



**Key Skills Micro-credentials:
A Passport to Employment and Inclusion**

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of Key Skills Necessary for
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1. INTRODUCTION TO THE DEVELOPMENT OF A KEY SKILLS MATRIX (KSM) FOR ENTRY-LEVEL (JUNIOR) JOB POSITIONS

This report lists and describes the **skills and competences required for entry-level (junior) job positions**, as identified within the framework of the project ‘Key Skills Micro-credentials: A Passport to Employment and Inclusion’ (MORAL), which is funded by the European Commission under the Erasmus+ Partnerships for Innovation – Forward-Looking Projects. Once developed into micro-credentials, these skills will constitute a ‘Passport to Employment’ (PTE), certifying that its holders possess the necessary skills to facilitate access to entry-level (junior) job positions.

The **list of 20 skills** was compiled by the project's partners, following qualitative (focus groups) and quantitative/market (large-scale survey) research within the business community in five EU countries (Cyprus, Greece, Italy, Poland, and Spain). The partners' work involved compiling an initial list of 31 possible skills **from four EC Competence Frameworks** (LifeComp, EntreComp, DigComp, and GreenComp), which was narrowed down to 20, following the implementation of 10 face-to-face and online focus groups among business representatives in the summer of 2024 (in which 5 new skills were added, reaching a total of 36) and an employer survey (dissemination of an online questionnaire) from November to December 2024 that yielded a total of 413 valid questionnaires. The results were then discussed between partners and business representatives at a hybrid workshop in Nicosia, Cyprus on 18 February 2025, and the **‘Key Skills Matrix’ (KSM), including the skills that are necessary for people entering the labour market or holding entry-level (junior) job positions** according to the partnership, was further refined and codified at a second workshop the following day.

As it is evident from the final matrix, skills deriving from LifeComp prevail, being complemented by skills from EntreComp that are followed by skills from Green Comp and DigComp. Some other skills that were considered crucial by the partnership were also added to the matrix. The outnumbering of life skills, which are not traditionally developed through formal education, indicates the importance of non-formal and informal adult learning, without disregarding the significance of digital, green, and entrepreneurial mindset skills. The partnership aimed to create **a pool of skills that is as comprehensive and as balanced as possible in terms of the type of competences it includes**.

2. KEY SKILLS AND COMPETENCES FOR ENTRY-LEVEL (JUNIOR) JOB POSITIONS SELECTED FOR MORAL

1. Communication
2. Empathy
3. Collaboration respecting Inclusion and Diversity
4. Flexibility and Adaptability
5. Managing Learning and Experience
6. Wellbeing
7. Critical Thinking
8. Growth Mindset and Antifragility
9. Self-awareness and Self-efficacy
10. Initiative and Opportunities
11. Motivation and Perseverance
12. Evaluating Data Information and Digital Content and Protecting Personal Data and Privacy
13. Interacting through Digital Technologies and Netiquette
14. Problem Framing
15. Valuing Sustainability
16. Basic Project Management
17. Artificial Intelligence (AI) Literacy
18. Interdisciplinary Thinking
19. Labour Market Awareness
20. Work Ethic and Supporting Fairness

3. KEY SKILLS AND COMPETENCES OF MORAL PER EC COMPETENCE FRAMEWORK (*LifeComp, EntreComp, DigComp, GreenComp*)

A) LIFE SKILLS

- Communication – LC
- Empathy – LC
- Collaboration respecting Inclusion and Diversity – LC
- Flexibility and Adaptability – LC (and GC)
- Managing Learning and Experience - LC (and EC)
- Wellbeing – LC
- Critical Thinking - LC (and GC)
- Growth Mindset and Antifragility – LC

B) ENTREPRENEURIAL SKILLS

- Self-awareness and Self-efficacy – EC
- Initiative and Opportunities – EC
- Motivation and Perseverance – EC

C) DIGITAL SKILLS

- Evaluating Data Information and Digital Content and Protecting Personal Data and Privacy – DC
- Interacting through Digital Technologies and Netiquette – DC

D) GREEN SKILLS

























- Problem Framing – GC
- Valuing Sustainability – GC

E) OTHER SKILLS (from Focus Groups, Workshops, and Additional)








- Basic Project Management – After Focus Groups
- Labour Market Awareness – After Focus Groups
- Artificial Intelligence (AI) Literacy – After Workshops
- Interdisciplinary Thinking – After Workshops
- Work Ethic and Supporting Fairness – Additional (and GC)

4. KEY SKILLS MATRIX (KSM) OF MORAL

KEY SKILLS MATRIX (KSM)

 Communication	 Empathy	 Collaboration respecting Inclusion and Diversity	  Flexibility and Adaptability
  Managing Learning and Experience	 Wellbeing	  Critical Thinking	 Growth Mindset and Antifragility
 Self-awareness and Self-efficacy	 Initiative and Opportunities	 Motivation and Perseverance	 Evaluating Data Information and Digital Content and Protecting Personal Data and Privacy
 Interacting through Digital Technologies and Netiquette	 Problem Framing	 Valuing Sustainability	 Basic Project Management
 Labour Market Awareness	 Artificial Intelligence (AI) Literacy	 Interdisciplinary Thinking	  Work Ethic and Supporting Fairness

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-  From LifeComp – The European Framework for Personal, Social and Learning to Learn Key Competence
-  From EntreComp – The European Entrepreneurship Competence Framework
-  From DigComp – The Digital Competence Framework for Citizens
-  From GreenComp – The European Sustainability Competence Framework
-  From MORAL's Focus Groups
-  From MORAL's Workshops
-  From MORAL's Final Additions

5. CLUSTERING OF THE KEY SKILLS AND COMPETENCES OF MORAL

1. Communication and Interpersonal Skills

- **Communication**
- **Empathy**
- **Collaboration respecting Inclusion and Diversity**
- **Interacting through Digital Technologies and Netiquette**

Explanation: These skills form the foundation of interpersonal and team-based interactions in the workplace. Good communication, empathy, and collaboration - especially in diverse environments and through digital technologies and their good command - are critical to establishing positive working relationships and effective teamwork.

2. Self-management and Personal Development Skills

- **Self-awareness and Self-efficacy**
- **Wellbeing**
- **Flexibility and Adaptability**
- **Growth Mindset and Antifragility**
- **Motivation and Perseverance**
- **Managing Learning and Experience**

Explanation: These skills foster personal and professional development, resilience, and the ability to continue learning. They are essential for long-term career growth and adapting to new challenges or roles in the workplace.

3. Analytical and Problem-solving Skills

- **Critical Thinking**
- **Problem Framing**
- **Evaluating Data Information and Digital Content and Protecting Personal Data and Privacy**

Explanation: These skills empower individuals to analyse information critically, make informed decisions, and solve problems effectively. In today's data-driven work environment, evaluating and protecting information is essential.

4. Initiative and Innovation Skills

- **Initiative and Opportunities**
- **Valuing Sustainability**
- **Artificial Intelligence (AI) Literacy**

Explanation: These skills highlight the importance of proactivity in identifying opportunities, driving change, and making decisions that support sustainable practices in the workplace. It also includes a

forward-thinking mindset, which is critical for future job success and the application of AI, which is a current mega-innovation.

5. Workplace and Organisational Skills

- **Labour Market Awareness**
- **Basic Project Management**
- **Interdisciplinary Thinking**
- **Work Ethic and Supporting Fairness**

Explanation: These skills are related to managing multiple tasks and understanding different areas of expertise. Basic project management and interdisciplinary thinking are key to navigating complex tasks in modern workplaces. This group of skills helps also individuals understand their role within the larger labour market and foster an environment that values fairness and inclusivity.

6. DESCRIPTORS FOR THE KEY SKILLS AND COMPETENCES OF MORAL

Communication

Communication within the LifeComp framework is one of the three competences under the Social area. It involves the use of relevant communication strategies, domain-specific codes, and tools, depending on the context and content. This competence is crucial for effective personal, social, and professional interactions.

Empathy

Empathy within the LifeComp framework is one of the three competences under the Social area. It involves understanding another person's emotions, experiences, and values, and providing appropriate responses. This competence is crucial for building strong interpersonal relationships and fostering a supportive social environment.

Collaboration respecting Inclusion and Diversity

Collaboration within the LifeComp framework is one of the three competences under the Social area. It involves engaging in group activities and teamwork, acknowledging and respecting others. This competence is crucial for effective interpersonal interactions and for achieving common goals in various contexts, including professional and community settings.

Inclusive Collaborative Practice is the ability to work effectively and respectfully with *diverse* individuals and groups, leveraging their unique perspectives and contributions to achieve shared goals within a collaborative environment. This competence encompasses LifeComp's Collaboration competence, while also actively promoting equity, combating discrimination, and fostering a sense of belonging for all participants, in alignment with the European Commission's Inclusion and Diversity Strategy. It includes the ability to adapt communication and collaboration styles to meet the needs of diverse teams, address potential biases, and create inclusive processes that ensure everyone has the opportunity to contribute and succeed.

Flexibility and Adaptability

Flexibility within the LifeComp framework is one of the three competences under the Personal area. It involves the ability to manage transitions and uncertainty, and to face challenges effectively. This competence is crucial for adapting to the rapidly changing environments in personal and professional life.

Adaptability is the ability to respond quickly to changes in demand, priorities, etc. It involves the willingness to change behaviour or strategy as needed to adjust to a changing environment and it is crucial for success in today's ever-changing workplaces. Within the GreenComp framework, *Adaptability* is one of the three competences under the Envisioning Sustainable Futures area. It

entails managing transitions and challenges in complex sustainability situations and making decisions related to the future in the face of uncertainty, ambiguity, and risk.

Managing Learning and Experience

Managing Learning within the LifeComp framework is one of the three competences under the Learning to Learn area. It involves planning, organising, monitoring, and reviewing one's own learning. This competence is crucial for effective lifelong learning, enabling individuals to take control of their educational journey and adapt to changing environments.

Experience plays a crucial role in the EntreComp framework, particularly in developing entrepreneurial competences. The framework emphasises learning through experience as one of the five competences under the Into Action area, highlighting its importance in entrepreneurial development. *Learning through Experience* involves reflecting on past experiences to gain insights and improve future actions. It is essential for developing all competences within the EntreComp framework, as it allows individuals to refine their skills based on real-world outcomes.

Wellbeing

Wellbeing within the LifeComp framework is one of the three competences under the Personal area. It involves the pursuit of life satisfaction, care of physical, mental, and social health, and the adoption of a sustainable lifestyle. This competence is crucial for maintaining a balanced and fulfilling life amidst the challenges of a rapidly changing world.

Critical Thinking

Critical Thinking within the LifeComp framework is one of the three competences under the Learning to Learn area. It involves the assessment of information and arguments to support reasoned conclusions and develop innovative solutions. This competence is crucial for navigating complex information environments, making informed decisions, and fostering a culture of inquiry and problem-solving.

Within the GreenComp framework, *Critical Thinking* is one of the three competences under the Embracing Complexity in Sustainability area. It also involves assessing information and arguments as well as identifying assumptions, challenging the status quo, and reflecting on how personal, social and cultural backgrounds influence thinking and conclusions.

Growth Mindset and Antifragility

Growth Mindset within the LifeComp framework is one of the three competences under the Learning to Learn area. It involves the belief in one's and others' potential to continuously learn and progress. This mindset is crucial for embracing new challenges, fostering resilience, and promoting lifelong learning.

Antifragility in the context of entry-level workers refers to the ability of these individuals to not only withstand challenges and uncertainties but also to grow stronger and more resilient as a result of them. Antifragility, a concept developed by Nassim Nicholas Taleb, describes systems or individuals that benefit from stressors, shocks, or volatility, emerging stronger and more capable than before. In the workplace, antifragile employees adapt to change, learn from setbacks, and use challenges as opportunities for growth.

Self-awareness and Self-efficacy

Self-awareness and Self-efficacy are crucial personal resources within EntreComp, one of the five skills under the Resources area of the framework, which emphasises their role in developing an entrepreneurial mindset, as follows:

- *Self-awareness* involves recognising one's strengths, weaknesses, values, and aspirations. It is essential for understanding personal needs and making informed decisions about entrepreneurial endeavors.
- *Self-efficacy* refers to an individual's belief in their ability to succeed in specific situations or accomplish a task. It plays a significant role in developing an entrepreneurial mindset by enhancing confidence and motivation to take action.

Initiative and Opportunities

Within the EntreComp framework, *Initiative and Opportunities* are central elements, particularly under the Ideas and Opportunities and Into Action areas. These competence areas focus on identifying and evaluating opportunities, generating ideas, and exploring different perspectives, as follows:

- *Initiative*: This involves taking proactive steps to explore and seize opportunities. It requires a mindset that is open to new ideas and willing to act upon them.
- *Opportunities*: These are situations or circumstances that can be leveraged to create value. Opportunities can arise in various contexts, from business to social and community settings.

Motivation and Perseverance

Motivation and Perseverance are essential components of EntreComp, constituting one of the five competences under the Resources area of the framework. These qualities are crucial for turning ideas into action and overcoming challenges in entrepreneurial endeavours, as follows:

- *Motivation*: This involves being driven by a desire to achieve goals and create value for others. Motivation is the internal force that propels individuals to pursue their entrepreneurial aspirations despite obstacles.

- *Perseverance*: This refers to the ability to stay focused and committed to goals over time, even in the face of adversity or failure. Perseverance helps entrepreneurs navigate through challenges and maintain momentum in their projects.

Evaluating Data Information and Digital Content and Protecting Personal Data and Privacy

Evaluating Data, Information, and Digital Content is one of the three competences under the Information and Digital Literacy area of the DigComp framework. This competence involves analysing, comparing, and critically evaluating the credibility and reliability of sources of data, information, and digital content. It also includes analysing, interpreting, and critically evaluating the data, information, and digital content itself.

Protecting Personal Data and Privacy is one of the four competences of the Safety area of the DigComp framework. It involves understanding how to protect personal data and privacy in digital environments, knowing how to use and share personally identifiable information safely, and being aware of privacy policies used by digital services.

Interacting through Digital Technologies and Netiquette

Interacting through Digital Technologies is one of the six competences under the Communication and Collaboration area of the DigComp framework. This competence involves interacting through a variety of digital technologies and understanding appropriate digital communication means for a given context.

Netiquette is another one of the six competences under the Communication and Collaboration area of the DigComp framework. This competence refers to the set of rules and guidelines that govern behaviour in digital environments, ensuring respectful and effective communication online.

Problem Framing

Problem Framing is an one of the three competences under the Embracing Complexity in Sustainability area of the GreenComp framework, which is part of the broader effort to integrate sustainability into educational systems across Europe. This competence involves identifying and analysing sustainability challenges by considering their complexity, the people involved, the time frame, and the geographical scope.

Valuing Sustainability

Valuing Sustainability is one of the three competences under the Embodying Sustainability Values area of the GreenComp framework. It includes:

- Reflecting on Personal Values that involves reflecting on personal values and understanding how they align with sustainability principles. Learners are encouraged to critically evaluate their values and those of others, recognising how these values evolve over time.
- Aligning with Sustainability Principles that emphasises the importance of aligning personal values with broader sustainability goals. This involves recognising the role of individual actions in contributing to global sustainability efforts.
- Promoting Sustainable Choices that helps learners understand the impact of their decisions on the environment and society. By valuing sustainability, learners are empowered to make informed choices that support sustainable development.

Basic Project Management

For entry-level job positions (including but not limited to project management), a key competence is *Basic Project Management*, that is, the ability to effectively plan, coordinate, and execute projects from initiation to completion. This involves several essential skills and responsibilities.

Key skills:

- Communication: Clearly conveying project goals, timelines, and expectations to team members and stakeholders.
- Leadership: Motivating and guiding team members to achieve project objectives.
- Time Management: Ensuring projects stay on schedule by setting realistic deadlines and managing team workload.
- Problem Solving: Identifying and resolving issues that arise during the project lifecycle.
- Organisation: Maintaining a structured approach to managing project components, such as tasks, resources, and timelines.
- Risk Management: Identifying potential risks and developing strategies to mitigate them.
- Negotiation: Effectively negotiating with stakeholders, vendors, and team members to secure resources and agreements.
- Business Acumen: Understanding basic business principles to align project goals with organisational objectives.

Key responsibilities:

- Project Initiation: Defining project scope, goals, and deliverables.
- Project Planning: Creating detailed project plans, including timelines and resource allocation.
- Project Execution: Overseeing project activities, managing team performance, and ensuring compliance with project plans.
- Project Monitoring and Control: Tracking progress, identifying deviations, and implementing corrective actions.
- Project Closure: Ensuring successful project completion and documenting lessons learnt.

Artificial Intelligence (AI) Literacy

AI Literacy for entry-level job positions involves the ability to understand, use, evaluate, and critically reflect on artificial intelligence (AI) technologies. This competence enables individuals to effectively engage with AI tools, recognise their applications, and navigate the ethical implications of AI in a professional setting.

Key components of AI Literacy are:

- Basic Understanding of AI and Machine Learning
- Familiarity with AI Tools
- Data Literacy
- Technical Knowledge
- Practical Application or Ability to Use AI Tools effectively in various professional contexts
- Ethical Understanding of Societal Implications, Biases, and Privacy Concerns related to AI
- Critical Thinking and Problem Solving or Ability to Interpret AI Outputs and Apply them to Solve Real-world Problems

Interdisciplinary Thinking

Interdisciplinary Thinking is a crucial skill for entry-level professionals, enabling them to approach complex problems from multiple perspectives and integrate knowledge across different disciplines.

Key components of Interdisciplinary Thinking are:

- Perspective Exploration: Actively seeking out and consider diverse viewpoints from various disciplines, fostering an open-minded approach to problem solving.
- Problem-solving Approach: Naturally considering multiple disciplines when addressing complex issues, embracing ambiguity and uncertainty.
- Collaboration and Communication: Collaborating effectively with peers from diverse backgrounds and communicating complex ideas clearly across disciplines.
- Integration of Knowledge: Synthesising insights and methods from multiple disciplines to deepen understanding and generate new knowledge.
- Adaptability and Flexibility: Adapting learning strategies and thinking creatively across different contexts.
- Critical Thinking and Analytical Skills: Employing sound reasoning and analytical thinking to solve workplace problems.
- Curiosity and Lifelong Learning: Committing to continuous learning and exploring new ideas and perspectives.

Labour Market Awareness

Labour Market Awareness is a crucial competence for individuals entering the job market, particularly at the entry level. It involves understanding the dynamics of the labour market, including job trends, required skills, and industry demands. This competence enables individuals to make informed decisions about their career paths and adapt to changing market conditions.

Key components of Labour Market Awareness are:

- Understanding Job Trends and Skills in Demand: Identifying which skills and occupations are currently in demand and how these trends are evolving.
- Industry Knowledge: Getting familiar with various industries, their growth prospects, and the types of jobs available within them.
- Job Market Information Analysis: Analysing and interpreting labour market data to make informed career decisions.
- Adaptability and Flexibility: Being able to adjust career plans based on changes in the labour market, such as shifts in industry needs or technological advancements.
- Networking and Information Gathering: Knowing how to access and utilise resources such as job fairs, career services, and online platforms to stay updated on job opportunities and market conditions.
- Critical Thinking and Problem Solving: Applying analytical skills to evaluate job opportunities and make strategic career choices.

Work Ethic and Supporting Fairness

Supporting Fairness from GreenComp is about supporting equity and justice for current and future generations, learning for sustainability from previous generations. This involves promoting fairness and understanding the historical context of sustainability challenges to ensure equitable outcomes.

Work Ethic along with Supporting Fairness is the way to demonstrate strong moral principles and values at work by consistently applying fairness and equity in professional settings, ensuring that all actions contribute to sustainable practices and support justice for current and future generations.

Key components of Supporting Fairness are:



- Equity and Justice: Promoting fairness and equity in all interactions, ensuring that decisions and actions consider the needs of diverse stakeholders.
- Sustainability Awareness: Understanding how work practices impact the environment and society, striving to minimise negative impacts.
- Continuous Learning: Engaging in ongoing education about sustainable practices and fairness principles to improve professional contributions.

Key components of Work Ethic are:

- Reliability and Responsibility: Consistently meeting deadlines and fulfilling job duties.
- Accountability: Being responsible for what is undertaken and able to give a satisfactory reason for it.
- Adaptability: Being willing to learn and adapt to new sustainable practices and technologies.
- Teamwork: Collaborating effectively with colleagues to achieve shared sustainability goals.

Author

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