programme is provided under administrative expenditure heading. Without a dedicated budget for record keeping the full benefits of the records programme cannot be realized.

5.2.6 Vital records and business continuity plan

Staff are aware of the importance of records as a strategic resource. However, there is neither a vital records programme nor business continuity plan. Yet business continuity plan and vital record programme are essential to the care of the records throughout their life cycle.
5.2.7 Challenges facing the Board’s record keeping System

The underlying records management infrastructure is weak. This infrastructure should provide the organisation with the mandate, direction, responsibility, tools and capacity to create, use and preserve information effectively in both paper and electronic forms. The weak infrastructure is exacerbated by lack of management commitment.

5.3 Conclusion

As transparency, accountability and openness emerge as predominant development themes, it is widely accepted that opening information will encourage discussion and analysis of policies, enhance legitimacy and reduce opportunities for corruption.

Despite these benefits for using information, this study demonstrates more effectively that in important institutions such as the GFA and PLB there is still a lack of appreciation of the function of reliable and authentic records in institutional development.

The findings demonstrate serious gaps and weaknesses in the records management programme. Records staff who have little or no records management training and other staff who create records neglect to capture them in a system that supports preservation and access or fail to plan for their disposal in a systematic way. The creation and preservation of PLB records needed by the organisation cannot be guaranteed unless records management issues are addressed when records creating systems are designed and implemented. Just as an effective records management programme should cover records in all media, so it should accept responsibility for all records of the organisation regardless of their age.
Indeed, the absence of policies, systems and procedures must be reversed. The records programme must be restructured comprehensively and the staff trained adequately in records and information management.

Information is the defining resource of governance and critical governance issues and choices hinge on fundamental information management questions. Poor record keeping reduces the effectiveness of programmes and services, impedes the achievement of social, economic and other goals and reduces the confidence that the public have in governance. Good records management programmes, however, provide important benefits that support and sustain effective governance, public participation and trust. The researcher’s introduction letter which got missing, after it had been received by the PLB/GFA secretariat gives him an idea of how records are managed at the Board. Ineffective records management breeds litigation and it is not surprising that clubs sometimes take the association to court on issues like yellow and red cards accumulated by a player that could have been settled through proper recordkeeping. This unnecessarily delays the football calendar in Ghana.

There should be in place a policy framework and plans to manage records at the Board, Skilled records managers, effective digital recordkeeping systems, proper storage of the records to preserve them for longer periods should be part of the records programme.

5.4 RECOMMENDATIONS

The Premier league Board is mandated to organise the topflight football league in Ghana known as the Ghana Premier League (GPL). To support this important mandate in football administration and to address the gaps and weaknesses, this study makes the following recommendations.
5.4.1 Records management policy

The study has established that there is the need for a corporate records management policy. The objective of the policy should be creation and management of authentic, reliable and useable records, capable of supporting business functions. The policy will provide the mandate and direction for records care. In the absence of well-trained records personnel at the PLB to develop policy for managing the records such duties fall on untrained personnel who have acquired recordkeeping skills on the job training.

5.4.2 Records management infrastructure

The programme structure and accountability framework for record keeping at the PLB and GFA should be defined. Record keeping responsibilities should also be identified and leadership for records management provided. Standards and practices for the management of the records over their complete life cycle and in their many media and formats should be established.

5.4.3 Digital records

Effective-technology based systems are needed to support records management activities. Applications and systems standards and procedures must be improved. Adequate governance, accountability and staff support arrangements are of particular importance. Improve IT skills of records staff, through seminars and workshops on computing. The number of scanners should be increased to ensure that every mail that is received in a hard copy form by the PLB is scanned to get a soft copy form.
5.4.4 Restructuring of the records systems

PLB should launch a programme to restructure the organisation’s records management system. The objective is to introduce best practices and to promulgate policies, procedures and practices. Present state of the records is far from satisfactory. Thereafter, there must be systems audit, monitoring and evaluation to make sure that standards are adhered to. Development of a disposition programme should be part of the restructuring. This should be done upon the appointment of records officer.

5.4.5 Training and professional leadership

It is important for an organisation to assign responsibility for implementing and managing its records management programme to a manager at a suitable level and to resource the programme adequately. The Chairman of the PLB and the President of the GFA must ensure records staff are adequately trained for their work. There must be a concerted effort at defining categories of training needs and identifying priorities and planning the training programmes. Record keeping training of records staff and action officers will strengthen awareness and develop a sense of responsibility for the stewardship of information and provide improved ability to develop, manage and use records to support governance. PLB should commit funds in a dedicated budget for records management. It should appoint a professional records practitioner to provide professional leadership. The records manager should establish an on-going programme of training for records staff. It should also cover users of records and management generally.

5.4.6 Improved storage systems

There should be improvements in the storage of both semi-current and non-current records which serve as institutional memory for future reference. There should be fireproof and
waterproof file cabinets in the store room for non-current records and in case shelves are put in place they should be some metres above the ground to protect them against flooding. There should be effective collaboration with the Public Records and Archives Administration Department (PRAAD) to ensure records are transferred periodically to reduce the pressure on the limited space in the store rooms. Also, there should be appraisal to ensure records which do not have continuing value are destroyed.

5.4.7 Business continuity plan

The Board should ensure they put in place a business continuity plan and vital records programme. PLB generates a lot of records and information which are very crucial to the organisation of the Ghana Premier League (GPL). Most of information are mission critical ones such as player registration, players and coaches contracts that can halt business activities of the Board, hence the need to establish plans and programmes to protect them from destruction.

5.4.8 Effective control of file movement

There should be rules and procedures to control file movement at the registry. These rules and procedures should be enforced by the records officers to ensure compliance by users. In addition to the file movement book, the registry needs to introduce a file transit slip which is a more effective way of monitoring movement of files between action officers.

5.4.9 Motivation of records management staff

Staff handling PLB records should be motivated through improved remuneration. The workers of the GFA should be put on a salary scheme, which is not currently available. Also there should be
intermittent breaks in times of intensive pressure at work and improved working facilities to enhance their work.
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APPENDIXES

APPENDIX A: Researcher introduces himself to the PLB.

My name is Thomas Nuamah Yeboah, a graduate student of the University of Ghana pursuing a master's degree in Information Studies. I am undertaking a project on the role of records management in football administration: A study of the Premier League Board (PLB)

This scheduled interview questions is being administered to enable me obtain information for the project; your co-operation for the success of this project work will be highly appreciated.

Scheduled interview question for both junior and senior staff of the premier league board and other standing committees of the Ghana football association (GFA) that support its work.

APPENDIX B: Interview questions for both senior and junior members.

1. Which year were you employed or started working with the board?
2. What is your educational background?
3. What is your position at the GFA?
4. How many branches has the Premier League Board (PLB)?
5. When was the PLB and the other standing committees formed?
6. What is the status of the Premier League Board?
7. What are the objectives of the Premier League Board?
8. What are the functions of the PLB?
9. What are the development projects undertaken by the PLB?
10. How many workers has the PLB?
11. What is the hierarchical arrangement of powers under the Premier League Board?
12. What are the various divisions of the Premier League Board and the nature of their work?

13. What are the major problems facing the Premier League Board?

14. What are the new ideas, projects and policies of the PLB?

APPENDIX C: Interview questions for junior members.

1. Which department deals with the most records?

2. Do other staff in the organisation know the importance of records to the Premier League Board?

3. Which section handles in-coming and out-going mails of the Premier League Board?

4. What are the types of incoming and outgoing mail?

5. A number of records are created, what are the types of records created?

6. How are these records handled by staff?

7. How is filing done in this organization?

8. Do you have units movement of files?

9. Do you control the movement of these files?

10. How do you handle outgoing mails? Do you record them?

11. When all the files are full and closed what happens to them?

12. Do you see those documents as still important in the decision making process of this organization?

13. Do you consider a formal in house training of staff on records management as a necessity?

APPENDIX D: Interview questions for senior members.

1. Are you involved in the proper records keeping of the Premier League Board?
2. Do you have documentation centre or a records centre where records are kept?

3. Which unit handles your files?

4. Whenever you request for a file, how long does it take for you to have it?

5. Do you try to document every decision you take?

6. Do you think that documents are well kept?

7. Do you think that records are very important in the decision making in football administration?

8. How has the records management situation in the Premier League Board been?

9. Are you satisfied with the way closed files or old records are handled?

10. Do you think old records and current ones will be relevant in the future?

11. How do you think the Premier League Board can improve its records management practices?

12. Will you suggest for the establishment of a records or documents centre for the Premier League Board?

13. Given the chance would you recommend the need for a full time records manager?

**APPENDIX E: Interview questions on legal and regulatory framework.**

- What control systems are in place to manage the Board’s records? (Specify if they are manual or automated)

- What problems do officials of the board encounter in obtaining information and records?

- What controls ought to be in place, but are not there at this time? Provide short medium and long term strategies for strengthening records management controls?

- What do you see as priority in next year, next two years, 5 years?
• What are the policies and regulations governing the management of the Board’s records? What are their main provisions?

• Does policy definition of records include provision for digital records?

• Are the policies and regulations governing the Board’s records fully operational? If no, what measures can be taken to realistically enforce compliance? What do you see as priorities?

• Is there a system of security classification of records?

• Are confidential and secret records handled differently?

• Who decides the security classification of records? Are there any formal rules?

• Is there a procedure for declassifying confidential and secret documents?

APPENDIX F: Interview questions on records processes and controls.

• Who are responsible for managing the Board’s records? (Specify and include responsibility for digital records) Are the roles and responsibilities of these officials clearly articulated and communicated throughout the organization?

• Are the record keeping responsibility divided? If yes, explain the reason for this arrangement and describe the arrangements for co-ordination between the different responsible officers.

• Who does the head of records report to?

• On what bases are records staff considered to be professionals? Indicate their qualifications
• Are all the staff classified according to a pre-defined records management scheme or service? (Request for) an organizational chart and job descriptions for staff in records function.

• What are the core competencies expected of each staff of records staff post?

• Is there provision for internal or external training for:
  - Professional records staff
  - Para-professional or clerical staff. If yes provide details.

• Identify the main function of the Board’s records management programme?

• Is there a separate budget for records management activities?
  - if yes, provide details of the budget for records management for the last three years? How adequate is the budget?

• If no what was spent on supplies and under what heading?

• Is there a records disposition plan. What does the plan consist of. Are there disposal schedules fully implemented? If not what steps must be taken to ensure full compliance?

• Is there an active vital records programme in place?

• What aspect of the programme deal with protecting records required for accountability?

• Is there a written business continuity plan?

• Is the plan tested and rehearsed regularly?

• Are the repositories/storage facilities for current, semi current and non-current records/archival paper records adequate?

• Comment on the adequacy of the a) space b) equipment c) cleanliness and tidiness d) adequacy of the physical arrangement of the records e) environment (temperature and humidity) f) security g) access to storage facilities, fire controls