

# A Case Study On Competency Matrix Of Pharmacy College Faculties

Dr. Surendra Pardhi<sup>1</sup>, Ms. Arti Bhagat<sup>2</sup>, Mr. Sholke Kumar Diwedi<sup>3</sup>,  
Ms. Neha Dubey<sup>4</sup>

<sup>1</sup> Professors of Sardar Patle, University Balaghat (M.P.)

<sup>2&4</sup> Assistant Professors of Sant Ghira Guru University, Ambikapur (C.G.)

<sup>3</sup> Associate Professors of BMS Collage of Pharmacy, Amethi (U.P.)

Author email ID: Surendrapharma.pardhi64@gmail.com

## Abstract

*Competency matrix understand what skills are available and what skills are needed. During my academic exposure as a professor I observed various gaps in faculty who teach to UG, PG & Ph.D Scholars. They took regular classes, Practical's, Seminars etc. still afraid from audit/inspection. Few faculties found knowledgeable but lack of adequate skills. Few faculties found skilled but poor representation. From these gaps I got an idea to overcome these problems and I framed competency matrix in order to clear the gaps which is very necessary to all professional to brighten their carriers along with development of concern organization.*

*For these study I involved faculty of three different institute to survey and analyze the data.*

*These studies cover the faculty of known pharmacy collage but we can use this competency matrix at any institution, organization, business where mass of employee are working. Train the trainer (T3) concept were employed here and made competency matrix schedule. My study clearly identified the failure of organization due resistance of change by old staff, seniority over merit, fixed mindset, fear of replacement, negative influence, unskilled, lack of knowledge, and moreover misguidance by senior staff to new one, low pay scale, unethical behaviors. The Key reason of failure of organization was found as insecurity of job by old staff and not follow win-win situation. After implementation and completion of all individual training results was found satisfactory. Majority of faculties now found skilled, updated and ready for audit, inspection & ready to welcome new challenges, which is the requirement of any fast growing business, organization or institutions.*

**Keywords:** Skills, Knowledge, Faculties, Gaps, Development, Competency matrix, audit, Inspection

## 1. Introduction

Competency is the ability to apply knowledge, skills, attitudes, and behaviors to perform tasks or roles effectively in a specific context. In other words, Competency is the proven ability to do something successfully and efficiently.

### Key elements of competence:

Knowledge – What you know

Skills – What you can do

Attitude – How you approach tasks

Behavior – How you act in real situations

A Competency Matrix is a powerful HR and management tool that maps employees' skills and competencies against the roles or tasks they perform. It helps organizations understand what skills are available and what skills are needed.

### Advantages of Competency Matrix:

Strategic Decision-Making, Boosts Recruitment & Retention, Encourages Continuous Improvement, Aids in Team Formation, Supports Performance Management, Enhances Training and Development, Improves Workforce Planning and Identifies Skill Gaps.

## 2. Material & Methods

- To make the competency matrix, I followed daily meeting with individual staffs and identified the gaps. Summaries all the gaps and then identified the area of improvement of all individual staffs, which is necessary for development of any organization, institution.
- To develop the skill into all individual staff, competency matrix design based on consideration of the regulatory requirement, job orientation, knowledge updation & upgradation, skill development, latest technology, etc.
- Total 12 modules were incorporated in competency matrix.
- Module 1 to 10 contain 5 different part based on identified gaps from individuals.
- Module 11 & 12 covers miscellaneous content based on routine activity executed at organization by individual.
- To execute the competency matrix training, Train the trainer (T3) method were employed.
- Competency matrix training scheduler was prepared. Here the entire individual was covered twice in a six month for 4 hours in each training session.
- Training was given by SME's/ Superiors.
- After completion of training the entire individual undergone interview session and marking was done 1 mark for each activity.

- Total 75 marks were decided for 12 modules.
- Mark was filled after interrogation with individual and cross verified by SME's/ Superiors.

### 3. Evaluation

Upon completion of Train the trainer (T3) program, I evaluated individual staff separately, by using competency matrix score. Total 20 staff were participated and evaluated for their competency.

Identified reason for failure of organization was found as below:

**Table 1. Reason of failure and their impact**

<i>Reason of failure</i>	<i>Failure Impact</i>
<i>Resistance to Change</i>	<i>Older employees may be reluctant to adopt new technologies, modern work practices, or innovative ideas. This creates a barrier to digital transformation</i>
<i>Seniority Over Merit</i>	<i>Preference for hierarchy and seniority over skills and performance can demotivate younger, capable talent. It stifles innovation and encourages mediocrity.</i>
<i>Fixed Mindset</i>	<i>A refusal to learn new things or retrain can cause the workforce to become obsolete. Companies in fast-changing industries (e.g., pharma, IT, finance) suffer from this mindset.</i>
<i>Obstructing New Leadership</i>	<i>Experienced staff may undermine or resist young leaders, seeing them as inexperienced or unqualified. This creates internal conflict and poor team collaboration</i>
<i>Fear of Replacement</i>	<i>Older employees may intentionally withhold knowledge or avoid mentoring to protect their position. This leads to a lack of knowledge transfer and succession planning.</i>
<i>Low Adaptability</i>	<i>Difficulty in handling diverse teams, new work culture, or client expectations can limit organizational growth</i>
<i>Negative Influence</i>	<i>A few employees with a negative or toxic attitude can influence others, creating a toxic work environment.</i>
<i>Low Payment</i>	<i>Employees who feel undervalued or underpaid are less motivated. This leads to reduced enthusiasm, poor teamwork, and a lack of commitment.</i>

Comparison studies were conducted before & after Train the trainer (T3) program. Finally I found drastic changes into the staff from negative mind set to positive mind set. Now they accept their loopholes and ready to accept the changes and updation. This study is still continuing and will be updates as per regulatory and business requirement.

#### **4. Result & Discussion**

Based on competency matrix, Train the trainer (T3) program was executed and data were collected from individuals. Upon analysis the data result was found satisfactory because the participant are filling now confident and updated with required skill & knowledge. Now they understood the ethics and importance of awareness and upgradation.

Finally all are now working in win-win situation and living confidently, securely. All the organization wants skilled, knowledgeable, honest and well disciplined employee rather than in-secured & unethical behaviors.

#### **5. Conclusion**

Train the trainer (T3) program were completed based on competency matrix, which were design upon identified gap, collected from individuals. If anybody want healthy environment at organization/ institution, I recommend follow my designed competency matrix & scheduler. Definitely your organization will grow fast with development of your employees. My designed competency matrix & evaluation method may vary, depend on the work and working culture of organization. Templates provided in these article were executed & evaluated. Further work is still continue to consider the development of employee because learning and updation is continue process.

#### **6. Appendix**

Appendix-I (Competency Matrix)

Appendix-II (Competency Matrix Training Scheduler)

#### **7. Acknowledgments**

I would like to express my deepest gratitude to all those who have supported and guided me throughout the completion of this case study research.

#### **8. References**

*Self motivated*

## Appendix-I

### Competency Matrix for Teaching Staff

**Faculty Name:****Designation:****Qualification:****Experience:**

Module	Competency	Competency Content's	Rating (1)	Overall Rating (75)
1	<b>Academic &amp; Subject-Specific Expertise</b>	Strong foundation in pharmaceutical sciences	1	<b>5</b>
		Deep knowledge of subjects	1	
		Syllabus planning & course design	1	
		Research methodology & scientific writing	1	
		Understanding of current pharmacy regulations & ethics	1	
2	<b>Teaching &amp; Pedagogical Skills</b>	Effective lesson planning	1	<b>5</b>
		Outcome-based education (OBE) implementation	1	
		Use of innovative teaching method	1	
		Practical demonstration skills	1	
		Use of visual aids and e-learning tools	1	
3	<b>Communication &amp; Soft Skills</b>	Clear verbal communication	1	<b>5</b>
		Written communication skills	1	
		Empathy and approachability	1	
		Active listening	1	
		Confidence and motivation ability	1	
4	<b>Technical &amp; Digital Proficiency</b>	Knowledge of Learning Management Systems (LMS)	1	<b>5</b>
		Use of educational software (e.g. Zoom, Google)	1	
		Knowledge of Track wise, Caliber QMS, SAP	1	
		Computer skills (MS Office, statistical tools)	1	
		Online content creation & e-assessments	1	
5	<b>Research &amp; Professional Development</b>	Conducting and guiding research	1	<b>5</b>
		Publications Involvement	1	
		Writing and managing research grants	1	
		Continuous learning through seminars, workshops, FDPs	1	
		Knowledge of IPR & patent filing	1	
6	<b>Interpersonal &amp; Institutional Responsibilities</b>	Team collaboration	1	<b>5</b>
		Mentoring and counseling students	1	
		Participation in accreditation and audits	1	
		Coordination of academic and extracurricular activities	1	
		Commitment to student development	1	
7	<b>Optional but Desirable</b>	Industrial experience	1	<b>5</b>
		Knowledge of GMP, GXP, GEM-5, ICH, ISO, GDP, Licensing	1	
		Clinical or hospital pharmacy knowledge	1	
		Documentation skills	1	
		Involvement in community pharmacy programs	1	

8	Visionary & Strategic Skills	Goal setting & vision building	1	5
		Strategic planning and execution	1	
		Problem-solving and critical thinking	1	
		Decision-making under pressure	1	
		Ability to anticipate and adapt to change	1	
9	Integrity & Ethical Aspect	Honesty and trustworthiness	1	5
		Accountability	1	
		Consistency in actions and words	1	
		Fairness and transparency	1	
		Respect for all individuals	1	
10	Team Building & Collaboration	Giving constructive feedback	1	5
		Learning from failure	1	
		Encouraging innovation	1	
		Handling setbacks calmly	1	
		Positive attitude during crises	1	
			Total:	50

## Competency Matrix for Teaching Staff

**Faculty Name:****Designation:****Qualification:****Experience:**

Module	Competency	Competency Content's	Rating (1)	Overall Rating
11	Miscellaneous Work-1	Conduction of theory Examination	1	10
		Conduction of Practical Examination	1	
		Engagement with Externals	1	
		Remuneration Document preparation for Externals	1	
		Final Valuation of answer sheet.	1	
		Marks entry into portal & sessional register	1	
		Preparation of internal mark document	1	
		Preparation & Submission of Marks to exam. department	1	
		Preparation of examination Timetable	1	
		Preparation of audit compliance	1	
12	Miscellaneous Work-2	Admission & Counseling of students	1	15
		Co-ordination during sport & cultural event.	1	
		Attendendance sheet preparation & Calculation	1	
		Proper laboratory instrumentation knowledge	1	
		Supervise lab technician and all non teaching staffs.	1	
		Rollover of students	1	
		Conduction of online meeting	1	
		PPT Preparation for presentation	1	
		QR code generation & Google spreadsheet preparation	1	
		PCI attendance sheet filling & updation	1	
		Conduction of Event as per PCI norms.	1	
		Project guidance to students	1	
		Avoid of mobile phones during lecturer	1	
		Punctuality in classes	1	
		Document storage, issuance & archival system	1	
			Final Rating:	75

**Candidate Sign.:****Checked By (HOD):****Verified BY (D/I):****Approved BY (Director):**

Appendix-II

Faculty Competency Training Planner

Training Schedule- (Duration 48-Hours in a semester)

Competency Area																	
S. No.	Faculty Name	Qualification	Designation	Training Place	Academic & Subject-Specific Expertise	Teaching & Pedagogical Skills	Communication & Soft Skills	Technical & Digital Proficiency	Research & Professional Development	Interpersonal & Institutional Responsibilities	Optional but Desirable	Visionary & Strategic Skills	Integrity & Ethical Aspect	Team Building & Collaboration	Miscellaneous-1	Miscellaneous-2	Remark
					DAY-1	DAY-2	DAY-3	DAY-4	DAY-5	DAY-6	DAY-7	DAY-8	DAY-9	DAY-10	DAY-11	DAY-12	
1																	
2																	
3																	
4																	
5																	
6																	
7																	
8																	
9																	
10																	
11																	
12																	
13																	
14																	
15																	
16																	



17																	
18																	
19																	
20																	
Signature of Candidate																	

Planner Prepared By

Planner Approved By: