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PREVIFORM Laboratório, Formação, Higiene e Segurança do Trabalho, Lda.

VENETO LAVORO

HR PLUS GENERAL SKILLS MATRIX

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This project has been funded with support from the European Commission. This publication reflects the views of the author, and neither the Commission nor the Inapp Erasmus+ National Agency cannot be held responsible for any use which may be made of the information contained therein.

Twin Transition, the demographic changes and the phenomenon of labour shortage.

What are the strategic skills for an HR Manager today?

The HR+ Skill Matrix is the result of a 6 month transnational research (October 2024 – April 2025), within the Erasmus+ HR+ project, which involved over 250 HRs from 6 countries (Italy, Portugal, Spain, Hungary, France, Belgium) through:

- **6 countries desk analysis (i.e. CCNL declarations, job vacancies)**
- **250 respondent's transnational survey**
- **5 focus group**
- **8 cases study**
- **18 in-depth interviews.**

Starting from the 3 most relevant trends (Twin Transition, Demographic Change, Migration Policies) in the 6 investigated countries, the HR+ Skill Matrix identifies:

- **10 HR managers Challenges**
- **5 HR Strategies to face them**
- **10 Key Competencies (Digital, Hard, and Green)**
- **Practical examples of how the Key Competency is operationally declined in HR contexts**
- **The importance value (on a scale from 1 to 5) for HR Managers in the 6 countries investigated as emerged from the research.**

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GENERAL SKILLS MATRIX

Most relevant trends	Impacts on HR role and challenges for HR managers	Main HR managers strategies	Key competencies	Detected competencies/examples	Type of competency (hybrid jobs model)	Main fields of application for HR manager (employee journey model)	Italy - Veneto	Italy - Emilia Romagna	Portugal - Norte	Spain - Galicia	Hungay - Centre	France	Belgium
TWIN TRANSITION DEMOGRAPIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch F. Adaptation to climate change G. Diffusion of Artifcial Intelligence J. Adaptation to the twin transition	To develop hard skills and digital tools mastering	To manage digital office tools, digital systems, platforms and reporting	To implement cybersecurity measures and strategies to protect personal data and business information from cyber threats	Digital skills	a. attracting candidates c. integrating employees into the organisation d. developing employees e. assessing performance f. managing compensation, promotion g. retaining good performers vs voluntary exiting the workplace	4	4	4	4	5	4	4
				To implement privacy and data protection regulations	Digital skills								
				To use office automation tools and data analytics	Digital skills								
				To manage digital systems and platforms/tools (i.e. LinkedIn Recruiter, SAP SuccessFactors, and Power BI for HR intelligence, etc)	Digital skills								
				To use integrated software systems for managing HR information (employee records, attendance, benefits, career paths, etc.)	Digital skills								
				To make on-boarding digital, ensuring an effective onboarding process	Digital skills								

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GENERAL SKILLS MATRIX

	Impacts on HR role and challenges for HR managers			To integrate technology and green practices into HR operations	Green skills								
				To use digital tools for remote work management	Green skills								
	B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch F. Adaptation to climate change G. Diffusion of Artifcial Intelligence J. Adaptation to the twin transition		To manage digital office tools, digital systems, platforms and reporting	To maintain and control the updated personnel file in documentary and/or computerised form, in order to facilitate the flow of information throughout the company, in accordance with the regulations and internal organisation	Hard skills	b. hiring employees d. developing employees e. assessing performance f. managing compensation, promotion g. retaining good performers vs voluntary exiting the workplace	3	4	5	3	4	4	5
				To perform administrative support to the tasks of selection, training and development of human resources	Hard skills								
				To manage the information and filing systems in conventional and computerised support	Hard skills								
				To handle office applications in information and documentation management	Hard skills								
				To comply with labour laws and regulations	Hard skills								

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TWIN TRANSITION DEMOGRAPIC CHANGE MIGRATION POLICIES	A. Negative demographic trends B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force	To match staff demand from the organisation with labour market	To map and anticipate skill needs for the organisation	To detect professional needs: job profiles, competences and skills to be trained connected to the organision development (strategic workforce planning)	Hard skills	a. attracting candidates b. hiring employees f. managing compensation, promotion	4	4	4	5	5	4	4
				To use forecasting tools on skills/labour market, included big data	Hard skills									
				To manage local labour market and its dynamics/transformations	Hard skills									
				To be updated on macro-trends/transformations (international, national, local) affecting the labour market	Hard skills									
			To attract, recruit and select talents	To optimise recruitment process, streamlining the application and hiring process using softwares such as ATS (Applicant Tracking System), chatbots and AI-drriven solutions	Digital skills	a. attracting candidates b. hiring employees c. integrating employees into the organisation d. developing employees f. managing compensation, promotion	5	4	5	4	5	5	5
				To use talent intelligence & retention analytics	Hard skills									
				To match organisation skills demand/staff competencies	Hard skills									
				To network and manage external relationships	Hard skills									
				To contribute to local initiatives and projects to attract talents	Soft skills									
			To manage digital office tools, digital systems, platforms and reporting	To develop employer branding through digital channels to attract talent	Hard skills	a. attracting candidates	4	5	3	5	4	3	3
				To implement digital recruitment strategies (e-recruitment platforms, social media recruiting)	Digital skills									

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GENERAL SKILLS MATRIX

TWIN TRANSITION	B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force J. Adaptation to the twin transition	To manage and develop knowledge and skills in the organisation	To design and manage learning opportunities to cultivate organisation's knowledge and know how	To map competencies needs and analyse gaps according with organisation development and innovation processes	Hard skills	a. attracting candidates c. integrating employees into the organisation d. developing employees g. retaining good performers vs voluntary exiting the workplace	4	4	5	5	5	4	4
				To design and manage training with innovative teaching methods (e.g., gamification, in-house academies, etc.)	Hard skills									
				To analyse employees' digital and green skills, to identify gaps and plan retraining and skills development programmes (reskilling and upskillng)	Hard skills									
				To design training courses to improve employees' environmental awareness and green skills	Green skills									
				To manage continuous learning environments, with the support of digital tools, included e-learning platforms	Digital skills									
			To align HR strategies with environmental goals, including fostering of sustainability-oriented behaviours and practices among employees	To implement and respect environmental policies and regulations on sustainability and pursue ESG goals for the organisation	Green skills	a. attracting candidates b. hiring employees c. integrating employees into the organisation d. developing employees f. managing compensation, promotion	3	4	4	2	3	2	3
				To design/implement welfare plans/company benefits systems that incorporate sustainability and CSR principles	Green skills									
				To raise awareness on climate change and participation: engaging employees with HR-sponsored volunteer, communication and learning programmes to raise awareness	Green skills									

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TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	A. Negative demographic trends B. Cultural/value changes in society D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force I. Global economic uncertainty	Complexity management and inclusion	To reshape the work environment using digital tools and automation	To design and manage welfare policies and job innovation, adapting measures and work-life balance solutions to employers' needs	Hard skills	a. attracting candidates c. integrating employees into the organisation d. developing employees g. retaining good performers vs voluntary exiting the workplace	4	4	4	4	4	4	4
				To use digital collaboration tools (Microsoft Teams, Slack, Zoom, etc.).	Digital skills									
				To implement bias-free HR practices identifying critical aspects that may exclude certain workers	Hard skills									
				To simplify workflows by automating business processes related to human resources, reducing the use of paper-based tools and facilitating the use of dedicated work management software.	Digital skills									
				To provide training and support to employees, helping them understand how to use organisation's softwares and platforms, and benefit from available training programmes	Hard skills									
			To plan and implement organisational staff development policies	To customise career paths and development	Hard skills	b. hiring employees c. integrating employees into the organisation d. developing employees f. managing compensation, promotion g. retaining good performers vs voluntary exiting the workplace	5	4	4	4	5	4	4
				To design inclusive organisations in complex and hybrid contexts adapting diversity management to uniqueness of people	Hard skills									
				To promote employee well-being	Hard skills									

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GENERAL SKILLS MATRIX

TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence I. Global economic uncertainty	Change management as a cross-cutting competence	Change Management	To listen actively and understand individual needs with relational sensitivity and intelligence	Soft skills	a. attracting candidates b. hiring employees c. integrating employees into the organisation d. developing employees g. retaining good performers vs voluntary exiting the workplace	3	3	3	4	5	3	3
				To facilitate, mediate and resolute conflicts	Soft skills								
				To anticipate ongoing changes and support transition	Soft skills								
				Assertiveness	Soft skills								
				Foreign languages and culture understanding To prevent and address unconscious cognitive biases that may lead to prejudice against certain groups of workers	Soft skills								
				To communicate	Soft skills								
				Mentorship skills	Soft skills								
				To use team-building techniques	Soft skills								

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COUNTRIES SKILLS MATRIX

ITALY

HR+ SKILL MATRIX VENETO/EMILIA ROMAGNA (IT)				Territorial relevance - (1-5)	
Most relevant trends	Impacts on HR role and challenges for HR managers	Main HR managers strategies	Key competencies	Italy - Veneto	Reasoning
TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch F. Adaptation to climate change G. Diffusion of Artificial Intelligence J. Adaptation to the twin transition	Complexity management and inclusion	To manage digital office tools, digital systems, platforms and reporting	4	The impact of digital tools on HR managers day by day tasks is growing in the last two years, due to the market availabilty of innovative suites from new providers and the new features in the traditional platform already adopted by organisations (i.e. SAP, Zucchetti etc). At this stage HR managers are using this tools to enhance their productivity automating routinary tasks and activities, fostering their hard and technical skills thanks to innovative digital skills; on the other side they're starting to be more confident with data management for reporting and decision making purposes.
	A. Negative demographic trends D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants H. Lack of specialised training to upskill and reskill labour force		To administrate and manage personnel complying with industrial relations and labour regulations	3	Despite the demand for innovative competencies for organisational transition, HR managers are still often deeply rooted in staff administration tasks. The related hard skills are cross-cutting administrative, legal and fiscal fields and are usually developed with traditional courses and training paths both from school, university and VET system.

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COUNTRIES SKILLS MATRIX

ITALY

TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	A. Negative demographic trends B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force	To match staff demand from the organisation with labour market	To map and anticipate skill needs for the organisation	4	In the recent years uncertain scenario, it's quite difficult to clearly plan skills needs for the company, but it's important for HR manager to be aware or involved in the decision making process for the organisation, in order to align the staff strategies with the investments and market strategies.
			To attract, recruit and select talents	5	Attracting talents is the first issue in Veneto Region in HR fields. Starting from 2021, companies have hired several professionals (mostly psychologists, human and social sciences specialists) to start new activities on this topic. Ongoing experiences have focused up to now on employer branding and selection/hiring process and can greatly benefit from the adoption of the employee journey model.
			To manage digital communication processes	4	This is one of the main field of activity for HR managers to face the people shortage, mostly based on social networks, digital platform and online communication. There's a risk about effectiveness of this activities if they're not embedded in a general strategy for the company needs.
TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force J. Adaptation to the twin transition	To manage and develop knowledge and skills in the organisation	To design and manage learning opportunities to cultivate organisation's knowledge and know how	4	Upskilling and reskilling are essential to retain talent and address labour market mismatches. In Veneto the company is the main field of learning for hard, soft and digital skills (work-based learning) and the knowledge management strategies is becoming one of the central issues for HR managers.
			To align HR strategies with environmental goals, including fostering of sustainability-oriented behaviors and practices among employees	3	The expected green shift is based also on the change of people behaviours, being more aware of the impact of their actions on the environment. HR managers are being progressivly involved in designing and implementing sensitisations campaigns as well as in provide solutions eco-friendly to the staff.

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COUNTRIES SKILLS MATRIX

ITALY

TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	A. Negative demographic trends B. Cultural/value changes in society D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force I. Global economic uncertainty kill labour force	Complexity management and inclusion	To reshape the work environment using digital tools and automation	4	This key competence is related to the ability of HR managers to positively contribute to the innovation of the organisational model of their company, in order to better match emerging needs from the staff. Digital tools and platforms can be used to provide solutions as remote working, timetable flexibility, calibrate and monitor tasks and goals potentially for each employees, without losing the general coherence of the organisation.
			To plan and implement organisational staff development policies	5	Among the more effective strategies to attract and retain talents, HR managers can use the employee journey model to clearly plan and personalise career paths in a more transparent and reliable system, increasing the value offer for potential workers and using different schemes besides salary.
TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence I. Global economic uncertainty	Change management as a cross-cutting competence	Change Management	3	HR managers are asked to be leaders in ongoing the transformation processes and can greatly contribute in the trasnistions of the industrial system and the regional society. This skill has already been recognised by public institutions and can be already developed thanks to a wide offer both from private and public training system.

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COUNTRIES SKILLS MATRIX

HUNGARY

HR+ SKILL MATRIX – BUDAPEST (HU)				Territorial relevance - (1-5)	
Most relevant trends	Impacts on HR role and challenges for HR managers	Main HR managers strategies	Key competencies	Hungary - Centre	Reasoning
TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch F. Adaptation to climate change G. Diffusion of Artificial Intelligence J. Adaptation to the twin transition	To develop hard skills and digital tools mastering	To manage digital office tools, digital systems, platforms and reporting	5	Digitalisation of HR processes is widespread in Hungary. Field and case research show a shift from manual to automated systems, improving efficiency and transparency. HR job postings frequently list digital tool proficiency as a requirement. This competency is essential for data-driven decision-making and administrative accuracy.
	A. Negative demographic trends D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants H. Lack of specialised training to upskill and reskill labour force		To administrate and manage personnelcomplying with industrial relations and labour regulations	4	Labour law compliance and administrative HR tasks are deeply embedded in the Hungarian HR profession. Though not novel, ongoing legislative changes and digital monitoring tools require HR managers to stay up-to-date. Job postings confirm that legal and regulatory understanding is a core expectation.

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COUNTRIES SKILLS MATRIX

HUNGARY

TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	A. Negative demographic trends B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force	To match staff demand from the organisation with labour market	To map and anticipate skill needs for the organisation	5	Skills mapping is a strategic necessity. Research shows organisations are increasingly focusing on reskilling and upskilling, yet lack systematic tools. HR managers need to anticipate workforce shifts, especially in knowledge-intensive sectors. This is confirmed by field interviews and development plans.
			To attract, recruit and select talents	5	Labour shortages are a severe and well-documented issue in Hungary. Talent attraction and recruitment are considered top priorities. HR leaders are employing digital tools and employer branding strategies, which are frequently mentioned in both job postings and interviews.
			To manage digital communication processes	4	Digital communication practices such as internal newsletters and HR platforms are emerging but not yet fully institutionalised. Field data shows companies are adopting such tools unevenly. Communication skills through digital channels are listed in several HR manager vacancies.
TWIN TRANSITION	B. Cultural/value changes in society C. Automation D. Labor supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force J. Adaptation to the twin transition	Change management as a cross-cutting competence	To design and manage learning opportunities to cultivate organisation's knowledge and know how	5	Upskilling and knowledge retention are crucial responses to workforce transformation. Several companies have launched internal academies and gamified training. HR postings often include training design and career development responsibilities. The field research confirms its strategic value.
			To align HR strategies with environmental goals, including fostering of sustainability-oriented behaviours and practices among employees	3	Environmental and sustainability issues are increasingly recognised but not yet a key HR focus in Hungary. While ESG roles exist, environmental integration is generally handled outside HR departments. Still, this competency is expected to grow in relevance as regulatory pressures rise.

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COUNTRIES SKILLS MATRIX

HUNGARY

TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	A. Negative demographic trends B. Cultural/value changes in society D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force I. Global economic uncertainty	Complexity management and inclusion	To reshape the work environment using digital tools and automation	4	Workplace digitalisation is accelerating, particularly post-pandemic. While not universally implemented, remote work tools and digital collaboration platforms are becoming more common. HR postings reflect this trend with references to remote management and flexible work environment support.
			To plan and implement organisational staff development policies	5	Staff development planning is essential in response to high turnover and career stagnation concerns. HR managers are increasingly expected to personalise career paths and ensure leadership continuity. This is validated by field insights and HR job descriptions emphasising succession planning.
TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence I. Global economic uncertainty	Change management as a cross-cutting competence	Change Management	5	HR professionals are at the centre of managing rapid organisational change. Research shows that digital transformation, generational transitions, and business restructuring require strong change management skills. Job postings often require experience in leading transformation projects.

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COUNTRIES SKILLS MATRIX

SPAIN

HR+ SKILL MATRIX – GALICIA (ES)				Territorial relevance - (1-5)	
Most relevant trends	Impacts on HR role and challenges for HR managers	Main HR managers strategies	Key competencies	Spain - Galicia	Reasoning
TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch F. Adaptation to climate change G. Diffusion of Artificial Intelligence J. Adaptation to the twin transition	To develop hard skills and digital tools mastering	To manage digital office tools, digital systems, platforms and reporting	4	Digital proficiency is increasingly important across all sectors in Galicia. Companies are adopting new tools for communication, collaboration, and data management. While awareness is growing, full integration of digital systems and cybersecurity practices is still in progress, particularly among SMEs. This competence is considered highly relevant for HR professionals but not yet universally mastered.
	A. Negative demographic trends D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants H. Lack of specialised training to upskill and reskill labour force		To administrate and manage personnelcomplying with industrial relations and labour regulations	3	This is a standard and well-established HR function in most organisations. Legal compliance and administrative tasks are typically well handled, often with the support of external consultancies or dedicated departments. While still important, this competence is not perceived as a priority area for innovation or upskilling, but rather as a standard operational skill.

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COUNTRIES SKILLS MATRIX

SPAIN

TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	A. Negative demographic trends B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force	To match staff demand from the organisation with labour market	To map and anticipate skill needs for the organisation	5	This is a top priority in Galicia. Employers report difficulty in identifying emerging roles and future skill demands. Rapid changes in technology and industry practices require HR professionals to be proactive in workforce planning. Focus group participants emphasised the need for tools and competences to conduct proper skills forecasting
			To attract, recruit and select talents	4	Galician employers consistently struggle with talent shortages, especially in technical and digital fields. While recruitment systems are in place, there is a strong need to modernise and personalise the approach to attract diverse and qualified candidates. This competence is highly valued and undergoing transformation, though some tools are already in use.
			To manage digital communication processes	5	High strategic relevance confirmed in focus groups and national report. With hybrid work and employer branding gaining importance, effective digital communication is increasingly expected from HR. While tools exist, many organisations still struggle to implement coherent, strategic internal communication practices.
TWIN TRANSITION	B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force J. Adaptation to the twin transition	To manage and develop knowledge and skills in the organisation	To design and manage learning opportunities to cultivate organisation's knowledge and know how	5	Upskilling and reskilling are essential to retain talent and address labour market mismatches. In Galicia, continuous training is seen as a strategic HR function, especially as many companies face difficulties hiring externally. This competence enables internal mobility and development, which are key for organisational sustainability.
			To align HR strategies with environmental goals, including fostering of sustainability-oriented behaviours and practices among employees	2	Although environmental goals are central at EU level, this area is still underdeveloped in HR practices in Galicia. Few companies have integrated sustainability into their HR strategies, and the concept of “Green HR” remains marginal. While its importance will grow, it is not currently a priority for most local employers.

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COUNTRIES SKILLS MATRIX

SPAIN

TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	A. Negative demographic trends B. Cultural/value changes in society D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force I. Global economic uncertainty	Complexity management and inclusion	To reshape the work environment using digital tools and automation	4	Post-pandemic, there's been a notable shift towards more flexible, wellbeing-oriented work environments. However, the implementation of structured welfare policies still varies widely. HR is increasingly expected to lead this transition.
			To plan and implement organisational staff development policies	4	A major priority in the Galician context. Developing internal talent and creating growth opportunities are key strategies to cope with limited hiring options and to strengthen long-term organisational resilience.
TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence I. Global economic uncertainty	Change management as a cross-cutting competence	Change Management	4	Change management is a highly relevant competence in Galicia, particularly given the ongoing digital transition, restructuring in traditional industries, and the evolving expectations of younger workers. While some larger organisations have formal processes in place, many SMEs still approach change in a reactive or informal manner. HR professionals are increasingly expected to play an active role in planning, facilitating, and communicating change across teams. This competence is seen as key to ensuring agility and long-term organisational resilience.

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COUNTRIES SKILLS MATRIX

PORTUGAL

HR+ SKILL MATRIX – NORTE (PT)				Territorial relevance - (1-5)	
Most relevant trends	Impacts on HR role and challenges for HR managers	Main HR managers strategies	Key competencies	Portugal - North	Reasoning
TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch F. Adaptation to climate change G. Diffusion of Artificial Intelligence J. Adaptation to the twin transition	To develop hard skills and digital tools mastering	To manage digital office tools, digital systems, platforms and reporting	4	In Portugal, there has been a growing adoption of digital tools, especially after the pandemic, improving internal communication and enabling remote work. Digital tools like Zoom are used to support communication and remote work. However, advanced use of digital systems and reporting tools remains limited. Technical skills development is ongoing but not yet part of a fully strategic and continuous approach.
	A. Negative demographic trends D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants H. Lack of specialised training to upskill and reskill labour force		To administrate and manage personnelcomplying with industrial relations and labour regulations	5	In Portugal, one of the organisations involved in the study highlighted the importance of structured HR policies aligned with labour regulations. Personnel management is decentralised but guided by the HR department, ensuring compliance and consistency. Practices such as internal mobility and transparent telework criteria reflect strong regulatory awareness. This competency is seen as essential for fair, effective, and legally compliant HR management.

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TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	A. Negative demographic trends B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force	To match staff demand from the organisation with labour market	To map and anticipate skill needs for the organisation	4	Anticipating skill needs is acknowledged as important by the Portuguese organisations that took part in the study, which use performance evaluations to identify training priorities. This approach has supported targeted upskilling and reskilling efforts. Nonetheless, actions tend to address immediate needs rather than follow long-term strategic planning. Strengthening foresight mechanisms could improve alignment with future organisational challenges.
			To attract, recruit and select talents	5	It was considered a high priority since talent attraction and recruitment in Portugal are essential due to the growing focus on employee well-being, work-life balance, and career development. Internal recruitment, flexibility, and reskilling are key strategies to meet these demands. The use of digital tools also supports these processes.
			To manage digital communication processes	3	The level 3 priority assigned to managing digital communication processes reflects a moderate importance in the current context. While the role of digital tools in supporting remote work and internal communication is recognised, especially after the pandemic, these are already relatively well integrated into the organisation's routine. Therefore, they do not represent an urgent challenge, but rather a process in consolidation. The main focus remains on human-centered aspects such as well-being, development, and talent retention, with digital communication serving as a relevant but not critical support.
TWIN TRANSITION	B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force J. Adaptation to the twin transition	To manage and develop knowledge and skills in the organisation	To design and manage learning opportunities to cultivate organisation's knowledge and know how	5	We can verify a significant investment in upskilling and reskilling, which are essential actions to ensure employees continuously adapt to new demands, promote career development, and prepare the organisation for future challenges. Training is integrated into a performance evaluation system, allowing individual development to align with strategic objectives, making this area a key priority.
			To align HR strategies with environmental goals, including fostering of sustainability-oriented behaviours and practices among employees	4	In Portugal, environmental and sustainability issues are gaining increasing visibility in organisations, but they do not yet represent a clear priority in human resource management. Although there is a consolidated focus on the social dimension of sustainability, notably on employee well-being and work-life balance, the integration of environmental objectives into HR strategies remains incipient. Nevertheless, this competence is expected to become more relevant in the near future, driven by regulatory pressures and growing social awareness of environmental issues.

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COUNTRIES SKILLS MATRIX

PORTUGAL

TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	A. Negative demographic trends B. Cultural/value changes in society D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force I. Global economic uncertainty	Complexity management and inclusion	To reshape the work environment using digital tools and automation	4	In Portugal, the use of digital tools and automation has been growing, especially after the pandemic. However, their application is often partial and focused on specific areas, not reflecting a complete transformation of the work environment. This skill tends to gain greater relevance with technological evolution and the pressure for greater efficiency.
			To plan and implement organisational staff development policies	4	In Portugal, workforce development policies are recognised and implemented, with a focus on continuous training, retraining and talent management. However, the strategic and comprehensive implementation of these policies varies between organisations. Increasing regulatory pressure and the need to adapt to technological and demographic changes indicate that this competency will gain greater relevance in the future.
TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence I. Global economic uncertainty	Change management as a cross-cutting competence	Change Management	3	In Portugal, change management is recognised as an important competency, particularly in contexts of organisational transformation. However, its structured application is not yet widespread and is often limited to specific projects or isolated initiatives. As organisational adaptation becomes more critical and training opportunities expand, this competency is expected to gain greater relevance in the near future.

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COUNTRIES SKILLS MATRIX

BELGIUM

HR+ SKILL MATRIX - BELGIUM				Territorial relevance - (1-5)	
Most relevant trends	Impacts on HR role and challenges for HR managers	Main HR managers strategies	Key competencies	Belgium	Reasoning
TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch F. Adaptation to climate change G. Diffusion of Artificial Intelligence J. Adaptation to the twin transition	To develop hard skills and digital tools mastering	To manage digital office tools, digital systems, platforms and reporting	4	Belgian HR professionals highlighted similar shifts toward digital HR tools. The use of HR platforms and integration of AI-based systems for analytics and automation reflects a strong relevance of this competence.
	A. Negative demographic trends D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants H. Lack of specialised training to upskill and reskill labour force		To administrate and manage personnelcomplying with industrial relations and labour regulations	5	Compliance is highly relevant in Belgium due to the intersection of EU regulations and local laws. Interviews, especially from public and international organisations, stressed that HR must rigorously ensure regulatory alignment.

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COUNTRIES SKILLS MATRIX

BELGIUM

TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	A. Negative demographic trends B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour	To match staff demand from the organisation with labour market	To map and anticipate skill needs for the organisation	4	Belgian interviewees discussed skill mapping initiatives, such as internal mobility programmes and structured talent development frameworks, particularly in the public sector and large organisations.
			To attract, recruit and select talents	5	Belgian HR leaders stressed employer branding, international recruitment, and use of digital tools to attract diverse candidates. They also noted increased competition for talent in multilingual and cross-border contexts.
			To manage digital communication processes	3	Belgium's HR context includes remote teams and multilingual staff. While tools are in place, interviews showed digital communication is generally used to support processes rather than being an advanced strategic skill.
TWIN TRANSITION	B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force J. Adaptation to the twin transition	To manage and develop knowledge and skills in the organisation	To design and manage learning opportunities to cultivate organisation's knowledge and know how	4	Belgian HR professionals emphasized the importance of ethical frameworks around AI use, particularly in international or governmental contexts. They see HR as a key player in ensuring ethical compliance and data responsibility.
			To align HR strategies with environmental goals, including fostering of sustainability-oriented behaviours and practices among employees	3	Strategic HRM is a strong theme in Belgium, particularly in large and international institutions. HR is involved in shaping organizational direction and planning for future skill needs based on labour market trends.

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BELGIUM

TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	A. Negative demographic trends B. Cultural/value changes in society D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants G. Diffusion of Artficial Intelligence H. Lack of specialised training to upskill and reskill labour force I. Global economic uncertainty	Complexity management and inclusion	To reshape the work environment using digital tools and automation	4	Belgian interviewees identified managing transformation as core to HR, particularly when introducing hybrid work or AI tools. Structured onboarding and engagement initiatives were used to support transitions.
			To plan and implement organisational staff development policies	4	Belgian HR professionals are actively managing culture across distributed teams. Virtual coffee breaks and inclusive policy development were cited to maintain cohesion in hybrid environments.
TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence I. Global economic uncertainty	Change management as a cross-cutting competence	Change Management	3	Belgium's HR practices include resilience training and structural measures to support employee adaptability. HR professionals noted the role of coaching and flexible scheduling as key support mechanisms.

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COUNTRIES SKILLS MATRIX

FRANCE

HR+ SKILL MATRIX - FRANCE				Territorial relevance - (1-5)	
Most relevant trends	Impacts on HR role and challenges for HR managers	Main HR managers strategies	Key competencies	France	Reasoning
TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch F. Adaptation to climate change G. Diffusion of Artificial Intelligence J. Adaptation to the twin transition	To develop hard skills and digital tools mastering	To manage digital office tools, digital systems, platforms and reporting	4	Interviewees in France emphasized the importance of digital systems and HRIS in modern HR practice. For instance, AI-driven dashboards and automation of administrative tasks were mentioned as common tools in HR departments.
	A. Negative demographic trends D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants H. Lack of specialised training to upskill and reskill labour force		To administrate and manage personnelcomplying with industrial relations and labour regulations	4	HR managers in France must navigate strict labour laws and GDPR regulations. Compliance with evolving national labour frameworks and data protection laws is a fundamental component of their daily responsibilities.

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COUNTRIES SKILLS MATRIX

FRANCE

TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	A. Negative demographic trends B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force	To match staff demand from the organisation with labour market	To map and anticipate skill needs for the organisation	4	French HR professionals noted that anticipating skill gaps and focusing on internal development is increasingly necessary. One expert emphasised the risk of stagnant experience and the need for continuous learning systems.
			To attract, recruit and select talents	5	Talent attraction and recruitment were described as increasingly data-driven and strategic. French HR managers discussed AI-based CV screening and remote hiring strategies to broaden the talent pool.
			To manage digital communication processes	3	Digital communication tools are widely used in French organizations, but are not yet a strategic HR competence. While hybrid work has normalised Teams/Slack use, communication management remains more operational.
TWIN TRANSITION	B. Cultural/value changes in society C. Automation D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence H. Lack of specialised training to upskill and reskill labour force J. Adaptation to the twin transition	To manage and develop knowledge and skills in the organisation	To design and manage learning opportunities to cultivate organisation's knowledge and know how	4	French HR interviews reflected growing awareness of ethical implications in using AI for recruitment and performance monitoring. The need to balance automation with human oversight was highlighted.
			To align HR strategies with environmental goals, including fostering of sustainability-oriented behaviours and practices among employees	2	HR managers in France are expected to align HR strategies with company goals. Interviews noted a shift to strategic roles, with a growing need for data-driven decision-making and long-term talent planning.

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COUNTRIES SKILLS MATRIX

FRANCE

TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	A. Negative demographic trends B. Cultural/value changes in society D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants G. Diffusion of Artficial Intelligence H. Lack of specialised training to upskill and reskill labour force I. Global economic uncertainty	Complexity management and inclusion	To reshape the work environment using digital tools and automation	4	French HR leaders described managing change and transitions as a key challenge, especially in the context of digitalisation and new work models. HR plays a central role in change communication and support.
			To plan and implement organisational staff development policies	4	Organisational culture and employee experience were frequently mentioned in France, particularly post-pandemic. HR focuses on team rituals, feedback loops, and inclusion as part of employee well-being strategies.
TWIN TRANSITION DEMOGRAPHIC CHANGE MIGRATION POLICIES	B. Cultural/value changes in society D. Labour supply/demand mismatch E. Lack of programmes for labour integration of migrants F. Adaptation to climate change G. Diffusion of Artificial Intelligence I. Global economic uncertainty	Change management as a cross-cutting competence	Change Management	3	Resilience and adaptability are seen as vital. HR in France is implementing mental health programmes, stress management workshops, and policies promoting work-life balance.

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