

Management of Problems in Term End Examinations With Special Reference to Invigilation Duties (An Educative, Analytical & Ethical Approach for Understanding)

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Abstract: Examinations are compulsory as per the Choice Based Credit System, there will be two examinations, namely Internal Examinations and External Examinations. As far as the Internal Examinations, the concerned subject faculty has to seriously and sincerely conduct two to three tests, seminars and assignments based on which the internal marks will be calculated under the supervision of the concerned Head of Department (HOD) and will be sent to the university through the college. But in the semester end external examinations as per the guidelines of the concerned university, the problem arises. There are excellent dedicated teachers with quality of cooperation and coordination in every institution but the number is very less. Of course, there are rules that no one can deny, refuse or reject the works related to the examination, invigilation, evaluation, clerical and preliminary works but in actual the employees and the teachers find ways and means to escape from the duties which become the heavy headache to the Head of the Institutions (HOI). He faces N-number of problems from the day he prepared the duty chart to till he settles the accounts with the parties concerned and university and of course with the information seekers under RTI. This is not the problem for a particular institution but generally, almost all the institutions are facing this issue. By taking this issue as a key point, through unstructured and non-participant observations, self experiences, and informal friendly discussion made by the author, the real and actual problems have been elicited and the same have been presented here with suitable measures to solve this contemporary issue permanently. It is up to the readers to accept or reject.

Keyword: Examination, External examinations, Higher education, Invigilation duties, Internal examinations, Universities.

I. INTRODUCTION

Examinations are the compulsory tests to be conducted by every educational institution when the required number of

working days and teaching-learning days are completed in order to determine the standard of the students. As per the Choice Based Credit System, there will be two examinations namely Internal Examinations and External Examinations. As far as the Internal Examinations, the concerned subject faculty has to seriously and sincerely conduct two to three tests, seminars and assignments based on which the internal marks will be calculated under the supervision of the concerned HOD and will be sent to the university through the college. But when the completion of a minimum requirement of 90 teaching-learning days is over, the semester end external examinations are to be conducted as per the guidelines of the concerned university. Here only the problem arises. There are excellent dedicated teachers with quality of cooperation and coordination in every institution but the number is very less. To carry out the whole examination works, to invigilate, to supervise, to do all the preliminary works from start to the end, every head of the institution (HOI) is (has been) facing problems. Of course, there are rules that no one can deny, refuse or reject the works related to the examination, invigilation, evaluation, clerical and preliminary works but in actual the employees and the teachers find ways and means to escape from the duties. Normally the HOI places one of the teachers as the Chief Superintendent with the direction to conduct the examination. He faces N-number of problems from the day he prepared the duty chart to till he settles the accounts with the parties concerned and university and of course with the information seekers under RTI. This is not the problem for a particular institution but generally, almost all the institutions are facing this issue. By taking this issue as a key point, through unstructured and non-participant observations, self experiences, and informal friendly discussion made by the author, the real and actual problems have been elicited and the same have been presented here with suitable measures to solve this contemporary issue permanently. It is up to the readers to accept or reject.

II. TEACHERS, EDUCATION AND HIGHER EDUCATION

A teacher is a responsible person who takes the students from the darkness of ignorance to the light of the knowledge [1]. *In the hierarchy, we the teachers are coming just one step before God. Matha, Pitha, Guru, Google and God is the present day's hierarchy of giving knowledge and a right path to our sons, daughters, students and aspirants (N. Rajavel). So we are next to the parents and before Google and God.* Smti. Indira Gandhi has expressed in 1966, as "Our teachers are the custodians of our future. They are the creative artists" [2]. They play a number of roles such as Teachers, Leaders, Directors, Advisors, Supervisors, Coordinators, Guides and Controllers. *So it is our duty to guide, show the correct path, teach, lead, direct, advice, motivate and to counsel our students to choose their career path. The media for this great activity is Education in general and Higher Education in particular.* Education both at a lower level and higher level has been given a supreme place of special importance because it can provide ideas to shape the future of an individual, society and the country as a whole. Higher Education is supposed to provide suitable measures to each problem of human being, and hence it is the basis for the culture, trade, commerce, industry, agriculture, political, management and administration and quality of overall environment [3]. The main aim of Higher Education is the development of perfection and transmission of knowledge to offer a proper and suitable solution to every problem in society.

III. INVIGILATION

The term invigilation has been derived from a Latin word "invigilātus" which means to keep watch, see, vigil and supervise by maintaining the timings. So the term invigilation means the functions of an appointed person or persons for the purpose in the Examination. The function includes the activities of reporting duty to the Chief or In-charge well in advance, Counting all the Booklets for Answer, Questions Papers, Proceeding the concerned Hall, Giving instructions to the examinees without disturbing their examination mindset. Timely Distribution of the Booklets for Answer, Question Papers, Keeping Watch, Superintendence, Supervision, Supervising, Managing the Examination, Candidates, and Hall Environmental Facilities, by Preventing Cheating Activities. Finally collecting the Answered Booklets or Papers and handing over the same to the Chief from whom he collected the Booklets for Answer and Question Papers along with the accounts for the present, absent, unused Booklets for Answer and question papers.

IV. QUALITIES OF A GOOD INVIGILATOR

A Good Examination Invigilator should have few qualities. First, he should be a well-educated understanding the rules and regulations of the examinations. Second, he should not have any ego problems and issues, Third, he must understand that examination duty is compulsory as per his appointment order and

no relaxation will be given under any circumstances. Fourth, he should understand if he refuses, he will be liable to be punished severely. Fifth, he should be punctual in timings should be disciplined in Dress, Talk and Supervision. Sixth, he should have the quality of accuracy and attention to detail, a flexible approach to work, ability to communicate with candidates and staff clearly and accurately, ability to work to predetermined instructions, ability to help the students in providing all amenities in the examination hall, ability to report, ability to handle the unwanted situations politely without disturbing the examination environment, candidates yet maintain an air of authority and the ability to cooperate, coordinate and respect the Chief Superintendent of the Examination and the observers.

V. OBSERVATIONS

When there was no CBCS pattern, the universities were conducting annual examinations during the 1980s and by that time the salary of a college teacher was very less. By that time every college was to conduct one house examination during the middle of the academic year. For the supervision/invigilation purpose in the house examination, the junior-most teachers were given duties and seniors used to claim that they were seniors. When the annual examination comes the seniors will take the duties of invigilation by siding the juniors. This is because that there was no remuneration for the invigilation duty for the House Examinations and there was remuneration for the annual examination. Since I was posted in the year 1983, one can imagine about our position. Since then, the observations have been made to till date. To understand the reality, and to know the real problem, the examination duties were taken by the author for three sessions, few seniors and juniors were informally interviewed and present activities of the faculties were carefully watched and seriously observed, analysed and presented at the interest of the quality of higher education.

- It is observed that there are excellent dedicated teachers in every institution. They understand their role, duties, responsibilities, purpose for which they are appointed. These real human dedicated teachers are teaching, guiding and leading the students in a correct path with a view to motivate and educate the students sincerely. Generally, they don't argue for anything. They do understand the system hierarchy i.e. the Principal, HOD, Class Students Representative as the system hierarchy in the educational institution. Whatever the subjects allotted to them in the curriculum they used to accept and go to class and teach. Against these type of dedicated duty oriented human assets, there are few teachers create hell of problems to themselves, others, students and HOI etc. This few teachers category (FTC) will never understand the system, their role, duties, responsibilities, purpose for which they are appointed.
- The HOI has to run the institution by taking the welfare of the students and the institution cannot always run behind the FTC. If anyone starts taking action against this

FTC, then the whole semester will have to be for managing this FTC. Hence the HOIs are also used to avoid this type of FTC and this avoidance has become their strength to criticise others, skipping their normal works and make arguments with others. They openly come out with some reasons to avoid the invigilation duties. The position of the HOIs will really be pathetic. So to avoid the unnecessary confrontations, discussions, issues, the HOI also requests the Chief Superintendents to exclude their names from the list of invigilators. When this FTC is excluded, this activity is creating some sorts of pains to the dedicated persons though they don't come out with that.

- It is observed that the reasons for refusing the examination/invigilation duties shared by the teachers are meaningless. The reasons are:
 - The Chief Superintendent is Junior to me.
 - The Chief Superintendent is very strict.
 - The principal has asked me to go to another Office.
 - My Son/Daughter is in +2/having Examination.
 - I will have to go for Medical Checkup/I will be on CCL.
 - I am an aged and Transplanted Person.
 - I am doing works related to the Seminar/Conference.
 - I am going as an external examiner.
 - I am going as an Observer/got duty as Observer.
 - I am not feeling well and not interested.
 - I cannot accept him as Chief Superintendent.
 - I don't like the Chief Superintendent.
 - I have a duty in Other Study Centre.
 - I have more departmental work.
 - Remuneration is very less.
 - It is a boring job.
- It is observed that few regular teachers in general and the senior's teachers in particular who are allotted with the exam duty, compelling, by doing some undue influence on, the guest faculties to go for the exam duty on their behalf and they are sitting idle by chit-chatting with others without doing any constructive work and by getting full salary. These guest faculties, who do not have any monthly salary, have to spend more amounts for auto transportation for coming and going. By doing such unethical (almost illegal and immoral) activities and claiming the baseless and meaningless prestige of showing that they are something greater than the Chief Superintendent.
- It is observed that the HOIs of the colleges have never made any rules, practice, system, manual for selecting the Chief Superintendents, invigilators, clerks and oth-

er supporting staffs. The HOIs have never adopted any principles of allotment of duties. So it is forced to understand that it has been the practice of trial and error method or policy till date. While placing the faculties for the Observer Duty or any other duty at the time of examinations, the HOIs have never adopted any policy or practice. Sometimes, the young and junior faculties, through their nears and dears by influencing the university dealing authorities, are getting their observer duty directly from the university without the knowledge of the Head of the Institutions. It is one of the ultra vires activities of something serious issue which are taken by everybody as very light.

- It is observed that there is no clear cut policy for announcing the dates for the summer vacation. While declaring summer vacation, the date schedule of the semester-end examinations has never been taken into consideration by the HOI. There is always a disco relationship between the summer vacation and schedule of examinations. Hence the problems, like shortage of invigilators, were arising for the invigilation duties.
- It is observed that there are no coordination and coordinative talks between the institutes and universities offering open study system, correspondence courses, online examination, professional oral system and the universities offering regular day college system. This is because always there is a clash of examinations between the universities and reasons why there is an acute shortage of invigilators for the regular streams.
- It is observed, that there is no proper system in the universities regarding the appointment of observers to the examinations in the different colleges. The universities do not consult the HOI of the college while sending the orders to the Lecturers/Asst. Professors by appointing them as observers. Pathetic conditions are that the HOIs are coming to know only when the lecturer asks for permission to go for the observation duty when he is already placed on invigilation duty. Observer work is something special quality-oriented. Appointing youngsters like an assistant professor, lecturers, etc create some embarrassing situations when the seniors are appointed as investigators.
- It is observed that the universities do not adopt a proper system in making the payment towards the expenses related to the examinations. It creates unnecessary problems at the time of examinations and even after the examinations while distributing the remunerations to the related personnel. The university sends very low amount and that too the amount under a piecemeal system without any base and without calculating the number of students etc. and hence the Chief Superintendents are facing pinning problems while settling the payments. The remuneration

paid by the universities are comparatively low and hence few teachers are of the opinion that they need not stand for a low remuneration of Rs. 150/- for three hours.

Again it is humbly submitted that these are only observations for understanding for the developmental activities. Accepting or rejecting is up to the readers.

VI. ANALYSATION

The role of the Head of the Institution of any educational institutions is very vital. One side, the examinations are very important and to be conducted without any problems and issues in time. Another side, enough number of invigilators are to be placed on duties, The Third Side, he has to tolerate the criticisms and resentments of the few teachers category, The Fourth Side, the genuine reasons of the faculties are to be accepted and solved and accordingly the duty chart is to be prepared, The Sixth Side, he has to be very bold enough to face the reactions of the problems creating teachers. Last but not least, over and above, the HOIs should not allow their blood pressure to raise and he has to work cool even after hearing the criticisms. But theoretically, it may be easy to say. But practically it is very difficult to practice. Excellent teachers will never create any issue but there are few teachers coming to the institutions only to create some unwanted issues and they will go to any extent to disturb the normal, smooth and routine functions of the institutions. This analysis has been made only on the basis of the personal observations made and hence accepting or rejecting is up to the readers of this article.

VII. SUGGESTIONS

Hence as far as the smooth conduct of the invigilation duty is concerned, the HOI should take all possible steps as suggested below in consultations with his superiors, administration, university authorities and others who are involved in the examinations works.

- The Head of the Institution has to occupy the central position among the Boys Students, Girls Students, Excellent Teachers, Good Teachers, Few Teachers Creating Problems, Parents, Hostellers, Local Politicians, Government Offices, Immediate Superiors, Administration, University Authorities, Associations, University Grants Commission, Police CIDs, Press Medias, Local Leaders, State Government, NCC, NSS, NAAC, persons seeking information under RTI, Pay and Accounts, Finance Department, Education Department etc. So the HOI should be a person having thorough knowledge about the Functions and Principles of Management of all types, Functions and Principles of Leadership, Principles and Functions of Edupreneurship. So it is suggested to give a periodical training, at least

once in two years with the linkage of annual increments, to all the heads of the educational institutions with a view to updating them about the principles and functions of leadership, management, headship and Edupreneurship.

- It is suggested that the HOI should conduct the staff meeting in which he has to clearly explain in such a way that everybody must understand that the Examination Duties are very important and it is the part of their compulsory duty for which everybody is appointed. He should also clearly explain the consequences of refusing the duties related to the examinations.
- It is suggested that the UGC and the Local Governments should compel every faculty and staff below 60 years to perform the duties related to the examination. The faculties who have acquired the elderly senior citizenship are to be exempted from the Examination duties. This suggestion is to be introduced as Rule and is to be made compulsory.
- It is suggested that a list of faculties and non-teaching staff below 60 years is to be prepared on the seniority basis/wise. From the list, among the faculties, senior-most people should be given the Chief Superintendent Position and the next senior should be given the Additional Chief Superintendent Position. Their name should be sent to the university well in advance i.e., 60 days before the commencement of the examination. For the next examination, the additional chief superintendent will be the chief superintendent and person who is next to him will be the additional chief superintendent and this chain will go without any arguments. The Chief Superintendent of the first will be eligible to go for Observer from the next year onwards.
- After getting the Timetable from the University 30 days well in advance, the HOI each college should ask the Academic In-charge, it is suggested to prepare the list of requirement invigilators and the non-teaching staff for the conduct of examination day wise and session wise. Total requirements of the invigilators and the staff are to be calculated day wise and session wise in such a way that all faculties below 60 years, except the Chief Superintendent and Additional Chief Superintendent, proposed earlier, are to be allotted. There will be no favour to anybody. For example, the total number of examination sessions in terms of halls is 700. If the total number of regular teaching faculties below 60 years is 100, then each faculty will be given $700/100 = 07$ duties. This is only a simple calculation.
- It is suggested that this compulsory Examination Duty should be linked with the Annual Increment every year. That is in every year, each faculty should have performed examination duty of the college in which he/she is em-

ployed (not in the other colleges/universities) at least five times with the minimum capacity of the invigilator in the examinations conducted in that period of 12 months prior to July the month of Increment. Then only he/she is eligible to get the annual increment. That is, the faculty and staff below 60 years should produce an Examination Duty Performed Certificate (EDPC) from the concerned Chief Superintendents. Otherwise, they will not be eligible to get the Annual Increment. This Rule is to be made compulsory.

- It is suggested that the HOI should not show any favour to any faculty or any staff by using his power or influence. In case if any HOI without any valid reason gives or has given an exemption to anybody, then both the HOI and the faculty to whom the exemption has been given will not also be eligible to get his increment. This Rule also is to be made compulsory.
- The invigilation duty is a part of the duty of the teacher. It is the partial requirement of the functions of the teacher. At the time of performing examination duty, he is not doing any teaching-learning process duties inside the classroom. Moreover, immediately after the examination invigilation duty, he is permitted to go home and generally the faculties do not come to the institution afterwards though there is a rule that they have to come to the institution after the lunch. Hence it is suggested that there is no need for making extra remuneration for the Invigilation Duty. Moreover, if the examination duty is linked with the annual increment, 90% of the problems will automatically be solved.
- The justification is that the faculty to whom the examination duty is given would go for duty and performs for 03 hours and then he goes home but at the same time, another faculty to whom the examination invigilation duty is not given he will be sitting idle without going to the classroom since there will be no class during examination periods, he is getting full payment for that day. Even the person to whom the exam duty is given for one day will not be given for another day in which he will also be getting a salary for sitting. Hence the question of making a separate remuneration does not arise. It should be strictly made compulsory. So it is suggested that during an examination, the pen, and the quality refreshments like, Cake Pieces, Wadas, Somosas, Tea/Coffee may be provided for two times at the completion of First Hour and the Next Hour.
- Another point to add to the Justification is that all are Higher Educated Persons hence why they will definitely understand and accept this suggestion without any arguments further since it is linked with the annual increments. Moreover, instead of the HOI and the Chief Superintendent requests the faculties, the faculties and staff will come and request for the exam duties.

- Another important point to be mentioned here is that the cost of expenses towards the conduct of examination will come down that is very beneficial to the university and the huge amount of fees need not be collected from the students. If there is no remuneration to the regular faculties for the invigilation duties, the fees collected from the students can very well be reduced and the poor parents will be highly benefited.
- It is suggested to recommend the names of the senior citizen faculties for the appointment of Observers, the names of these age group faculties are to be sent to the university. Under any circumstances, the faculties with the age group of below 50 years and the Assistant Professors are not to be recommended for the position of Observer. This is for very strict compliances.
- It is suggested to recover the day's salary from the faculty who is going for invigilation duty to other universities without concentrating invigilation duty or any other duty in the college.

VIII. CONCLUSION

Hence, it is concluded that the examinations are the part of teaching-learning curriculum and it is very important and compulsory. It is the duty of the teachers to conduct the examinations without any problems and issues. As per the UGC rules, the invigilation works are part of the teachers' duties and responsibilities. Avoiding and escaping from the examination duties is against the rule and hence it is punishable. There are excellent teachers who understand and functions well but at the same time there are few teachers don't understand and do not want to understand the importance and hence they create problems for self as well as to others. So to avoid such very critical situations and to give respect to the senior citizens, the above suitable measures are suggested by taking the students' welfare and interest into considerations. Once if a suitable strategy or a policy is framed by the HOI in consultation with his/her superiors in the light of the above suggestions, it is certainly hoped that the institutions will be able to create a good academic atmosphere with the quality discipline. This article is written with suitable suggestions only at the interest of the Students, Quality Development of the Quality Higher Education, and to create a Better Team Work System. Accepting or Rejecting is up to the Readers.

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