

# FMS

FORTRESS MANAGEMENT SOLUTIONS

## COMPLETE EXAMINATION OPERATIONS SOP

Roles • Responsibilities • Reporting • End-to-End Process

*A practical operational framework for examination staff deployment, centre readiness, exam-day coordination, documentation, material handover and post-examination closure.*

|                  |                                                                                                             |
|------------------|-------------------------------------------------------------------------------------------------------------|
| Document Type    | Examination Operations & Manpower Management                                                                |
| Applicable Teams | Venue Supervisor, Exam Coordinator, CSO, Biometric Staff, Security & Crowd Management, Data & Support Staff |
| Purpose          | Support smooth, secure, disciplined and timely execution of examination assignments.                        |

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## DOCUMENT PURPOSE & APPLICATION

This Standard Operating Procedure (SOP) outlines a general workflow for examination-related operations managed or supported by FMS – Fortress Management Solutions. It defines key roles, responsibilities, reporting expectations, documentation and escalation practices.

**Important:** This is a general operational framework. The examination authority's approved instructions, client contract, centre-specific SOP and applicable laws take precedence wherever they differ.

## 1. PRE-EXAMINATION PLANNING

### 1.1 Project Confirmation & Client Coordination

**Responsible:** FMS Management / Project Coordinator

1. Confirm examination name, date, centre locations and reporting schedule.
2. Obtain the client-approved scope of work, examination SOP and venue supervisor instructions.
3. Collect centre-wise manpower requirements and the duty allocation plan.
4. Confirm staff requirements and arrange suitable replacements where necessary.
5. Confirm reporting contacts, escalation contacts and the approved communication group.
6. Ensure the team understands attendance, documentation and reporting requirements.
7. Maintain a centre-wise master sheet with access limited to authorized personnel.

**Required records:** Client confirmation, centre-wise deployment sheet, contact list and approved instructions.

### 1.2 Manpower Deployment

**Responsible:** Manpower Coordinator / Exam Coordinator

1. Prepare the centre-wise staff list.
2. Assign staff according to the approved role and required skills.
3. Share reporting time, location, contact person, dress code and duty instructions.
4. Confirm staff availability before the examination date.
5. Arrange backup manpower where required.
6. Record last-minute changes and communicate approved replacements.
7. Ensure no unauthorized person is deployed or given access to restricted areas.

**Required records:** Staff deployment sheet, confirmation status and replacement records.

## 2. EXAMINATION DAY: REPORTING & CENTRE READINESS

### 2.1 Staff Reporting

**Responsible:** Venue Supervisor / Exam Coordinator / CSO

1. Reach the centre at the reporting time communicated by FMS or authorized examination management.
2. Mark attendance through the designated application or register.
3. Upload the required attendance selfie through the prescribed system, wherever instructed.
4. Confirm presence to the designated coordinator.
5. Attend the pre-examination briefing.
6. Understand the duty location, assigned work, reporting authority and escalation procedure.

**Supervisor responsibilities:** Verify physical attendance against the approved deployment list; report absences, late arrivals and replacements; maintain accurate records; and escalate shortages.

## 2.2 Centre Readiness Verification

**Responsible:** Venue Supervisor / Authorized Centre Team

- Confirm examination rooms and assigned work areas are ready.
- Verify staff are deployed at designated positions.
- Check assigned biometric equipment and authorized systems, where applicable.
- Confirm availability of registers, stationery, reporting formats and required materials.
- Coordinate entry, queue management and movement arrangements with authorized staff.
- Confirm communication channels and escalation contacts are operational.
- Record and report unresolved issues before they affect examination operations.

**Control:** The Venue Supervisor must not independently change examination arrangements or approve deviations reserved for the examination authority.

## 3. ROLE-WISE RESPONSIBILITIES

### 3.1 Venue Supervisor

**Primary responsibility:** Overall coordination and supervision of assigned examination-centre operations within the approved scope.

1. Report on time and attend the authorized briefing.
2. Verify manpower attendance and deployment.
3. Coordinate with the Centre Superintendent and other authorized officials.
4. Monitor completion of assigned pre-examination activities.
5. Ensure staff understand their duties and follow applicable instructions.
6. Monitor operational progress and report delays, shortages or discrepancies.
7. Coordinate biometric, security, data and support teams where included in the assignment.
8. Ensure required reports and documentation are completed accurately.
9. Maintain records of important instructions, incidents and escalations.
10. Verify completion of assigned post-examination tasks before requesting clearance.

**Reporting to:** FMS Project Manager / Designated Client Contact, following the agreed reporting hierarchy.

### 3.2 Exam Coordinator

**Primary responsibility:** Centre-wise coordination, task tracking and communication.

1. Maintain the staff deployment and contact list.
2. Confirm staff reporting and attendance status.
3. Communicate authorized instructions to relevant teams.
4. Track centre readiness and pending tasks.
5. Maintain a timeline of important operational milestones.
6. Escalate manpower shortages, technical problems and unresolved issues.
7. Collect required updates from Venue Supervisors and CSOs.
8. Verify submission of centre-wise reports.
9. Coordinate approved replacements and deployment changes.
10. Submit a consolidated project status report to FMS management.

**Reporting to:** FMS Project Manager / Assigned Operations Manager.

### 3.3 CSO / Centre Support Officer

**Primary responsibility:** Execute assigned centre-level activities and provide accurate status updates.

1. Report on time at the assigned location.
2. Complete attendance and required application activities.
3. Confirm the assigned duty position with the supervisor.
4. Perform allocated tasks according to the approved SOP.
5. Keep records of assigned activities and report completion.
6. Communicate operational issues promptly to the Venue Supervisor or designated coordinator.
7. Assist with authorized documentation and material records, wherever assigned.
8. Complete required post-examination reporting.
9. Upload prescribed exit selfie or departure confirmation if required.
10. Obtain required clearance before leaving the centre.

**Role boundary:** A CSO must not assume responsibilities reserved for the Centre Superintendent, examination authority or another authorized official.

### 3.4 Biometric Staff

- Check assigned equipment and connectivity before use.
- Follow the prescribed candidate-verification workflow.
- Handle candidate data confidentially.
- Report equipment failures, mismatches or system errors immediately.
- Follow authorized procedures for retries, exceptions and escalation.
- Avoid unauthorized changes, data exports or disclosure of biometric information.
- Complete assigned logs and handover tasks.

### 3.5 Security & Crowd Management Staff

- Report to the designated security supervisor.
- Follow approved entry, queue and movement arrangements.
- Direct candidates and visitors through authorized routes.
- Prevent unauthorized access in accordance with centre instructions.
- Maintain professional conduct and treat candidates respectfully.
- Report suspicious activity, disputes, crowding or safety concerns immediately.
- Follow centre emergency and incident-response procedures.

Security staff must not independently conduct searches or enforce restrictions beyond their authorized duties and applicable rules.

### 3.6 Data & Support Staff

- Complete assigned registers, forms and data entries.
- Verify entries for completeness and consistency.
- Maintain confidentiality of candidate and examination information.
- Record material receipts and handovers when assigned.
- Submit required reports in the prescribed format.
- Report missing documents, discrepancies or system issues.
- Keep records organized for authorized verification and handover.

## 4. DURING THE EXAMINATION

### 4.1 Operational Monitoring

1. Confirm assigned staff remain at their designated posts.
2. Track the status of assigned operational activities.
3. Maintain communication with authorized centre officials.
4. Resolve routine coordination issues within the approved scope.
5. Escalate issues requiring authority approval without delay.
6. Record important incidents and actions taken.
7. Avoid unauthorized interruptions to examination activities.

### 4.2 Candidate Verification & Entry Support

1. Follow the approved candidate-entry and verification workflow.
2. Direct candidates to appropriate authorized counters or areas.
3. Report discrepancies to the designated official.
4. Protect personal information and candidate documents.
5. Follow the official procedure for exceptions and disputed cases.
6. Do not independently admit, reject or grant exceptions where that decision belongs to the examination authority.

### 4.3 Issue & Incident Management

**Responsible:** Staff member identifying the issue, followed by the designated supervisor.

1. Identify and document the issue accurately.
2. Inform the designated supervisor immediately.
3. Share relevant facts, location and time without unnecessary disclosure of sensitive information.
4. Follow instructions from the authorized official.
5. Record the action taken and current status.
6. Escalate unresolved issues to the next designated authority.

**Examples:** Staff absence, biometric failure, connectivity problems, documentation discrepancies, crowd-management issues and centre-readiness delays.

## 5. ATTENDANCE, REPORTING & COMMUNICATION

### 5.1 Attendance Compliance

- Mark your own attendance through the prescribed system.
- Upload genuine attendance evidence wherever required.
- Report application or connectivity issues immediately.
- Ensure submitted records are accurate.
- Complete attendance corrections through the authorized process.

### 5.2 Reporting Discipline

**Suggested reporting flow:**

|              |                 |                  |                      |                     |
|--------------|-----------------|------------------|----------------------|---------------------|
| Staff Member | CSO / Team Lead | Venue Supervisor | FMS Exam Coordinator | FMS Project Manager |
|--------------|-----------------|------------------|----------------------|---------------------|

The client or examination authority's approved communication hierarchy takes precedence wherever it differs.

**Every operational update should include:**

- Examination and centre identification.
- Reporting person's assigned role.
- Issue or activity status.
- Time of occurrence, where relevant.
- Action taken or assistance required.
- Current status: Open / In Progress / Resolved.

Avoid forwarding unverified messages or sharing sensitive examination details in unauthorized groups.

## 6. EXAMINATION MATERIAL MANAGEMENT

**Responsible:** Authorized Material Custodian / Venue Supervisor / Assigned Staff

1. Receive materials only through the approved handover procedure.
2. Verify listed items against relevant documentation.
3. Record discrepancies before acknowledging receipt.
4. Store and handle materials according to applicable security instructions.
5. Restrict access to authorized personnel.
6. Maintain material movement and handover records wherever required.
7. Obtain required signatures and stamps on applicable receipts.
8. Report missing, damaged or inconsistent materials immediately.
9. Hand over materials only to the authorized recipient.
10. Retain or submit records according to client instructions.

**Important:** Examination papers, confidential records, candidate information and other sensitive materials must be handled strictly under the examination authority's approved chain of custody.

## 7. POST-EXAMINATION PROCESS

### 7.1 Completion of Assigned Duties

1. Complete all assigned post-examination activities.
2. Confirm required registers and reports are complete.
3. Finish assigned material accounting and handover activities.
4. Report unresolved issues and pending tasks.
5. Submit required photographs, application records and supporting documents only through authorized channels.
6. Complete prescribed exit confirmation, including an exit selfie where required.
7. Obtain clearance from the authorized supervisor before departure.

Staff must not leave merely because the examination has ended if assigned duties or required clearance remain pending.

### 7.2 CSR & Feedback Reporting

**Responsible:** Assigned CSO / Venue Supervisor / Exam Coordinator

1. Complete the prescribed centre-wise report.
2. Check entries for accuracy and completeness.
3. Match the report against available supporting records.
4. Resolve discrepancies through the authorized verification process.
5. Obtain required signatures and stamps.
6. Submit soft copy and hard copy, where required.

7. Retain acknowledgement of submission.

### 7.3 Final Centre Closure

- All assigned staff have completed their duties.
- Attendance and required evidence have been submitted.
- Materials have been handed over to the authorized recipient.
- Required documentation has been completed.
- Open issues have been reported.
- Departure clearance has been obtained.
- Final centre status has been communicated to FMS management.

## 8. DOCUMENTATION CHECKLIST

| Document / Record                       | Responsible Person           |
|-----------------------------------------|------------------------------|
| Centre-wise manpower deployment sheet   | Exam Coordinator             |
| Staff attendance register / app records | CSO / Venue Supervisor       |
| Attendance selfie evidence, if required | Individual staff             |
| Centre readiness status                 | Venue Supervisor             |
| Issue and incident report               | Concerned staff / Supervisor |
| Material receipt and handover records   | Authorized custodian         |
| CSR / feedback report, if required      | Assigned staff               |
| Exit confirmation, if required          | Individual staff             |
| Final centre closure report             | Venue Supervisor             |
| Consolidated project report             | FMS Exam Coordinator         |

All records must be genuine, accurate and submitted through authorized channels. Do not create, alter or backdate evidence to conceal a missed task or discrepancy.

## 9. ESCALATION MATRIX

| Issue                              | First Contact                  | Escalation                                                 |
|------------------------------------|--------------------------------|------------------------------------------------------------|
| Staff absent or late               | CSO / Venue Supervisor         | FMS Exam Coordinator                                       |
| Manpower shortage                  | Venue Supervisor               | FMS Project Manager                                        |
| Biometric or technical failure     | Technical / Biometric Lead     | Authorized Centre Contact                                  |
| Candidate verification issue       | Authorized Verification Lead   | Centre Superintendent                                      |
| Material discrepancy               | Authorized Material Custodian  | Venue Supervisor / Centre Authority                        |
| Security or crowd issue            | Security Supervisor            | Authorized Centre Authority                                |
| Serious incident or safety concern | Immediate designated authority | Emergency services / authorized management, as appropriate |
| Pending report or documentation    | Exam Coordinator               | FMS Project Manager                                        |

For urgent safety concerns, staff must follow the centre's emergency procedures immediately rather than waiting for routine reporting channels.

## 10. STAFF CODE OF CONDUCT

1. Maintain punctuality and professional behaviour.
2. Follow authorized instructions and applicable SOPs.
3. Remain at the assigned duty location unless authorized to leave.
4. Protect confidential information.
5. Avoid unauthorized photography, recording or information sharing.
6. Maintain respectful conduct toward candidates, officials and colleagues.
7. Report genuine issues honestly and promptly.
8. Never falsify attendance, reports, signatures or supporting evidence.
9. Avoid unauthorized commitments on behalf of FMS or the client.
10. Complete all assigned tasks before final clearance.

Non-compliance may be documented and referred to the appropriate management for review in accordance with applicable policies and contractual requirements.

## 11. FINAL RESPONSIBILITY & ACCOUNTABILITY

Every staff member is individually responsible for completing assigned work. Supervisors are responsible for monitoring assigned activities, communicating issues and ensuring required reports are submitted.

FMS management is responsible for coordinating deployment, maintaining communication with the client and reviewing project-level completion records within its agreed scope.

**No task should be treated as complete until the required work has been performed and the prescribed confirmation or documentation has been submitted.**

### FINAL MESSAGE TO ALL TEAM MEMBERS

All team members must read these instructions carefully and follow the project-specific briefing issued before each examination. Any doubt regarding a duty, deadline or procedure must be clarified with the designated supervisor before proceeding.

**The success of every examination project depends on teamwork, discipline, accurate reporting, confidentiality and timely execution.**

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