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ACRONYMS AND ABBREVIATIONS

Acronym / Abbreviation	Description
ARRS	Slovenian Research Agency
CBP	Capacity Building Programme
D	Deliverable
ECh	ERA Chair holder (prof. Grunde Jomaas)
FSE	Fire Safety Engineering
GEP	Gender Equality Plan
HR	Human Resources
HR specialist	Kika Gimpelj
H2020	Horizon 2020 Programme
IP	Intellectual Property
IPR	Intellectual Property Rights
MSCA	Marie Skłodowska-Curie Action
PI	Principal Investigator
PO	Project Officer
PR	Public Relations
PR specialist	Tamara Želimorski
SICRIS	Information system on research activity in Slovenia
TTO	Technology Transfer Office
UP	University of Primorska
UGent	Ghent University
WP	Work Package
ZAG	Slovenian National Building and Civil Engineering Institute

1 INTRODUCTION

The FRISSBE project aims to make valuable changes to the organizational culture and the current research approaches at the Slovenian National Building and Civil Engineering Institute (ZAG). This leads to lasting, sustainable structural changes to achieve excellence at ZAG and spread excellence in the geographical region. The designed structural changes aim to achieve excellence in the field of fire-safe sustainable built environments, modify ZAG's research and innovation landscape, intensify strong cooperation with industry and result in enhanced competitiveness in attaining projects. One of the goals of the FRISSBE project is to increase the capacities of ZAG's employees, which involves FRISSBE Team members and the ERA Chair holder, the Fire laboratory and fire engineering department, as well as a few ZAG employees in the supporting services who are in continuous contacts with the FRISSBE team. The connection and interdepartmental cooperation have already started, as the ERA Chair holder has taken over research leadership for the Fire laboratory and fire engineering department and also through the internal FRISSBE research projects which involve FRISSBE team members and researchers from other parts of ZAG.

The capacity building programme (CBP) prepared within the FRISSBE project covers three main aspects: (a) improving the mastery of deep specific knowledge, (b) improving the understanding of competitively funded project development process for different programmes (e.g., H2020, Interreg, and national (ARRS) schemes), and (c) expanding the impact of the new approach of the research to the whole institute.

Furthermore, by positioning the ERA Chair holder at the centre of a strong ecosystem (<https://www.frissbe.eu/project/frissbe-ecosystem>), the changes will be transferred to the partner institutions where applicable. The actions will address individual scientists and the FRISSBE ERA Chair unit as a group.

This document presents the progress of the CBP from the preparation to March 2023, and it will change (and thus be updated) continuously with new skills, experiences and knowledge gained during the implementation as well as with each new employee joining the FRISSBE project.

The FRISSBE team requested to delay the deliverable for one month since in March the Beneficiary holds annual interviews with the employees which provided more detailed inputs and overview of implemented activities.

2 CBP PROGRESS MONITORING

Progress monitoring of the capacity building programme is implemented continuously. All individuals have access to the shared folder with an extensive table to be completed in order for the management team and superiors to have an overview of the progress.

Review meetings with individuals are planned at least once a year. The table below is a current version of the Progress monitoring documentation. Set goals can be changed if needed but must be reported.

The following content was added for each individual action plan:

- Was the activity implemented?
- When?
- What is/was the cost?
- What is the output of the activity?

For each individual CBP the description of the progress towards achieving set goals was added. Participants provided the description of activities towards increased capacities – not only external training, but also internal training within ZAG as well as self-learning. An evaluation of progress towards reaching the set goal (in %, if applicable) was requested.

3 UPDATED CBP

3.1 FRISSBE TEAM

The FRISSBE team has made good progress with respect to the capacity building, both in terms of achieved objectives and in terms of refined goals for the future. The capacity building has been carried out with various durations – from short meetings to activities as long as a week) – and have taken place within the team, together with the other fire researchers, across ZAG, and externally – both nationally and internationally. Several of the team members have shown excellent progress, and this has resulted in tangible output in terms of the project's KPIs. Overall, the team is developing in a very positive way.

3.1.1 Era Chair holder - Grunde Jomaas

The ERA Chair holder, Grunde, is already an experienced academic leader with interest high-level leader positions in research, industry, or academia. The identified goals to advance his career are related to further refinement of his project management skills and business leadership. He has already undergone many project management courses (such as '[Supervision of Large projects at DTU](#)' and '[The PhD Supervision Process: Methods and Tools](#)') and has completed a quite comprehensive leadership programme that was offered by the Technical University of Denmark. Over the years, he has also held several leadership positions in academia, including management of MSc programmes. His primary goal is therefore to improve the business side of leadership, and MBA type of programmes or courses are most relevant both in terms of content and qualification level.

Status of Grunde's capacity building activities as in March 2023:

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve project management skills	Deeper and more formal knowledge of project management	Internally organized project management workshop implemented by external expert	Q1 2023	Q1 2023	Cost is for the group	Three full days of workshop with Aljaž Stare from DOBA business school and Projekt 35.
Improve business knowledge and competence	Management and Business Administration Qualification	Take modules or entire programme offered by leading institutions (e.g. https://www.exed.hbs.edu/leadership-development/)	Q3 2023	Q12 2024	Quite costly if high level programme is chosen	Will be implemented later.
Improve leadership skills	High level leadership qualification	Take modules or entire programme offered by leading institutions (e.g. https://www.exed.hbs.edu/leadership-development/)	Q3 2023	Q2 2024	Quite costly if high level programme is chosen	Will be implemented later.

Grunde's progress towards achieving his goals:

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	Established, solid score (1200 points for last 5 years)	1400 points for last 5 years	Continued publishing with internal and external collaborators.
	Obtain evidence of research mentoring	Excellent	Excellent	Currently supervising 2 PhD students
	Obtain evidence of participation in national and international projects (PI or WP leader)	Established	Well established	Expected to secure projects in the coming years.
Improve teaching skills	Become a lecture or associate professor	Professor	Professor	Already achieved
	Teach and be course coordinator (e.g., UP, UGent or IMFSE)	Already in place		N/A
	Training programme on teaching	Completed several		N/A
	Obtain HEA (Higher Education Academy) fellowship	Not obtained, but not a priority		Not a priority
Improve scientific impact	Peer-reviewed publications (## per year)	About 7		6 ISI publications in 2022
	Open-access publications	Some	As many as possible	In progress
	Write professional articles	2-3	3-4	Several were written in 2022
	Become member of standardization committees (e.g., ISO or Eurocode)	Not a priority		Participating in a CEN committee
Improve research reputation and	Become editorial board member of scientific journal	Already in place		N/A

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
visibility at international level	Participate in conferences, workshops, summer schools	Already in place		N/A
	Organize conferences, workshops, summer schools	Already in place, apart from summer school	Arrange summer school in addition to the other two	Workshops and conference are planned for 2023
	Become member of scientific committees (e.g., conferences)	Already in place		N/A
	Contribute to COST actions	Have participated, not a priority		N/A
	Extend network	Outstanding network		It is extending even more, in terms of collaboration with researchers from more countries, plus interaction with more companies and political stakeholders
Improve research skills	Numerical fire modelling (UGent collaboration)	Initiated (on managerial level, not personal level)	Well established	It is in progress
	Numerical structural modelling (UGent collaboration)	Initiated (on managerial level, not personal level)	Well established	It is in progress
	Coding skills (e.g., Python)	Not a priority		N/A
	Data management and Data Management Plan (DMP)	Sufficient knowledge		N/A
	Attend workshop on statistics	Not a priority		N/A
Demonstrate research independence	Publish peer-reviewed articles as first and last author, and as sole author	Already achieved		N/A
	Apply and obtain national and international (EU) research grants	Already applied	More applications, and improve acceptance rate	Applications have been and will be submitted
Improve project leading skills	Identify suitable funding opportunities	Already established		N/A
	Project writing skills	Already established	Improve acceptance rate	Working on improving this
	Apply to national and international project proposals as a PI or WP leader	Yes, see above		In progress
	Apply to ERC advanced grant	Too early	Too early	Not relevant yet
	Get familiar with financial rules and reporting	Already in place		Improving the skills and have carried out costing of several R&D projects for industry, as well as for a workshop for industry
Improve leadership skills	Supervise and manage young researchers and technicians	Already in place		N/A
	Manage FRISSBE team and collaborations	Already in place		N/A

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Improve mentoring skills	Supervise and co-supervise young researchers (interns, MSc students, PhD students, postdocs)	Already in place		N/A
	Researchers and students – supervision training	Already in place		N/A
Improve research criticism	Active member of research teams (monthly meetings)	Already in place		N/A
	Reviewer for peer-reviewed journals and conferences	Already in place		N/A
	Attend conferences, workshops, summer schools	Already in place		N/A
	MSc and PhD internal and external examiner	Already in place		N/A
Improve management skills	Manage research projects (project administration, financial budgeting, resources, and time management)	Already in place		Working on efficiency in terms of ZAG and national rules for reporting.
	Supervise and co-supervise multiple research projects	Already in place		N/A
	Project management support	Already in place		N/A
Improve communication (networking) and presentation skills	Networking at conferences, workshops, summer schools	Already in place		N/A
	Present at conferences, workshops, summer schools (invited talks)	Already in place		3 keynotes in 2022
	Professional English course	Not needed		N/A
	Professional and personal communication training	N/A	If a relevant and very solid course is offered	Have established contact with a high-quality course provider in Denmark
Improve other transferable skills	Training on negotiation	Not a priority		N/A
	Training on business protocol	Not a priority		N/A
	Training on public speaking and presentation	Already excellent	If a relevant and very solid course is offered	Have established contact with a high-quality course provider in Denmark
	Training on creativity	Not a priority		N/A
Impact local FSE community and education	Visit and engage with local researchers, universities, and research centres	Already in place		Increasing level of engagement
	Lecturer or guest lecturer in local FSE courses	In discussion	Yes	Work in progress
Gain engineering consultancy experience	Work on consultancy projects with industrial partners	Already in place		Increased R&D with industry – several new contacts every month
Build strong industrial and	Visit and engage with researchers, universities,	Already in place		N/A

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
academic collaborations	research centres, and industries at local and international level			
HR upgrade	Knowledge on employment of foreign staff	Already in place		N/A
	Improve understanding of Pantheon (HR software)	Not a priority		N/A
	Improve knowledge on ARRS scoring system and indicators for promotion to a higher research level	Not a priority		Have been through promotions for staff and part of evaluation panel (non-voting) in the Scientific Council at ZAG
Acquisition of knowledge on organisation, culture and employee wellbeing	Gain new knowledge on improvement of organisational culture	Has reasonable experience with this		N/A
	Improve understanding of cultural challenges to improve integration of foreign employees	Has reasonable experience with this		N/A
Legal department upgrade	Improve legal knowledge on statutory law and employment law	Not a priority		N/A
	Improve knowledge on processes for employment of foreign workers from EU and non-EU countries	Not a priority		N/A
	Improve knowledge in public tenders area	Not a priority		N/A
Project support and audits	Project auditing	Not a priority		N/A
PR advancement	Improve knowledge on social media and paid advertisement	Not a priority		Have increased my knowledge on impact with LinkedIn and Twitter
	Improve event organization and management	Has reasonable experience with this		N/A
	Improve knowledge of SEO optimization	Not a priority		N/A
	Improve knowledge of Slovenian grammar and spelling	Language course initiated	Continue to improve	Taking part in Slovene course
	Advance knowledge in Microsoft software, with emphasis on Excel	Not a priority		N/A
	Adjust promotion activities to science and construction	Not a priority		N/A
	Get closer to relevant media and other organizations (personal contacts)	Not a priority		N/A
Increase education level	Obtain a master's degree	Already completed		N/A
	Obtain a PhD	Already completed		N/A

3.1.2 Senior researcher – Wilson Ulises Rojas Alva

The senior researcher Dr Ulises Rojas-Alva has experience carrying out research projects independently from his previous job positions. Dr Rojas-Alva is interested in various research topics and advancing by improving his management and leadership skills. He has co-supervised MSc and Meng students in the past and has experience in managing small to mid-scale projects and tasks. Nonetheless, his goals are to improve further those specific skills and qualifications by attending courses or workshops. In addition, Dr Rojas-Alva wants to acquire two specific research skills, numerical modelling and coding, that are needed to strengthen his professional qualifications. Hereafter are the expected potential capacity-building activities in the next eighteen months.

Status of Ulises's capacity building activities as in March 2023:

Goal	Target	Action	Start	End	Cost	Implementation
Improve leadership, management and mentoring skills	To become better and managing projects of different sizes	Attend the course "Improving your business through a culture of health" organised by Harvard University	Q3 2023	Q4 2023	150 €	Has not been implemented yet.
Improve leadership, management and mentoring skills	To become a better leader and acquire mentoring skills	Attend workshop in leadership organised by International Business School The Hague (IBSH)	Q1 2023	Q1 2023	2000 €	Another course was chosen instead, the other course (Strategic leadership) is imparted by School of Management at the Maastricht University which will take place during 8-12 th may. The fees are paid.
Improve research skills	Acquire knowledge and skills in numerical modelling (FDS) and coding (Python)	Learn coding in Python through annual membership of codecademy. The pro membership options gives access to all the courses and many other tools for learning online.	Q1 2023	Q4 2023	200 €	This course was not implemented yet given the many deadlines. From April onwards, I will start attending this course.
		Attend the FDS online course organised by SFPE	Q3 2023	Q3 2024	1500 €	Not implemented yet.
Improve Communication skill and increase scientific impact	Get confident to speak to a large audience and get better and delivering a message during presentations	Perform rehearsals internally before going to conferences or workshops	Q2 2022	Q2 2024	Work time through internal meetings with the FRISSBE team and Fire lab team	I have had several rehearsals already, together with regular presentations during regular meetings with the group. I have already noticed that I have become more confident presenting to a wide variety of audience.

Goal	Target	Action	Start	End	Cost	Implementation
Improve engineering consultancy skills and strengthen relation with industry	Get involved in consultancy projects with Industry and collaborate with industry to directly resolve challenges by applying research methods	Attend meetings with potential industrial partners			Work time	I have already got involved with two industrial partners. With one partner, I was in charge of organizing the content of the workshop and preparing the billing.
Improve grant application skills	To improve the capability to write successful research proposals	Attend specific course aiming to target ERC calls. The specific course is the International Project Management (IPM) training and is organised by (FEHRL)	Q3 2023	Q3 2023	2000 €	The fees have been paid and attendance is expected in late September.
Improve position as a researcher at the Slovenian national system	Obtain better scores in the SICRIS system	Obtain nostrification for PhD diploma in Slovenia	Q2 2022	Q3 2022	60 €	It has been implemented already.
		Apply for research title	Q3 2022	Q4 2022	-	It has been implemented
Obtain transferable skills	Training in Intellectual Property rights	Attend workshops in IP organized internally by ZAG	Q4 2023	Q2 2023	-	The first day of the training took place in November. A second workshop will take place in Q2

Ulises's progress towards achieving his goals:

Goal	Target – activity type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Improve leadership, management and mentoring skills	Supervise PhD and MSc students	One already started	Expected one	Provide description of activities towards increased capacities – not only external training, but also internal training within ZAG as well as self-learning. Evaluate how far you are in reaching the set goal (in %)
	Become leader research project, work packages or tasks	Already in an internal project	ARRS project or industrial project	I am finishing an internal project and will start a second one in 2023. I am also becoming a leader for a Sub-task in a project consortium.
	Manage research projects in several aspects (financial, administration, and resources)	Already dealing with in internal project and task	One or two Medium-size project	Idem as before.
	Publishing as a leader	Will achieve this with internal project	Two publications	I am publishing a professional article

Goal	Target – activity type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
				and have drafts on three papers.
	Member of organising committee for Int. Conference/Workshop Become editor of scientific journal	Already member of ICES conferences	Will become committee member for Conference and Workshop organised by FRISSBE	No progress yet.
	Become board member of standardisation committee	Nothing yet	Become member of one standardisation group	No progress yet.
Organisation skills	Organise or co-organise one conference/workshop per year	Already done in one workshop organised FRISSBE	Will co-organised one conference and workshop per year	I am organizing a workshop that will take place later in the year.
Improve teaching skills	Become an associate professor or lecturer at University in the region	Nothing yet	Obtain HEA (Higher Education Academy) fellowship	No progress yet.
	Become invited lecture	Already discussing with U. College London, Gent U. and Liverpool U.	At least two times per year	I will be invited to a lecture at University Liverpool in April 2023.
	Design course content	No	No	No progress yet
Improve research skills	Learn coding in Python		Expected to be beginner	No progress yet
	Lean numerical modelling in FDS (Fire Dynamic simulator) or other tool		Expected to be beginner	No progress yet
	Become reviewer in peer-review journal, MSc and PhD theses	Already reviewer in Combustion Science and technology	Reviewer of 1 Ph and 1 MSc theses	No Progress yet
Improve Communication skill and increase scientific impact	Publish Three peer-review publication per year	Already one accepted		No progress yet
	Participate in one conferences/workshops per year	Participated in NFSD and will take part in InnoRenew conf. and at SZPV conference	Will participate in IAFSS conference	No progress yet
	Publish two professional publications per year	Expected to publish one this year		One publication is expected for March.
	Become speaker for Invited talks	No	In one conference or workshop	No progress yet
	Being part of scientific committee for conference or workshop	Already done in one workshop organised FRISSBE	Will co-organised one conference and workshop per year	I am organizing a workshop for later in the year.
Improve collaboration skills	Extend network with both other scientific groups within ZAG, at National and international level	Already establish network with U. College London, Gent U., Liverpool U., Dbi, Polimi, Bremen U., InnoRenew CoE, University of Ljubljana	Expand with at least one international organisation: University of Tennessee Knoxville	Already working with several International organisations.

Goal	Target – activity type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
	Extend network with industry across the region	Working already in two potential projects with a Danish and two international companies.	Establish connection with insulation, façade and battery technology industry	Already working with two Slovenian industrial partners.
Improve engineering consultancy skills and strengthen relation with industry	Get involved in consultancy projects with Industry and collaborate with industry to directly resolve challenges by applying research methods	Already working with two potential project	At least on project	Idem as before.
Improve grant application skills	Attend specific courses/talks aiming for grants	ARRS funding	Will attend a course on ERC funding in Brussels and internally within ZAG for ARRS funding	For the ERC grant course, It will take place during September 2023. At ZAG I have already had workshops on ARRS funding opportunities.
	Apply for grants at National and European level	Applied for two funding proposals as co-leader	Apply for two funding proposal as leader	I submitted an ARRS proposal as a leader.
	Apply for Marie Curie grant at the end of the five-year period.	No	Apply for Marie Curie	No progress.
Improve position as a researcher at the Slovenian national system	Obtain SICRIS profile	Already obtained		Done
	Improve qualitatively and quantitatively in SICRIS system	Working towards this	Populate according to requirements	Working on this.
	Obtain nostrification for PhD diploma in Slovenia	Already applied		Done
Obtain transferable skills	Training in Intellectual Property rights	Expected to happen soon		I have already one day of training and I am expecting another session.

3.1.3 Senior researcher – Andrea Lucherini

Andrea is an early-career researcher, and he mainly aims at becoming a world-leading researcher and educator in fire safety engineering. Andrea identified specific goals and targets to advance his career and increase his chances of achieving his long-term objectives.

From the research point of view, given the fact that Andrea is a young researcher, Andrea aims at improving his leadership and management skills to cover leading roles and to manage students and younger researchers. To achieve this, Andrea is planning to attend workshops focused on students and young researchers mentoring and supervision, as well as a professional workshop program on leadership. In addition, Andrea would like to extend his knowledge related to intellectual property in research and acquire new knowledge related to opening science and communication to non-specialized audiences. This will again be achieved by attending specialized workshops.

On the other hand, teaching and academic activities are key for Andrea's career success. Through his involvement with Ghent University and University of Primorska, Andrea will obtain teaching experience. In addition, he will improve his teaching skills by attending dedicated workshops focused on teaching and modern teaching methods. The final goal is then to obtain recognition for teaching excellence at international level by applying for HEA (Higher Education Academy) fellowship.

Status of Andrea's capacity building activities as in March 2023:

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve IPR knowledge	To acquire knowledge related to IPR in research	Attendance at workshops focused on IPR organized by ZAG	Q4 2022	Q1 2023	Shared by group	Professional course on IPR on 27/10/2022. Cost shared with other ZAG employees.
Improve project management	To acquire knowledge and learn various techniques for project management	Attendance of professional workshop on project management	Q1 2023	Q1 2023	Shared by group	3-days professional course on project management in February 2023. Cost shared with other ZAG employees.
Improve mentoring and supervision skills	To acquire knowledge and strategies to become a good mentor and supervisor for students and young researchers	Attendance at workshops focused on students and young researchers mentoring and supervision	Q1 2023	Q4 2023	700 €	Currently researching for the best course to be chosen.
Improve teaching skills	To acquire knowledge to improve teaching and learn modern teaching methods	Attendance at workshops focused on teaching skills	Q3 2023	Q4 2023	500 €	Currently researching for the best course to be chosen.
Obtain teaching recognition	To acquire an international recognition for high-quality teaching	Apply for HEA (Higher Education Academy) fellowship	Q3 2024	Q4 2024	500 €	Not implemented yet.
Improve leadership skills	To acquire knowledge on how become a good leader in research teams	Attendance at professional workshop program focused on leadership	Q3 2023	Q4 2023	1000 €	Currently researching for the best course to be chosen.
Extend knowledge on opening science and improve communication skills	To acquire knowledge on opening science to non-specialized audience and improve communication skills	Attendance at academic workshops focused on opening science to non-specialized audience and improve communication skills	Q1 2024	Q3 2024	1000 €	Not implemented yet.

Andrea's progress towards achieving his goals:

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	363 points, but low on A" publications	Increase my points, specifically in A"	SICRIS profile created and under constant update

	Obtain evidence of research mentoring	Currently supervising MSc students and co-supervising PhD students	Supervise and co-supervise MSc and PhD students	Already supervised many MSc students and interns. Just started supervising the first PhD student
	Obtain evidence of participation in national and international projects (PI or WP leader)	Project collaborator in many national and international projects	Apply for national and international projects as PI or WP leader	Applied and obtained a few grants with international partners. Participation in national ARRS grant calls as collaborator
Improve teaching skills	Become a lecture or associate professor	I am currently a researcher on a temporary contract	Researcher on a temporary contract	Still researcher/academic on temporary contract
	Teach and be course coordinator (e.g., UP, UGent or IMFSE)	I am a course coordinator of a IMFSE course at UGent	Still course coordinator, but more guest lectures	Taught at Ghent University the MSc course "Material Behaviour at Ambient and Elevated Temperatures" in the fall 2022 (course coordinator)
	Training programme on teaching	Need to improve teaching skills	Professional training in teaching	Not completed yet
	Obtain HEA (Higher Education Academy) fellowship	Received training for HEA fellowships	-	Not completed yet (2024)
Improve scientific impact	Peer-reviewed publications (## per year)	1-2 journal publications per year	3-4 journal publications per year	Published 3 journal papers in 2022. Submitted 3 papers in 2023
	Open-access publications	Publish open access publications as much as possible	Publish open access publications as much as possible	All publications are and will be openly accessible online
	Become member of standardization committees (e.g., ISO or Eurocode)	Not at the moment	-	Not implemented yet
Improve research reputation and visibility at international level	Become editorial board member of scientific journal	Currently editorial board member of the Fire Safety Journal (Elsevier) and editor of Coatings (MDPI) Special Issue	Keep being editorial board member	Became editorial board member of the Fire Safety Journal in May 2022
	Participate in conferences, workshops, summer schools	Currently doing it	Continue doing it	Continuous participation in conferences, workshops and summer schools
	Organize conferences, workshops, summer schools	Currently organizing small workshops	Organize small conferences (1 per year)	Workshop organized in June 2022. Organising workshop for April 2023 and conference in November 2023

	Become member of scientific committees (e.g., conferences)	Member of scientific committee of a small workshop	Become member of scientific committees	Not implemented yet
	Contribute to COST actions	Currently member of the COST Action HELEN	Become member of other COST Actions	Participating in the HELEN COST Action (CA20139)
	Extend network	Attending professional and non-professional events and always extending the network	Continue doing it	Continuously extending network at professional and non-professional events
Improve research skills	Numerical fire modelling (UGent collaboration)	I have some expertise in numerical fire modelling	Improve my fire modelling skills working with UGent	Knowledge obtained in 2021-2022
	Numerical structural modelling (UGent collaboration)	I have some expertise in numerical structural modelling	Improve my structural modelling skills working with UGent	On-going collaboration with UGent researchers
	Coding skills (e.g., Python)	Currently using Matlab for numerical analyses	Learn Python	Not implemented yet
	Data management and Data Management Plan (DMP)	Not created yet	Create Data Management Plan (DMP) at the beginning of each research project	Not implemented yet
	Attend workshop on statistics	Many articles as fire author	Increase the number of articles independent from my supervisors	Not implemented yet
Demonstrate research independence	Publish peer-reviewed articles as first and last author, and as sole author	Authors of many papers with previous supervisors/mentors	-	Currently publishing a conference and journal paper without previous supervisors/mentors
Improve project leading skills	Identify suitable funding opportunities	I have a little overview of all the national and international funding opportunities	Attend seminar/workshops on calls for national and international funding opportunities	Reading and information sessions on funding opportunities (e.g. ARRS calls)
	Project writing skills	Written a few research proposals for national and international funding	Improve my writing skills by writing proposals and attending dedicated course	Collaborating in the projects grant writing as collaborator
	Apply to national and international project proposals as a PI or WP leader	Project collaborator in many national and international projects	Apply for national and international projects as PI or WP leader	Collaborating in the projects grant writing as collaborator
	Get familiar with financial rules and reporting	Not familiar with financial rules and reporting	Getting familiar with financial and reporting rules for FRISSBE project	Reading and information sessions on financial rules and reporting
Improve leadership skills	Supervise and manage young researchers and technicians	Little experience with supervision and management of researchers and technicians	Improve my supervision and management skills of researchers and technicians	Managing students and young researchers in the FRISSBE team

	Manage FRISSBE team and collaborations	Starting managing aspects of the FRISSBE team	Manage students and young researchers in the FRISSBE team	Managing students and young researchers in the FRISSBE team
Improve mentoring skills	Supervise and co-supervise young researchers (interns, MSc students, PhD students, postdocs)	Mentoring experience as supervisor of MSc students and advisor of PhD students	Supervise and co-supervise MSc and PhD students	Already supervised many MSc students and interns. Just started supervising the first PhD student
	Researchers and students – supervision training	Not attended yet	Attend supervision training	In 2023.
Improve research criticism	Active member of research teams (monthly meetings)	I am an active member of my research teams by attending meetings, presenting, and discussing	Continue doing it	Continuous participation in research meetings and discussions
	Reviewer for peer-reviewed journals and conferences	Currently reviewing articles for scientific journal and conferences	Continue doing it	Journal reviewer for many peer-reviewed journals
	Attend conferences, workshops, summer schools	Currently doing it	Continue doing it	Continuous participation in conferences, workshops and summer schools
	MSc and PhD internal and external examiner	Internal and external examiner for MSc (10+) and PhD (2) projects	Join more MSc and PhD examination committees in different universities and institutes	Assessor of UGent MSc theses in June 2023
Improve management skills	Manage research projects (project administration, financial budgeting, resources, and time management)	Little project management experience (mainly PhD)	Management (all aspects) of my various research projects	Currently managing many research projects as leader or collaborator
	Supervise and co-supervise multiple research projects	Experience in management of MSc projects	Management of MSc and PhD projects, as well as other research projects	Currently managing many research projects as leader or collaborator
Improve communication (networking) and presentation skills	Networking at conferences, workshops, summer schools	Currently doing it	Continue doing it	Active networking at conferences, workshops, summer schools
	Present at conferences, workshops, summer schools (invited talks)	Currently doing it	More presentations, possibly more keynotes	Many presentations and invited talks at conferences, workshops, summer schools (about 10 in 2022)
	Professional and personal communication training	Attended some communication and presentation courses	Attend a communication and presentation course	Not implemented yet
Improve other transferable skills	Training on negotiation	Need to improve on negotiation.	Professional course on negotiation	Not implemented yet
	Training on creativity	No training yet	Attend multi-disciplinary	Not implemented yet

			creativity workshops	
Impact local FSE community and education	Visit and engage with local researchers, universities, and research centres	visit and engage with researchers, universities, and research institutes	More visits and engagement	Many visits to local researchers, universities, and research centres in 2022
	Lecturer or guest lecturer in local FSE courses	Not teaching in local FSE courses at the moment	Teaching guest lectures in local FSE courses	Organised Introductory Workshop for 2023-2024 IMFSE academic year
Gain engineering consultancy experience	Work on consultancy projects with industrial partners	Little engineering consultancy experience	Work on little research and industrial projects as consultant	Not implemented yet
Build strong industrial and academic collaborations	Visit and engage with researchers, universities, research centres, and industries at local and international level	Engaging with potential research and industrial partners	Continues doing it	Many visits to local and international researchers, universities, and research centres in 2022
Ensure future success and permanent academic position	Submit ERC starting grant (last year or towards the end of the FRISSBE project)	Collecting information and considering it	Take part in training and information sessions	Not implemented yet

3.1.4 Senior researcher – Laetitia Marrot

Laetitia was promoted Senior researcher in October 2022. Laetitia's career goals are to become a recognized outstanding researcher, combining excellent scientific records in terms of publications, funding rate for national and European instruments, demonstrating mentoring and leadership skills, and being highly involved in the organization of scientific events intended to increase visibility of scientific results and disseminate knowledge.

Status of Laetitia's capacity building activities as in March 2023:

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve article writing skills	To widen the article impact on the scientific field and to increase the audience interest	Attend the ECh lectures on literature search, research plan, data analysis, technical writing	Q4 2022	Q4 2022	Free	Attended the 5 seminars "What is Research and how do you plan it?", "Technical Writing I: Aims, objectives and writing in a logical manner", "Collecting, analyzing, and presenting data – without being unethical", "Technical Writing II: Abstracts and conclusions", "Literature search, referencing, publishing, and boosting your citations" in October-November 2022. Publication of one article in Q1 ranked journal in January 2023

Goal	Target	Action	Start date	End date	Cost	Implementation
						(DOI: 10.1016/j.porgcoat.2023.107428)
Improve project writing skills	To improve the ability to independently write (successful) project proposals.	Attend ZAG internal project writing workshop, and workshops organized by the European Commission. On-the-job training by applying to national and European funding schemes	Q3 2022	Q1 2024	Free	Attended 2 ZAG internal project writing workshops: Brief introduction to ARRS project (23/09/22) and ARRS workshop: Public call for (co-)funding of research projects 2023 (06/02/23). Attended a workshop on Communication, Dissemination and Exploitation (23/01/23). Application to ARRS basic project proposal as PI (Deadline 28/02/23).
Improve project management and reporting skills	To acquire the ability to independently manage projects	Being involved in the activities of the FRISSBE project management team (participating in meetings and contributing to the writing of the deliverables and project reports).	Q3 2022	Q1 2024	Free	Attended a 3 day workshop on Project management in February 2023, Contributing to the writing of FRISSBE deliverables.
Improve oral communication	To efficiently communicate, gain in credibility and competence.	Active participation to conferences and workshops to disseminate scientific results	Q1 2023	Q1 2024	500 € / event	Oral presentation during internal Fire Research Seminars in January 2023.
Improve leadership skills	To be a good mentor to young researchers	Co-mentor PhD students along with an experimented main PhD supervisor	Q3 2022	Q1 2024	Free	Weekly mentoring of a PhD student from the University of Primorska (Mariem Zouari)
Improve IPR skills	Being able to identify IP opportunities and to suitably protect knowledge and innovation	Attend Intellectual Property workshop internally organized by ZAG with expert adviser	Q4 2022	Q4 2022	Free	Attended IPR Introductory course (27/10/22)
Improve the ability to organize events	To be able to organize conferences, workshops, or training schools	Being involved in the organization of FRISSBE annual workshops and international conference	Q3 2022	Q1 2024	Free	Active organization of the FRISSBE international conference planned in November 2023.

Laetitia's progress towards achieving her goals:

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	Sicris profile obtained, criteria satisfying for being PI for small basic or applied projects. On	Multiply SICRIS points by 2	In progress (7%). (236 points 20/02/23)

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
		the 22/07/22: 220,13 points.		
	Obtain evidence of research mentoring	Mentoring 1 PhD student	Mentoring 2 PhD students	Mentoring 1 PhD student (50%)
	Obtain evidence of participation in national and international projects (PI or WP leader)	Former MSCA fellow, currently 0 proper projects	Becoming PI of 1 ARRS project and WP leader of 1 international project	Applying for 1 ARRS basic proposal as a PI (deadline 28/02/23)
Improve teaching skills	Become a lecture or associate professor	Not a lecturer or associate professor	Lecture a few classes in one of the UP programme, Assist students in experimental lab classes	Not started (0%)
Improve scientific impact	Peer-reviewed publications (## per year)	3 publications per year, 1 main author, 1 supervisor and 1 coauthor	Write 1 scientific publications per year as main author and 3 as co-author in Q1 journals	Publication of one article in Q1 ranked journal in January 2023 (DOI: 10.1016/j.porgcoat.2023.107428), and 3 articles as coauthor are under review. (80%)
	Open-access publications	3 publications not in open access	All publications in open access	All publications in open access (100%)
	Write professional articles		Propose webinars and communicate about the scientific discoveries through popularized magazines	Contributed to the writing of an article of the Požar magazine (50%)
Improve research reputation and visibility at international level	Participate in conferences, workshops, summer schools	Participated in 1 workshop in 2022	Participate in 2 conferences and 2 workshops per year	Coauthor of work that will be presented in CHANIA 2023 10 th International Conference on Sustainable Solid Waste Management (Greece, June 2023) and SWST 2023 International Convention (USA, June 2023) (50%)
	Organize conferences, workshops, summer schools	Organized 1 conference	Organized 3 conferences and 4 workshops	Involved in the organization of the FRISSBE international conference 2023
	Contribute to COST actions	MC substitute in 2 Cost Actions	MC substitute in 1 Cost Action	MC substitute in 1 Cost Action
	Extend network		Be proactive in contacting and going to visit national and foreign institutes and universities (2 per year)	Not started (0%)
Demonstrate research independence	Publish peer-reviewed articles as first and last author, and as sole author	3 publications per year, 1 main author, 1 supervisor and 1 coauthor	Write 1 scientific publications per year as main author and 3 as co-author in Q1 journals	Publication of one article in Q1 ranked journal in January 2023 (DOI: 10.1016/j.porgcoat.2023.107428), and 3 articles as coauthor are under review. (80%)
	Apply and obtain national and	Obtained 3 ARRS projects (2 bilateral	Apply to 2 ARRS basic projects and 2 ARRS	Application for 1 ARRS basic proposal as a PI (deadline

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
	international (EU) research grants	and 1 small basic), not as official PI because insufficient SICRIS points	bilateral projects as PI, and 2 European projects as WP leader, apply to ERC consolidator grant: define topic, look at the application forms (application forecasted February 2024)	28/02/23), application for 1 ARRS bilateral project with Czech Republic (GAČR agency) as PI on Slovene side forecasted in March 2023 (25%)
Improve project leading skills	Identify suitable funding opportunities	Following recommendations of project managers	Being proactive on the search of funding opportunities	Being proactive on the search of funding opportunities, following research proposal calls, requirements and deadlines (50%)
	Get familiar with financial rules and reporting	1 European final report for MSCA project, 1 RP1 report for the FRISSBE project	Get involved in all the reports of FRISSBE project	Involvement in the FRISSBE reporting team (100%)
Improve leadership skills	Supervise and manage young researchers and technicians	Mentoring 1 PhD student	Mentoring 2 PhD students	Mentoring 1 PhD student
Improve mentoring skills	Supervise and co-supervise young researchers (interns, MSc students, PhD students, postdocs)	Mentoring 1 PhD student	Mentoring 2 PhD students	Mentoring 1 PhD student
Improve research criticism	Active member of research teams (monthly meetings)	Yes in FRISSBE research meetings		
	Reviewer for peer-reviewed journals and conferences	Registered reviewer for a few journals		
	Attend conferences, workshops, summer schools	Participated in 1 workshop in 2022	Participate in 2 conferences and 2 workshops per year	Coauthor of work that will be presented in CHANIA 2023 10 th International Conference on Sustainable Solid Waste Management (Greece, June 2023) and SWST 2023 International Convention (USA, June 2023) (50%)
Improve management skills	Manage research projects (project administration, financial budgeting, resources, and time management)	Managed MSCA individual fellowship research project, and bilateral ARRS project	Manage at least 1 ARRS basic and 1 European project as WP leader	Application for 1 ARRS basic proposal as a PI (deadline 28/02/23), application for 1 ARRS bilateral project with Czech Republic (GAČR agency) as PI on Slovene side forecasted in March 2023 (25%)
Improve other transferable skills	Training on public speaking and presentation	Organized 15 webinars and presenting the results at 15 national and international conferences,	Continue public presentations and get a training to be more confident	Participated in a promotion video for ZAG: https://youtu.be/q05wBVJBTx8

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
		lectures and workshops		

3.1.5 PhD student – Nik Rus

In the next 18 months, Nik's primary career focus is to gain fundamental competency in the field of fire safety research and to propel his PhD study. The identified goals to advance his career are related to acquiring essential knowledge about fire combustion, material characteristics related to fire, and fire safety. Other goals that are set in his capacity-building plan diversify the primary career interest with different sets of knowledge. Like applications for projects and good knowledge of event organization. They are also an important building block in the life of a researcher.

The long-term and final goal for Nik is to obtain a PhD and all the others serve as meaningful steps and accompanying skills to obtain.

Status of Nik's capacity building activities as in March 2023:

Goal	Target	Action	Start date	End date	Cost	Implementation
Gaining fundamental competency in fire safety	Read 2 items per week	Read versatile literature (peer-reviewed articles, books, whitepapers) from the field	Q3 2022	Q3 2025	Free	03/23 Managed to read around 30 literature items related to my research (scientific papers, different reports, articles etc.)
Improve project writing skills	To improve the ability to independently write (successful) project proposals.	Attendance at a project writing workshop	Q3 2022	Q1 2025	2000 €	03/23 Attended the 2 courses about Scientific writing and Presentation (FAMNIT & ZAG internal) – costs included in the PhD Programme and Grunde's series of lectures for the ZAG.
Improve public speaking	Improve performance when presenting different topics	Attendance at an internally organized workshop on public speaking	Q2 2023	Q1 2024	3000 € / event, (200 € / part.)	03/23 Did presentations of ZAG, Fire lab, FRISSBE and was leading some experimental demos during ZAG events to internal coworkers and outside members of the public. Also already did some presentations in the course of PhD programme.
Improve the ability to organize events	To be able to organize events such as project meetings etc.	Attendance at workshops, practical work in form of supporting PR experts in event organization	Q3 2022	Q1 2024		03/23 Participating in the organization meetings for the next FRISSBE conference expected in November 2023 in collaboration with SFPE.

Goal	Target	Action	Start date	End date	Cost	Implementation
Obtaining a PhD	Successfully complete studies.	Attend and finish the study requirements, perform the experiments, and analyses and prepare his PhD Thesis.	Q3 2022	Until Q3 2025	5000 € / year	Planned to occur in Q3 2025.

Nik's progress towards achieving his goals:

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	Wait for ZAG to create a profile for me on SICRIS	Learn how scores are calculated to be able to work in a way to improve them	03/23 Acquired. Task progress 100 %.
	Obtain evidence of participation in national and international projects (PI or WP leader)	Find and participate on national and international projects, to be able to obtain evidence of participation in them.		03/23 Successfully applied with my first project (FireSafePV) at ZAG internal call. Also applied for the SFPE Student grant.
Improve scientific impact	Open-access publications	Conduct research with obtained results that would be appropriate to publish	perform research and obtain the data needed for the publications	03/23 Reading and reviewing various literature sources read over 30 titles (articles, book chapters, reports, presentations, news pieces...)
Improve research reputation and visibility at international level	Participate in conferences, workshops, summer schools	Get to know about all relevant the conferences in the fire safety.	Make it a habit to attend a few conferences yearly.	03/23 Appliaction for Combustion summer school at University Maryland on halt. Participated at the Round table Mental health of PhD and Early-career researchers with Mlada akademija and STA.
	Organize conferences, workshops, summer schools	Already a part of the organisation team for FRISSBE conference 2023.		03/23 Included in the team that organizes SFPE & FRISSBE event at the end of 2023.
	Extend network	Since it's only my first month in the Fire safety research community I have lots of potential to meet new experts in the field	Get to know the important organisations and the people appointed there in the fire safety field.	03/23 Already made some new acquaintances inside ZAG, in my PhD programme, from InnoRenew CoE etc.

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Demonstrate research independence	Publish peer-reviewed articles as first and last author, and as sole author	In order to be able to publish in high visibility journals there firstly there needs to be research performed with obtained results that would be appropriate to publish	perform research and obtain the data needed for the publications	03/23 Planned the experiments based on the literature review, obtained the funding via internal projects – currently in the state of acquiring the materials for test.
Improve project leading skills	Project writing skills	Currently I have no experience with project writing.	Read through the rules and guidelines for project writing.	03/23 Applied for the internal project at ZAG. Task progress: 100 %
	Apply to national and international project proposals as a PI or WP leader	Currently I have no experience with project writing.	Read through the rules and guidelines for project writing.	03/23 Applied for the internal project at ZAG. Task progress: 100 %
	Get familiar with financial rules and reporting	Currently I have very limited experience with project reportings.	Learn about financial rules and reporting.	03/23 Reading through different project calls and learning about various ways that financing is deployed.
Improve research criticism	Active member of research teams (monthly meetings)	organize bi-monthly research seminar for 2 groups from Logatec	encourage other departments to plan and execute research seminars within their department/lab or even in collaboration with other relevant departments/labs	03/23 The Fire Research Seminar is already an established meeting
	Reviewer for peer-reviewed journals and conferences		Get accustomed to the reviews for my article proposals and learn how they are performed.	03/23 Agreed on being included in the process to gain valuable experience for reviewing articles for journals and conferences with Grunde.
Improve management skills	Manage research projects (project administration, financial budgeting, resources, and time management)	At first I'd like to get accustomed to the projects in academia just get a better understanding of their happening	Take over a part of an existing project and help the project manager with it.	03/23 Applied for the internal project at ZAG. Task progress: 100 %
Improve communication (networking) and presentation skills	Networking at conferences, workshops, summer schools	Limited number of connections with local researchers, universities etc.	Attend some of the national and international events in order to foster some new connections in the field	03/23 Attending the lectures for courses, participating at the Roundtable.
Impact local FSE community and education	Visit and engage with local researchers, universities, and research centres	Limited number of connections with local researchers, universities etc.	Attend some of the national and international events in order to foster some new	03/23 Attending the workshop Fire takes no vacation pt.2 organised in collaboration with

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
			connections in the field	SZPV and Firefighters' Association of Slovenia.
Build strong industrial and academic collaborations	Visit and engage with researchers, universities, research centres, and industries at local and international level	Work to expand and strengthen the ties with industrial partners	propose collaborations with relevant partners	Already made some new acquaintances in my PhD programme and in InnoRenew CoE. Also attended the Safety and Prevention 2022 and also met with people there.
Acquisition of knowledge on organisation, culture and employee wellbeing	Gain new knowledge on improvement of organisational culture	Without a good organizational culture, there is little chance to be able to have a high-quality work environment.		03/23 Finished an Intensive Project management workshop with Aljaž Stare.
	Improve understanding of cultural challenges to improve integration of foreign employees	When working in an international team it's important to acknowledge the subtle differences that might come between the members and be able to address them appropriately before they can lead to any harm.		03/23 Working with coworkers from different countries and gaining experience how to approach collaborating with people from different backgrounds.
Legal department upgrade	Improve legal knowledge on statutory law and employment law	It is important to at least know the laws that regulate your employment aspects	read the legislation documents regarding employment	03/23 Included in the ZAG's workers union as a deputy member of the board.
	Improve knowledge in public tenders area	To be able to successfully and efficiently perform public tenders it is good to be acquainted with the rules regarding them	read the legislation documents regarding public tender area	03/23 Submitted two applications for funding by now and got through the call requirements for both of them.
PR advancement	Improve event organization and management	I have several experiences with organizing events from small ones to several orders of magnitude larger		03/23 Taking care of the fortnightly Fire Research Seminar.
	Improve knowledge of SEO optimization	SEO optimization is important to be able to ensure the best access to our webpages to any individual in the interested public		03/23 Being in charge of the FRISSBE's website.
	Advance knowledge in Microsoft software, with emphasis on Excel	I have had some training for MS Excel usage but would like to strengthen my skills.	Obtain new knowledge through online lessons.	03/23 Invested some time to improve my skills with MS PowerPoint.
	adjust promotion activities to science and construction	I would like to be able to promote science and research since I believe communication of findings to general public this is still a weak part		03/23 Participating in the Round table that was broadcasted by the Slovenian Press Agency.
	Get closer to relevant media and other	In the past I worked with some media and other news organizations which proved	Keep in touch with relevant news	03/23 Participating in the Round table that was broadcasted by

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
	organizations (personal contacts)	beneficial when organizing any bigger events	journalists and media	the Slovenian Press Agency.
Increase education level	Obtain a PhD	Currently I'm being enrolled in the PhD course at UP.	Perform the necessary literature review, design experiments and perform them to be able to prepare my thesis	03/23 Taking the prescribed courses from the PhD programme, listening to lectures, reading sources, finishing assignments...

3.1.6 PhD student – Ines Cilenti

Ines joined the FRISSBE team only recently, in January 2023.

Ines is a Building Engineer and Architect and a Fire Safety Engineer (IMFSE) with a couple of years' experience as a building construction and tender engineer, and 4 years working as a Fire Safety Engineer by performing Fluid Dynamic Simulations in the context of the Performance Based Analysis approach. Her focus in the next 18 months is to gain deeper competency in the field of fire safety research by carrying collaboration inside the team and developing her PhD study. Considering the working experience of Ines in leading project her aims is improving her leadership and management skills to cover leading roles also in the context of the academic research.

The long-term and final goal for Ines is to obtain a PhD and all the others serve as meaningful steps and accompanying skills to obtain.

Foreseen and potential capacity building activities for the next 18 months are:

Goal	Target	Action	Start date	End date	Cost	Implementation
Strengthen fundamental competency in fire safety	Read items; Listening specific podcast; Watching lectures of past summer school;	Read versatile literature (peer-reviewed articles, books) from the field; Listening podcast with international guest in the fire field; Watching recorded lectures in combustion and fire dynamic.	Q 3 2023	Q4 2025	Free	I am studying scientific papers and article weekly (roughly 8); I am listening podcast in fire science weekly; I am watching lecture from the combustion summer school in Princeton
Improve article writing skills	To improve the ability to independently write an article	Read article; Interact with the team members;	Q 1 2023	Q4 2025	Free	Writing an article for the IAFSS (The Newsletter); Experience in writing article in the context of an architectural magazine.
Improve research skills	Coding skills (e.g., Python/MATLAB)	Reading the manual; Using the program; Ask people in the team who are already able to use it;	Q 1 2023	Q4 2025	Free	Currently not working on it.

Goal	Target	Action	Start date	End date	Cost	Implementation
		Participate to a workshop;				
Improve project writing skills	To improve the ability to independently write (successful) project proposals.	Attendance of a project writing workshop; Interact with member of the team; Supporting other member of the team.	Q3 2022	Q1 2025	2000 €	I attended the 2 courses about Scientific writing and Presentation (FAMNIT & ZAG internal) – costs included in the PhD Programme; I took part to a workshop organized by ZAG in Communication, Dissemination and Exploitation – Free; Writing Student Research Grant Proposal 2023 - for founding; Making report during the working year.
Improve public speaking	Improve performance when presenting different topics	Attendance of an internally organized workshop on public speaking; Making presentations;	Q1 2023	Q4 2025	3000 € / event, (200 € / part.)	I performed an internal presentation among FRISSBE team and lab; I performed an external presentation as a guest lecturer in the context of Master in Fire Safety Engineering in Bolzano (Italy) in Crowd Dynamic; Currently making presentation in the PhD seminars activities and during the meeting with external collaborators.
Improve the ability to organize events	To be able to organize events such as Conferences, Symposium etc.	Attendance of a workshop; Practical work in form of supporting the team in the organization of an event;	Q1 2023	Q1 2025	Free	I attended the first meeting about the organization of the FRISSBE conference in November in collaboration with SFPE.
Improve management skills	To be able to Manage research projects and Projects itself	Attendance of a workshop; Improve managing attitude; Exploring managing software; Be active part of the team.	Q1 2023	Q1 2025	Free	I attended a 3 days' workshop organized by ZAG in Project Management; Experience in self-managing project and managing group of people in work experience both as a Construction and a Fire Safety Engineer; Experience in managing people in the context of an architectural magazine.
Obtaining a PhD	Successfully complete studies.	Attend and finish the study requirements, perform the experiments, and analyses and prepare his PhD Thesis.	Q1 2023	Until Q4 2025	5000 € / year	Planned to occur Q3 2025.

Ines's progress towards achieving her goals:

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	Wait for ZAG to create a profile for me on SICRIS	Learn how scores are calculated to be able to work in a way to improve them	Learning phase.
	Obtain evidence of participation in national and international projects (PI or WP leader)	Find and participate on national and international projects, to be able to obtain evidence of participation in them.		I will take part to the internal project FINITE - Experimental campaign on Fire dynamics in Timber compartments.
Improve scientific impact	Open-access publications	Conduct research with obtained results that would be appropriate to publish	Perform research and obtain the data needed for the publications	No publication made yet since I started on the 1 st of January.
Improve research reputation and visibility at international level	Participate in conferences, workshops, summer schools	Currently doing it	Continue doing it in a more consistent way	In the process of submission for an application for Combustion summer school at University Maryland; Planning to take part at different workshop, at local at international level in the coming month/years;
	Organize conferences, workshops, summer schools	Part of the organization team for FRISSBE conference 2023.		Included in the team that organizes SFPE & FRISSBE event at the end of 2023
	Extend network	Attending professional and non-professional events and always extending the network	Continue doing it in a more consistent way	Doing it.
Improve research skills	Numerical fire modelling	Working in collaboration with experts in the fire modelling field from other universities; Already skilled due to the working experience in the field of 4 years;	Improving my modelling skills in the field related to the wood material	Working on it: reading recent publication in modelling; performing preliminary run to investigate the expected flow field.
	Coding skills (e.g., Python)	Currently using excel for post-processing analysis	Learn Python or MATLAB	No started yet.
	Attend workshop on statistics	Basic knowledge	Improving my statistics knowledge	Attending the course about Design and Analysis of Experiments (FAMNIT);

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Demonstrate research independence	Publish peer-reviewed articles as first and last author, and as individual author;	In order to be able to publish in high visibility journalist firstly there needs to be research performed with obtained results that would be appropriate to publish	Perform research and obtain consistent data needed for the publications	No publication made yet since I started on the 1 st of January. Planning and carrying the ongoing preliminary work;
Improve project leading skills	Project writing skills	Currently I have no experience with project writing in research.	Read through the rules and guidelines for project writing.	I attended a workshop in Communication, Dissemination and Exploitation.
	Apply to national and international project proposals as a PI or WP leader	Currently I have no experience with project writing in research.	Read through the rules and guidelines for project writing.	Obtaining indirect experience with project writing by interacting in the team for the internal project at ZAG; Writing Student Research Grant Proposal 2023 - for founding;
	Get familiar with financial rules and reporting in research	Not familiar with financial rules and reporting	Learn about financial rules and reporting.	Getting familiar with this aspect in the context of the FRISSBE Project by interacting with the team.
Improve research criticism	Reviewer for peer-reviewed journals and conferences	Currently I have no experience in reviewing research official articles	Get accustomed to the reviews for my article proposals and learn how they are performed.	No made it yet since I started on the 1 st of January.
Improve management skills	Manage research projects (project administration, financial budgeting, resources, and time management)	To begin with, I need to get familiar to the projects in academia for a better understanding of them	Take over a part of an existing project and help the project manager with it.	I attended a 3 days' workshop in Project Management. Management skills developed in the working environment.
Improve communication (networking) and presentation skills	Networking at conferences, workshops, summer schools and social media such as LinkedIn an Twitter	Connection with international researchers and universities; Limited number of connections with local researchers, and local universities etc.	Attend some of the national and international events in order to foster some new connections in the field	In the process of submission for an application for Combustion summer school at University Maryland in other to get connection also in the USA; Active member in the LinkedIn platform; Leading the Twitter account of the FRISSBE project.
	Present at conferences, workshops, summer schools or in professional Master (invited talks)	Currently doing it	More presentations, possibly more keynotes	I performed an internal presentation among FRISSBE team and lab; Performing presentation in the FAMNIT courses such as the Writing and Presentation and the PhD seminars; I performed an external presentation as a guest lecturer in the context of Master in Fire

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
				Safety Engineering in Bolzano (Italy) in Crowd Dynamic.
	Professional and personal communication training	Attended some communication and presentation courses	Attended some communication and presentation courses	Ongoing process by interacting with seniors of the team and making presentations.
Continuing engineering consultancy experience	Work on consultancy projects with industrial partners	Engineering consultancy experience	Work on research and industrial projects as consultant	Experience in a wide range of sectors.
Build strong industrial and academic collaborations	Visit and engage with researchers, universities, research centres, and industries at local and international level	Work to expand and strengthen the ties with industrial partners and universities at international level	Propose collaborations with relevant partners	Included in the internal project FINITE - Experimental campaign on Fire dynamics in Timber compartments in collaboration with the Pontificia Universidad Católica de Chile;
Acquisition of knowledge on organisation, culture, and employee wellbeing	Gain new knowledge on improvement of organisational culture	Without a good organizational culture, there is little chance to be able to have a high-quality work environment.		Experience as a employ of some years taking part at meeting on the wellbeing and mindfulness; I attended a 3 days' workshop in Project Management.
	Improve understanding of personal and cultural challenges to improve integration of all employees included the different cultures	I studied in an international context, the International Master in Fire Safety Engineering.	Improve the understanding of personal and cultural challenges	Working in an international team, based in a foreign country.
PR advancement	Improve event organization and management	I have experience in the context of an architectural magazine.	Improve my skills in a research context and for bigger events.	Included in the team that organizes SFPE & FRISSBE event at the end of 2023
	Improve knowledge of SEO optimization	SEO optimization is important to be able to ensure the best visibility of the project and the team		Not a priority yet
	Advance knowledge in Microsoft software, with emphasis on Excel	I have used MS Excel for many tasks, but I need to strengthen my skills.	Obtain new knowledge through online lessons.	Ongoing process
	Adjust promotion activities to science and construction	I would like to be able to promote science and research since I believe communication of findings to general public such as a client is an essential part		Advertising activities on LinkedIn and leading Twitter currently.

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Increase education level	Obtain a PhD	Currently I'm being enrolled in the PhD course at UP.	Perform the necessary literature review, design experiments and perform them, validate an appropriate numerical model to be able to prepare my thesis	Planned to complete it in Q4 2025.

3.2 Fire laboratory and fire engineering department

Excellent progress has been made with respect to capacity building in the Fire laboratory and fire engineering department. The team has participated in numerous capacity building activities – internally, with the FRISSBE team and across ZAG. It has been very inspiring for the FRISSBE team to see the growth and the willingness to update the skills in the Fire Lab team. Such a development is of utmost importance, as the collaboration between the two teams is one of the cornerstones in the FRISSBE project, because they overlap in field of expertise (Fire) and share laboratory facilities. Highlights have been willingness to small structural changes to build capacity of younger researchers, who both also have had solid roles in internal projects. Both young researchers have had or have a leading role in internal projects, and one was also leading a bilateral grant proposal. Clear goals and objectives have also been set for the other members, and it is foreseen that the coming year will lead to very good progress.

3.2.1 Friderik Knez

Friderik's career so far (29 years) has been very successful in the professional field. At ZAG, Friderik has reached all available professional positions and goals. However, the overall career goal of contributing to the pool of knowledge and science has not been yet sufficiently reached. To continue towards the mentioned goal in the next 18 months it is necessary for Friderik to complete the PhD study, currently missing final steps – the dissertation and its defending.

The remaining PhD work is also connected to specific goals of developing a scientific field of ecotoxicity of fire effluents. Friderik understands the development of the field and publishing in the field as the most important career goal.

The final goal for Friderik's career is improving current skills in project management and become a very good project leader, considering not only scientific work but also leadership.

Status of Friderik's capacity building activities as in March 2023:

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve knowledge in the field of (eco) toxicity	Be an active member of Fire safe Europe	Attend fire toxicity related events	October 2022	March 2024	n/a	The activity has started. Membership In IAFSS as well in fire safe Europe is secured on 5. 2. 2023 and 14. 2. 2023 (update). The output is membership in two important organizations.
Improve scientific impact	Publish in journals with high visibility	Publish in Special Issue if IJERPH "The Latest Research on Toxicity of the Fire Environment on Human Health" or similar	May, 2023	December, 2023	2500 €/paper (est.)	Not started, yet
Improve leadership skills	Obtain new knowledge and training	Attend seminars, courses	October 2022	March 2024	n/a	Not started, yet
To obtain a PhD	Complete study in the PhD program	Complete research, write and defend thesis	January 2023	March 2024	n/a	In progress (final experiments and thesis remain)

Friderik's progress towards achieving his goals:

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Increase Slovenian researcher level	Obtain evidence of research mentoring	Mentoring is not available due to lack of academical degree	n/a	Provide description of activities towards increased capacities – not only external training, but also internal training within ZAG as well as self-learning. Evaluate how far you are in reaching the set goal (in %)
	Obtain evidence of participation in national and international projects (PI or WP leader)	Currently involved in a number of projects, full load	Maintain	Currently, roles in GREEN-LOOP and MEZer0E, and INDY assigned. Additionally involved in internal projects COBALT and POKLeN. Submitting further applications (currently 3)
Improve teaching skills	Become a lecture or associate professor	Not qualified	Obtain PhD	In progress
Improve scientific impact	Peer-reviewed publications (## per year)	2/year	3/year	In progress (1 in submission in 2023, two planned)
	Open-access publications	2/year	3/year	Same as above
	Write professional articles	5/year	Maintain the rate	In 2022 8 articles were entered to evidence system,
Improve research	Become editorial board member of scientific journal	Occasionally reviewer		Not yet started

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
reputation and visibility at international level	Participate in conferences, workshops, summer schools	2	maintain	Attended SRIP KIC EIT National conference 14. 2. 2023, Planned active attendance at Slovenian Engineering Days (Marcy 23) Planned workshop at IG in May 2023 and FRISSBE conference.
Improve research skills	Numerical fire modelling (UGent collaboration)	n/a	Acquire basic knowledge	Not yet started
	Coding skills (e.g., Python)	Experienced Keysight VEE user / software developer	Improve skills by problems studying	Not yet started
Demonstrate research independence	Apply and obtain national and international (EU) research grants	1 proposal submission yearly	maintain	At least 3 proposals planned in 2023
Improve project leading skills	Identify suitable funding opportunities	Identify suitable funding opportunities	basic	Not yet started
	Project writing skills	Project writing skills	Moderate success	Not yet started
	Apply to national and international project proposals as a PI or WP leader	Apply to national and international project proposals as a PI or WP leader	1/year	In progress
	Apply to ERC consolidator grant (call deadline 02/02/2023)	Apply to ERC consolidator grant (call deadline 02/02/2023)	n/a	n/a
	Get familiar with financial rules and reporting	Get familiar with financial rules and reporting	Basic knowledge	Not yet started
Improve leadership skills	Supervise and manage young researchers and technicians	n/a	1 lab technician processed to date	Not yet started
Improve mentoring skills	Supervise and co-supervise young researchers (interns, MSc students, PhD students, postdocs)	n/a	Experimental design co - mentoring	Not yet started
Improve research criticism	Active member of research teams (monthly meetings)	Fire team meetings	maintain	In progress, monthly attendance
	Reviewer for peer-reviewed journals and conferences	Occasionally reviewer 1/year	2 / year	Not yet started
	Attend conferences, workshops, summer schools	2	maintain	conference 14. 2. 2023, Planned active attendance at Slovenian Engineering Days (Marcy 23) Planned workshop at IG in May 2023 and FRISSBE conference
Improve management skills	Manage research projects (project administration, financial budgeting,	1	2	Not started yet

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
	resources, and time management)			
	Project management support	basic	medium	n/a
Improve communication (networking) and presentation skills	Networking at conferences, workshops, summer schools	n/a	1 contact / event	Established in 2023: 2 (in Jan-Feb)
	Present at conferences, workshops, summer schools (invited talks)	2	maintain	n/a
	Professional and personal communication training	fair	excellent	Not yet started
Improve other transferable skills	Training on negotiation	fair	skilled	Not yet started
	Training on business protocol	fair	skilled	Not yet started
Build strong industrial and academic collaborations	Visit and engage with researchers, universities, research centres, and industries at local and international level	good (involvement in industry clusters)	Excellent (involvement with increased visibility)	Not yet started
PR advancement	Improve knowledge on social media and payed advertisement	Basic (existing profiles not used)	Fair (create and use profiles)	Not yet started
Increase education level	Obtain a PhD	In progress	Complete thesis	In progress

3.2.2 Nataša Knez

Nataša's career goals until Spring 2024 are lying within improvement of existing knowledge and skills. She is building upon 22 years of professional and research work in the field. Being involved in many EU funded projects she wants to use this opportunity both, to promote importance of fire research as well as exchange best research practices with world's top-level organizations and researchers. She also wants systemically increase publishing rate by involvement in various ZAG research groups. In the background field she wants to become an important member of fire research community and acquire knowledge on façade fire scenarios.

Status of Nataša's capacity building activities as in March 2023:

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve research skills in experimental work	Enable Focused study: ignitability of mineralized wood, modified bio-materials	Take part in corresponding research in national or EU projects: GREENLOOP, MEZeroE, ARRS funded projects	10 2022	03 2024	n/a	The activity was implemented in October 2022 and continues. No cost, since it is part of the MZeroE and ARRS programs. The output is on-going research and collaboration.

Improve scientific impact and visibility	Publish in journals with high visibility	Publish in dedicated journals with high IF such as Green Chemistry, Polymers or Fire safety Journal	10 2022	03 2024	2000 €	Yes, 1 publication achieved since 10/ 2022, one in submission process. No current costs. Output: paper: Flame retardant behaviour and physical-mechanical properties of polymer synergistic systems in rigid polyurethane foams; https://doi.org/10.3390/polym14214616
Develop understanding of specific fire scenarios	Knowledge transfer from specific experts	Active membership in EOTA PT4 / CEN TC127, involvement in the EU project 761/PP/GRO/IMA/19/11 33/11140 (New European Fire Test for Facades)	10 2022	03 2024	n/a	Yes, participation in meetings of EOTA PT 4, No cost (on-line attendance), 28. 11. 2022 and 9. 2. 2023 Discussion on testing details and Extended application rules in scope of EOTA
Increase use of specific professional knowledge (electrical engineering)	Enable specific research	Study and research the interdisciplinary field of electrical devices and fire, such as Li-ION batteries	10 2022	03 2024	n/a	Not yet started.

Nataša's progress towards achieving her goals:

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	Registered	1 paper/year	SICRIS profile obtained, one paper in final stages (100%)
	Obtain evidence of participation in national and international projects (PI or WP leader)	Currently involved in a number of projects, full load	Maintain involvement	Involved in MEZer0E and Green-Loop, 70%
Improve scientific impact	Peer-reviewed publications (## per year)	2/year	3/year	In progress 1 in 2023, 1 in submission, 50%
	Open-access publications	2/year	3/year	Same as above
	Write professional articles	4/year	Maintain the rate	Same as above
Improve research reputation and visibility at international level	Participate in conferences, workshops, summer schools	2	maintain	Ongoing, 70% (planned FRISSBE conference 2023 and SZPV workshop)
Improve research skills	Numerical fire modelling (UGent collaboration)	n/a	Acquire basic knowledge	Not started
Demonstrate research independence	Apply and obtain national and international (EU) research grants	2 proposals contributions yearly	maintain	3 proposals in consideration / preparation (50%)
Improve project leading skills	Identify suitable funding opportunities	basic	Ability to understand topic clearly	Not yet started
	Project writing skills	basic	improve to lead	Not yet started

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
	Apply to national and international project proposals as a PI or WP leader	1/year	2/year	3 proposals in consideration / preparation (50%)
	Get familiar with financial rules and reporting	Basic knowledge	Improved knowledge	Not yet started
Improve leadership skills	Supervise and manage young researchers and technicians	n/a	1 lab technician processed to date	Not yet started
Improve mentoring skills	Supervise and co-supervise young researchers (interns, MSc students, PhD students, postdocs)	n/a	1 Experiment co-mentoring	Not yet started
Improve research criticism	Active member of research teams (monthly meetings)	Fire team meetings	maintain	Regular internal meetings attendance (100%)
	Attend conferences, workshops, summer schools	2	maintain	Not yet started, planned
	MSc and PhD internal and external examiner	n/a	1	Not yet started
Improve management skills	Manage research projects (project administration, financial budgeting, resources, and time management)	1	2	Not yet started
	Project management support	basic	medium	In progress (Green-Loop)
Improve communication (networking) and presentation skills	Networking at conferences, workshops, summer schools	n/a	1 contact / event	Not yet started
	Present at conferences, workshops, summer schools (invited talks)	2	maintain	In progress
	Professional English course	Currently B2	C1	Not yet started
	Professional and personal communication training	fair	excellent	Not yet started
Improve other transferable skills	Training on negotiation	fair	skilled	Not yet started
	Training on business protocol	fair	skilled	Not yet started
Build strong industrial and academic collaborations	Visit and engage with researchers, universities, research centres, and industries at local and international level	good (involvement in industry clusters)	Excellent (involvement with increased visibility)	In progress
PR advancement	Improve knowledge on social media and payed advertisement	n/a	Basic (create and use profiles)	In progress

3.2.3 Urška Blumauer

In order to develop her career, Urška would like to improve the knowledge that she already has and obtain new one in places that she is lacking. With involvement in internal projects at ZAG she is broadening her knowledge regarding structural fire response that she can use for cowriting papers and improving her SICRIS score with these actions. Being involved with FRISSBE team broadens the possibility to work together on complex fire safety issues leading to sharing knowledge, writing joint project proposals, presenting their research in conferences and publishing papers. Beside research work she would like to improve her project leading, teaching, mentoring, leadership, communication, and presentation skills. In order to achieve this goal, she would like to be involved in different training programs as well as learning from her colleagues.

Status of Urška's capacity building activities as in March 2023:

Goal	Target	Action	Start date	End date	Cost	Implementation
Increase Slovenian researcher level	Obtain SICRIS profile and increase score Obtain evidence of participation in national and international projects (PI or WP leader)	Writing papers, conference papers Participating in national and international projects	10 2022	03 2024	2500 € per publication, 2000 € per conference	In October 2022 Urška became a leader of a WP within an international project MEZeroE. Research work has been done based on which articles can be written. In December 2022 Urška became a member of editorial board for Slovenian magazine Požar. No costs were made.
Improve scientific impact	Peer-reviewed open published publications Writing professional articles	Publishing papers in peer-reviewed open publications and local / international professional magazines.	10 2022	03 2024	2500 € per paper	In October 2022 article titled Presentation of the new Fire Laboratory ZAG in Logatec was published in co-authorship in Slovenian professional magazine Požar. No costs were made.
Improve research skills	Learn new programs for fire and structures in fire modelling Attain knowledge in the area of fire engineering	Attend conferences, workshops or courses Co-working on internal projects and building knowledge	10 2022	03 2024	n/a	Co-working on internal projects related to composite timber beams and ballast track was performed. The research work is still in progress.
Improve leadership skills	Obtain new knowledge and training	Attend seminars, courses	10 2022	03 2024	n/a	Attending a project management and leadership workshops for 3 whole days at ZAG.
Improve research reputation and visibility at international level	Improve public speaking skills and presentations	Attending seminars, courses, conferences, being involved in international/domestic research projects	10 2022	03 2024	n/a	No actions have been done in this part for now.

Urška's progress towards achieving her goals:

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	SICRIS profile set up, score 141 points	Increase SICRIS points by 50.	No activities.
	Obtain evidence of research mentoring	No mentoring at this point.	No mentoring at this point.	No activities.
	Obtain evidence of participation in national and international projects (PI or WP leader)	No experience in participation as WP or PI leader.	WP leaded in 1 project.	WP leader in a HORIZON 2020 project from October 2022 on. (100 %)
Improve teaching skills	Become a lecture or associate professor	No experience.	No experience.	No activities.
	Teach and be course coordinator (e.g., UP, UGent or IMFSE)	No experience.	No experience.	No activities.
	Training programme on teaching	No experience.	No experience.	No activities.
	Obtain HEA (Higher Education Academy) fellowship	No experience.	No interest.	No activities.
Improve scientific impact	Open-access publications	Published 3 publications since now.	Publish 1 publication per year.	No activities.
	Write professional articles	Published 1 paper as open access.	The published papers being open access.	No activities.
	Become member of standardization committees (e.g., ISO or Eurocode)	Wrote 3 professional articles since now.	Write 5 articles.	Wrote a professional article for Požar magazine in October 2022. (50%)
Improve research reputation and visibility at international level	Become editorial board member of scientific journal	Not a member.	Not a member.	No activities.
	Participate in conferences, workshops, summer schools	Actively participated in 7 international and home conferences.	Participate in 2 conferences per year.	No activities.
	Organize conferences, workshops, summer schools	No experience.	Organizing one conference or workshop.	No activities.
	Become member of scientific committees (e.g., conferences)	No experience.	No experience.	No activities.
	Contribute to COST actions	No experience.	No experience.	No activities.
	Extend network	Growing my network through conferences, project meetings.	Growing my network through conferences, project meetings.	Attending HORIZON 2020 project meeting in October 2022.
Improve research skills	Numerical fire modelling (UGent collaboration)	Experience in numerical fire modelling (UL FGG).	Learn the numerical fire modelling in adequate software (ZAG).	No activities.
	Numerical structural modelling (UGent collaboration)	Experience in numerical structural fire modelling (UL FGG).	Learn COMSOL for structure fire analysis (ZAG).	No activities.
	Coding skills (e.g., Python)	MATLAB.	Improve knowledge.	No activities.

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
	Data management and Data Management Plan (DMP)	Neural networks.	Using the principle of NN when needed. Learning other methods.	No activities.
	Attend workshop on statistics	No interest.	No interest.	No activities.
Demonstrate research independence	Publish peer-reviewed articles as first and last author, and as sole author	Published 3 as first author.	Publish 1 article per year as first author.	No activities.
	Apply and obtain national and international (EU) research grants	No experience.	Apply for a national grant.	No activities.
Improve project leading skills	Identify suitable funding opportunities	No experience.	No interest.	No activities.
	Project writing skills	No experience.	Learning how to write a project proposal.	Attending a workshop on Project management in February 2023. (50%)
	Apply to national and international project proposals as a PI or WP leader	No experience.	Apply for a project as WP leader.	No activities.
	Apply to ERC consolidator grant (call deadline 02/02/2023)	No experience.	No interest.	No activities.
	Get familiar with financial rules and reporting	Limited knowledge.	Getting familiar with basic financial rules and reporting.	No activities.
Improve leadership skills	Supervise and manage young researchers and technicians	No mentoring at this point.	No mentoring at this point.	No activities.
	Manage FRISSBE team and collaborations	No experience.	No interest.	No activities.
Improve mentoring skills	Supervise and co-supervise young researchers (interns, MSc students, PhD students, postdocs)	No mentoring at this point.	No mentoring at this point.	No activities.
	Researchers and students – supervision training	No experience.	Short courses regarding supervision training.	No activities.
Improve research criticism	Active member of research teams (monthly meetings)	Part of a Fire Lab researcher team.	Actively involved in a research team.	Bi-weekly ongoing activities.
	Reviewer for peer-reviewed journals and conferences	No experience.	No interest.	No activities.
	Attend conferences, workshops, summer schools	Actively participated in 7 international and home conferences.	Participate in 2 conferences per year.	No activities.
	MSc and PhD internal and external examiner	No experience.	MSc or PhD examiner.	No activities.
Improve management skills	Manage research projects (project administration, financial budgeting, resources, and time management)	No experience.	No interest.	No activities.

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
	Supervise and co-supervise multiple research projects	No experience.	No interest.	No activities.
	Project management support	No experience.	No interest.	No activities.
Improve communication (networking) and presentation skills	Networking at conferences, workshops, summer schools	Growing my network through conferences, project meetings.	Growing my network through conferences, project meetings.	Attending HORIZON 2020 project meeting in October 2022.
	Present at conferences, workshops, summer schools (invited talks)	Actively participated in 7 international and home conferences.	Participate in 2 conferences per year.	No activities.
	Professional English course	Learning English since Elementary school.	Improving my knowledge.	No activities.
	Professional and personal communication training	No experience.	Attending trainings.	No activities.
Improve other transferable skills	Training on negotiation	Limited knowledge.	Learn about negotiation.	No activities.
	Training on business protocol	Limited knowledge.	Learn about business protocol.	No activities.
	Training on public speaking and presentation	Limited knowledge.	Improve public speaking and presenting.	No activities.
	Training on creativity	Limited knowledge.	Improving the creativity.	No activities.
Impact local FSE community and education	Visit and engage with local researchers, universities, and research centres	Limited experience.	Visiting and engaging with institutions.	No activities.
	Lecturer or guest lecturer in local FSE courses	No experience.	Lecturing at local events.	No activities.
Gain engineering consultancy experience	Work on consultancy projects with industrial partners	No experience.	Establish knowledge on consultancy.	No activities.
Build strong industrial and academic collaborations	Visit and engage with researchers, universities, research centres, and industries at local and international level	Limited experience.	Visiting and engaging with mentioned institutions.	No activities.
Ensure future success and permanent academic position	Submit ERC starting grant (last year or towards the end of the FRISSBE project)	No experience.	No interest.	No activities.
HR upgrade	Knowledge on employment of foreign staff	No experience.	No interest.	No activities.
	Improve understanding of Pantheon (HR software)	No experience.	No interest.	No activities.
	Improve knowledge on ARRS scoring system and indicators for promotion to a higher research level	Acquainted with the rules.	Acquainted with the rules.	Attending internal ZAG seminar in February 2023.
Acquisition of knowledge on organisation, culture and employee wellbeing	Gain new knowledge on improvement of organisational culture	Limited knowledge.	Getting new knowledge.	No activities.
	Improve understanding of cultural challenges to improve integration of foreign employees	Welcoming all our co-workers and including them in the social life.	Welcoming all our co-workers and including them in the social life.	Ongoing activity.

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
		Offering help when needed.	Offering help when needed.	
Legal department upgrade	Improve legal knowledge on statutory law and employment law	No experience.	No interest.	No activities.
	Improve knowledge on processes for employment of foreign workers from EU and non-EU countries	No experience.	No interest.	No activities.
	Improve knowledge in public tenders area	No experience.	Learning about the tender applications.	No activities.
Project support and audits	Project auditing	No experience.	No interest.	No activities.
PR advancement	Improve knowledge on social media and payed advertisement	Experience in social media.	Learning about social media marketing.	No activities.
	Improve event organization and management	Experience in management.	Organizing 1 event and learning about management.	No activities.
	Improve knowledge of SEO optimization	Limited	Learn more	No activities.
	Improve knowledge of Slovenian grammar and spelling	Slovene is my native language.	Improving my grammar.	No activities.
	Advance knowledge in Microsoft software, with emphasis on Excel	Limited knowledge.	Learn new functions.	No activities.
	adjust promotion activities to science and construction	No experience.	No interest.	No activities.
	Get closer to relevant media and other organizations (personal contacts)	No experience.	No interest.	No activities.
Increase education level	Obtain a master's degree	Done.		
	Obtain a PhD	Done.		

3.2.4 Matija Uršič

Matija's primary career interest is deepening and broadening of research knowledge and softer associated skills. The identified goals to career advancement are related to research skills and scientific impact, including formal recognition via SICRIS and publications. The goals are addressed in discrete steps and mostly involve continuous work on studying and learning through study of textbooks, execution of internal and existing national and international projects and continuous internal transfer of knowledge through cooperation with the variety of researchers, experienced in various fields.

Status of Matija's capacity building activities as in March 2023:

Goal	Target	Action	Start date	End date	Cost	Implementation
Increase Slovenian researcher level	Obtain SICRIS profile and increase score Obtain evidence of participation in national and international projects (PI or WP leader)	Present results at relevant research conferences; publish 4 OA articles in the next 2 years in cooperation with FRISSBE and/or other ZAG departments	10 2022	03 2024	2500 € per publication, 2000 € per conference	Submissions are planned.
Improve scientific impact	Peer-reviewed open published publications Writing professional articles	Publish 4 OA articles in the next 2 years in cooperation with FRISSBE and/or other ZAG departments, Publish 2 professional articles in the next 2 years	10 2022	03 2024	2500 € per paper published in open access	2 professional articles as co-author are in print. OA has not yet been published.
Improve research skills	Improve specialist knowledge of fire chemistry; improve general knowledge of fire safety	Obtain and study reference-tier textbooks on fire retardants; Co-working on internal projects and internal transfer of knowledge from other senior researchers	10 2022	03 2024	Ca. 200€ per textbook	Some textbooks obtained and in process of studying. Working on several internal projects, with more in the pipeline.
Improve project writing skills	Obtain new knowledge and training	Internal transfer of knowledge from senior researchers, Submit applications to national and international projects and actions and improve on the feedback	10 2022	03 2024	n/a	Submitted national project, more submission planned.
Improve research reputation and visibility at international level	Improve public speaking skills and presentations Enlarge the circle of acquaintances in the field of fire safety/ engineering	Attending seminars, courses, conferences, being involved in international/domestic research projects	10 2022	03 2024	n/a	Attended several unofficial seminars and workshops with international participants, more activities planned

Matija's progress towards achieving his goals:

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	112 lifetime points, h-index 4	250 lifetime points, h-index 5	Provide description of activities towards increased capacities – not only external training, but also internal training within ZAG as well as self-learning. Evaluate how far you are in reaching the set goal (in %)
	Obtain evidence of participation in national and international projects (PI or WP leader)	No current participation as PI or WP leader.	Apply to 2 projects as PI or WP leader	0%, planned next year

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Improve scientific impact	Peer-reviewed publications (## per year)	7 published publications	Publish 2 publications yearly	Several submissions planed by the end of the year
	Open-access publications	Several papers published as OA	Commit to full OA publication	100%, Full OA submissions planned
	Write professional articles	One professional article published	Publish at least one article in professional publications yearly	100% 2 publications submitted to print this year
Improve research reputation and visibility at international level	Participate in conferences, workshops, summer schools	Participated in several conferences and workshops		Participated in several workshops, more planned
	Organize conferences, workshops, summer schools		Present research achievements in international conferences and take part in related workshops and summer schools	No progress yet.
Improve project leading skills	Project writing skills		Attend at least one educational event per year	No progress yet.
	Apply to national and international project proposals as a PI or WP leader	No current participation as PI or WP leader.	Apply to 2 projects as PI or WP leader	0%, planned next year
Improve research criticism	Attend conferences, workshops, summer schools	Participated in several conferences and workshops	Present research achievements in international conferences and take part in related workshops and summer schools	Participated in several workshops, more planned
Improve management skills	Manage research projects (project administration, financial budgeting, resources, and time management)	Weak	Become leader of one internal research project	100%, leading an internal project starting in March 2023
Impact local FSE community and education	Lecturer or guest lecturer in local FSE courses		Regular active participating once per year	No progress.
Gain engineering consultancy experience	Work on consultancy projects with industrial partners	weak	Learning from other colleagues	2 projects with industrial partners completed, more in negotiations
Build strong industrial and academic collaborations	Visit and engage with researchers, universities, research centres, and industries at local and international level	Not existing	Regular active participating on meetings	Actively participating in meeting with research and industrial partners.

3.2.5 Nika Stopar

Nika Stopar is a researcher within the Fire laboratory and fire engineering department. Currently she is on maternity leave and her personal career and action plan will be determined in May 2023 when she returns.

3.3 ZAG Support services

Implementation of individuals' capacity building programme in the Administrative Sector of ZAG is monitored by the Head of Administrative Sector, dr. Urška Kropf, who is at the same time a project manager in the FRISSBE project (PM).

PM together with direct line managers of all five individuals from the Administrative Sector who are included in the CBP implementation in the FRISSBE project organized yearly interviews in March 2023. During the interviews with individuals their goals and targets were reviewed and, where necessary, revised. Besides, implementation of actions was reviewed. Each employee described and quantitatively assessed its progress towards achieving the set goals. Updated CBPs and self-evaluations of the progress per employee are presented in the next sections.

PM prepared descriptive overview of each individual's activities and progress.

3.3.1 HR manager – Kika Gimpelj

Kika is a human resource (HR) specialist by education with more than 15 years of experience in HR administration. She is now briefly one year at ZAG, constant professional development was set as one of her priorities besides her regular administrative work in the HR service, because it is planned that she will evolve to an HR manager in a couple of years. She worked as an HR administrator not as an HR manager prior to employment at ZAG. Right after being employed she started with some capacity building activities. Her primary professional goals are to deepen and expand her knowledge in the field of human resources management and in employment of foreigners and related procedures. To achieve them, she is studying the rules, internal procedures at ZAG and work in public administration. She attended several externally organized workshops and upgraded the acquired knowledge with practical work (until now she was involved in employment of six foreigners, one from the third country and five EU citizens). It is estimated that this target is reached in 50%.

She has extremely improved understanding of Pantheon (HR software) with its daily use and with the help of colleagues (internal training), but the last few percent are always the hardest, therefore, in future Pantheon software customer support will be included as a mentor in this activity.

Kika improved her knowledge on ARRS scoring system and indicators for promotion to a higher research level by 30% through daily work, self-studying and with the help of colleagues.

Her communication skills in English improved greatly with daily use of English (written and spoken) and self-learning of English HR terminology, although she didn't attend the professional English course. Her professional and personal communication improved as well with daily communication with ZAG employees and external colleagues, this goal is reached in 30%.

Early in 2023 ZAG formed a Committee for gender equality in order to properly implement Gender Equality Plan (GEP), where Kika participates as one of the two members. A Committee for culture and employee well-being (again, Kika is one of them) is very active, although still an informal group of ZAG employees in the Administrative Sector. This committee provides foreigners with all the support they need for employment as well as support for their integration into the local environment.

Kika also attended some workshops and internal trainings not directly in her field (for example calculation of salaries, labour law etc.) to better understand the institute and be of better assistance to ZAG employees when needed.

Some of her goals were a bit expanded during her yearly review meeting with her line manager and the PM and activities were planned in more details. The ultimate goals remain the same: in-depth knowledge in the human resources field, contribution to employee satisfaction and co-creation of greater team cohesion.

Status of Kika's capacity building activities as in March 2023:

Goal	Target	Action	Start date	End date	Cost	Implementation
better knowledge of the employment of foreigners	to improve HR knowledge	Various workshops, seminar	04 2022	12 2026	500 €	Employment of foreigners - consultation and round table (14.7.2022), Practical workshop, employment of foreigners (10.10.2022); Employment of the Filipino workforce (21.2.2023)
to improve knowledge about HR management	to deepen knowledge of the field	conferences, practical work, Self-studying about human resource management including mentoring and leadership skills, seminar on psychology testing (profiling),	04 2022	12 2026	2000 €	HR academy, 2022 and 2023, HR Academy – Recruitment (13.10.2022); Development and implementation of a digital solution for conducting 360-degree annual development interviews (webinar 25.10.2022); HR academy - Staff retention (10.11.2022); Evaluating, promoting and rewarding the work performance of civil servants (webinar 15.11.2022); Global Students Talent Trend 2022 (webinar

Goal	Target	Action	Start date	End date	Cost	Implementation
						29.11.2022); HR academy - Mentoring for staff (1.12.2022), HR academy - promotion and rewarding of personnel (19.1.2023), HR academy Talent management (23.2.2023)
Improve Pantheon (software) knowledge	to improve HR knowledge and to be advanced user of Pantheon	webinar and/or seminar, practical work, internal training	11 2022	11 2022	500€	Practical work in 2022; Self-study through U-site of Pantheon, a software that ZAG uses for HR support, introduction by the HR department and help from the IT department in case of problems, finding new personalized solutions with the help of program supporters
Committee for gender equality	To help all employees, to enhance working conditions at ZAG	Self-studying on GEP, establishment of internal committee, active participation in the committee, GEP implementation, preparation of GEP reports, annual updating GEP	Winter 2022/2023	12/2026	n/a	Self-studying on GEP, translation of ZAG's GEP into English, the Committee established on 1/3/2023, Kika is one of the two members
better understanding of SICRIS and ARRS, indicators for promotion to a higher research level	to improve HR institution knowledge	Self-studying on national and organizational rules, practical work	04 2022	12 2026	n/a	Self-studying in 2022; transfer of knowledge from colleagues, practical work in 2022 and 2023
improve communication skills	to improve communication with candidates and colleagues	Internal education seminars about communication, public speaking workshop	04 2022	12 2026	n/a	Hasn't started yet
improve project management skills	to understand project management concept, greater assistance to project managers when working on projects	Internal education workshop, seminar	Spring 2023	12 2026	n/a	Hasn't started yet
Help establish the Committee for culture and employee wellbeing	to help foreigners integrate into the environment	internal commission	Spring 2023	12 2026	n/a	the establishment of a committee is being prepared, we already help foreigners in all areas

Goal	Target	Action	Start date	End date	Cost	Implementation
business English	to improve business communication	course	Spring 2024	Spring 2024	400 €	Hasn't started yet
Improve mentoring skills	Greater assistance to co-workers in HR and to ZAG leaders	Self-studying, seminar	2023	2026	n/a	Hasn't started yet

Kika's progress towards achieving her goals:

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Improve communication (networking) and presentation skills	Professional English course	current satisfactory knowledge	improve communication	50% - due to the daily use of English (written and spoken), my knowledge is improving. I learned English HR terminology and many of the documents I read are in English.
	Professional and personal communication training	current satisfactory knowledge	improve communication	30% - Daily communication with employees and external colleagues through which I gain experience with business communication. In the future, I also want to participate in training on this topic.
HR upgrade	Knowledge on employment of foreign staff	good knowledge of employment	gain more experience in hiring foreigners	50% - participation in several webinars and seminars, experience gained in concrete cases of employment of foreigners, due to the foreseen change in legislation, I assume that it will be necessary to acquire more knowledge in this area.
	Improve understanding of Pantheon (HR software)	satisfying	gain more experience in Pantheon	90% - Through experience and the help of colleagues, I gained knowledge of the program. In the future, I would like to find new solutions with the software customer support that would make work easier and manage personal data more effectively.
	Improve knowledge on ARRS scoring system and indicators for promotion to a higher research level	sufficient	gain more experience in ARRS scoring	30% - Through experience and the help of my colleagues, I gained basic knowledge of the ARRS scoring system and naming scientific names. I would like to improve my knowledge of quantitative indicators of scientific performance.
Acquisition of knowledge on organisation, culture and employee wellbeing	Gain new knowledge on improvement of organisational culture	satisfying	employ as many foreigners as possible	30% - Getting to know the current organizational culture, in the future to participate in the preparation of activities for improvement.
	Improve understanding of cultural challenges to improve integration of foreign employees	satisfying	employ as many foreigners as possible	80% - Gaining experience in the employment of foreigners coming from different countries, assistance in avoiding double taxation, assistance to foreigners in arranging various administrative matters.

3.3.2 Legal expert – Jana Klemenčič Jelovčan

Jana is a legal expert with more than a decade of working experience in different fields, law being only one of them. She is now a bit more than one year at ZAG and her current primary career interest is to be capable to assure legally sound actions within diverse fields in ZAG, merely in scope of real estate, labour and contract law.

The main goals to advance her career are related to legal skills. She improved legal knowledge on statutory law and employment law with self-studying (literature) and practical daily cases, and this goal is reached in 50%.

She improved knowledge on processes for employment of foreign workers from EU and non-EU countries. She is learning from other colleagues in HR, discussions with Slovenian authorities regarding most efficient solution and self-studying. She has attended two courses (“Evaluating and rewarding employees”, “Course on Personal Data Protection Act”) and a roundtable regarding employment issues in public sector. She evaluates that this goal is reached in 40%, also because the legislation on employment of foreigners is about to change in a few months in Slovenia (some legal procedures will be simplified).

Jana also improved knowledge in public tenders’ area 30% by learning from another colleague in the legal department.

All other goals that are set in her capacity-building plan support the primary goal of legal skills. She improved negotiations, communication and presentation skills, English legal terminology with respect to areas of work and her understanding regarding specifics for research titles for 20%, mainly by self-studying the literature and by practical work.

She is progressing very well towards her goals. Her CBP was not changed. Implementation of her CBP and the progress towards achieving her goals are presented below.

Status of Jana’s capacity building activities as in March 2023:

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve legal knowledge on statutory law and employment law	Attending the respective conferences, workshops or on-line seminars; self-studying literature; learning from experience; networking with colleagues from other similar organizations: constantly asking questions.	Practical work, on-line education, external education	January 2022	n/a	300 €	Ongoing activity – knowledge improved already with self-studying (literature) and practical daily cases. No cost for now.
Improve knowledge on processes for employment of foreign workers from EU and non-EU countries	Attending the respective conferences, workshops or on-line seminars; self-studying literature; learning from experience; networking with colleagues from other similar organizations: constantly asking questions.	External education, practical work, learning from past experience and case study	March 2022	n/a	200 €	Ongoing activity –self-studying (literature) and attending two courses (“Evaluating and rewarding employees”, “Course on Personal Data Protection Act” and “KoSRIS roundtable regarding employment issues in public sector”). Cost for now: 143 eur

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve knowledge in public tenders' area	Attending respective events and trainings; self-studying literature; learning from colleagues networking with colleagues from other similar organizations constantly asking questions.	Internal education and external seminars	June 2022	n/a	300 €	Ongoing activity – knowledge improved already with self-studying (cooperation with outsourcing companies, literature) and daily work with more experienced co-worker. No cost for now.
Improve negotiations skills	Attending the respective conferences, workshops or on-line seminars, learning from other colleagues from other similar organizations	Learning from past experience and other colleagues	January 2022	n/a	n/a	Ongoing activity – knowledge improved already with self-training and practical daily cases. No cost for now.
Improve English legal terminology with respect to areas of work	Self-studying classes and IUS-info page, improving translations when providing legal positions for our foreign employees	Learning with practical work and studying on-line	January 2022	December 2023	n/a	Ongoing activity – knowledge improved already with practical daily cases and creating a bilingual environment. No cost for now.
Improve communication skills	Attending the respective conferences, workshops or on-line seminars, learning from other colleagues	Practical work, learning from other colleagues	January 2022	December 2023	n/a	Ongoing activity – knowledge improved already with practical daily cases. No cost for now.
Improve presentation skills	Attending the respective conferences, workshops or on-line seminars, learning from other colleagues	Practical work, on-line studies	January 2022	December 2023	n/a	Ongoing activity – knowledge improved already with practical daily cases. No cost for now.
Improve understanding regarding specifics for research titles	Learning from current cases and other colleagues, investigating the ARRS page	Learning from work experience and case study	January 2022	n/a	n/a	Ongoing activity – knowledge improved already with practical daily cases. No cost for now.

Jana's progress towards achieving her goals:

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Improve communication (networking) and presentation skills	Professional English course	Sufficient English knowledge with basic legal terminology	Self-study, learning from experience	Self-studying (literature) and working on practical daily cases, which improved my knowledge for approximately 20%
Improve other transferable skills	Training on negotiation	Basic knowledge	Learning from experience and from other colleagues	I have gained knowledge by practical work and also by training others in legal field, approximately for 20%
	Training on public speaking and presentation	Basic knowledge	Learning from past experience and from other colleagues	I have gained knowledge by daily work when communicating with external customers as well as by training colleagues in legal field, approximately for 20%

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
HR upgrade	Knowledge on employment of foreign staff	Basic knowledge	Learning from past experience and from other colleagues	Self-studying (literature) and attending two courses ("Evaluating and rewarding employees", "Course on Personal Data Protection Act" and "KoSRIS roundtable regarding employment issues in public sector"). The set goal is reached in 40% .
Acquisition of knowledge on organisation, culture and employee wellbeing	Gain new knowledge on improvement of organisational culture	Basic knowledge	Learning from past experience and from other colleagues	I have improved knowledge by learning from other colleagues in HR and daily work, approximately for 30%
	Improve understanding of cultural challenges to improve integration of foreign employees	Basic knowledge	Learning from past experience and from other colleagues	I have improved knowledge by learning from other colleagues in HR and daily work, approximately for 40%
Legal department upgrade	Improve legal knowledge on statutory law and employment law	Firm legal knowledge with 12 years of working experience.	Practical work, studying current ZAG's various cases and learning from experience.	I have improved knowledge by daily work, where I had many cases with various legal obstacles, approximately for 50%
	Improve knowledge on processes for employment of foreign workers from EU and non-EU countries	Firm legal knowledge with 12 years of working experience.	Practical work, studying current ZAG's various cases and learning from experience.	I have improved knowledge by learning from other colleagues in HR, discussions with Slovenian authorities regarding most efficient solution and self-studying, approximately for 40%
	Improve knowledge in public tenders' area	Firm legal knowledge with 12 years of working experience.	Practical work, studying current ZAG's various cases and learning from experience.	I have improved knowledge by learning from another colleague in legal department, approximately for 30%

3.3.3 Project support expert – Marcel Rous

Marcel is working in the field of project support for more than five years, almost all the time at ZAG. His primary career interest is to be capable to acquire and manage diverse projects funded by various EU funding schemes. The identified goals to advance his career are related to project management skills such as improving project writing and management skills. He attended one project management workshop in the last year. He advanced by 80% in getting familiar with financial rules and reporting with his practical daily work, while his progress in improving project writing skills, identifying suitable funding opportunities and improving management skills and other goals that support the primary career interest is slower. In comparison to some other employees he is progressing a bit more slowly due to his abundant previous knowledge in some fields (he is advancing from a master to and expert and only adding some on-top expertise) and due to a large number of set goals. Unfortunately, he didn't

attend one extensive workshop held in Brussels that would affect reaching several of his goals due to cancellation of a flight in the very last minute. This activity was postponed to 2023.

The final goal of obtaining a PhD is the result of successfully mastering all other goals set in this plan. Until now he checked different enrolment options and met a head of one option. The enrolment is still planned for Q3 2023.

Overall assessment revealed that he is progressing well, all gained knowledge is used in daily practice in the working place and put to good use. In 2023 Marcel is active as one of the mentors to three new employees in ZAG's Project support office, because there is one new employee replacing a person on a maternity leave and two new employees working fulltime on a project to increase project support skills in a consortium of five public research institutes in Slovenia. Therefore, Marcel's CBP was a bit extended with improving his mentoring skills.

Implementation of his CBP and the progress towards achieving his goals are presented below.

Status of Marcel's capacity building activities as in March 2023:

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve project writing skills	To improve the ability to independently write (successful) project proposals.	Attendance at project writing workshop, practical work FEHRL project writing workshop 2023 and other opportunities	Q3 2022	Q1 2024	2000 €	Registration to International Project Management Training Course Programme organized at FEHRL (26-27-28 September 2022) Postponement to 2023 due to flight cancellation
Improve project management skills	To acquire the ability to independently manage projects	Attendance at workshops, practical work Internally organized project management workshop implemented by external expert	Q1 2023	Q1 2024	3000 € / event, (200 € / part.)	Attendance at project management workshop in March 2022, other workshops are in preparation
Improve knowledge on business protocol	To improve professionalism, reliability, credibility and competence.	Attendance at workshop or training (in the range of https://vsptuj.si/tecaji/poslovni-protokol-in-bonton/)	Q3 2023	Q1 2024	500 €	Hasn't started yet
Improve business communication and public speaking	Effective communication with difficult interlocutors.	Attendance at workshop Internally organized workshop on public speaking	Q2 2023	Q1 2024	3000 € / event, (200 € / part.)	Hasn't started yet
Improve knowledge of project auditing	To become capable of performing audits independently and be able to better check project partner documentation.	Attendance at workshop or training and supporting auditors auditing projects at ZAG Externally organized training on Auditing of Horizon 2020 and Horizon Europe projects	Q3 2023	Q1 2024	750 €	Hasn't started yet
Improve leadership and mentoring skills	To be a good mentor to new employees	Attendance at Leadership academy workshop organized by CPOEF, practical work, self-studying, learning from others at ZAG	Q1 2023	2026	Free for SRIPT members	Hasn't started yet

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve the ability to organize events	To be able to organize events such as project meetings etc.	Attendance at workshops, practical work in form of supporting PR experts in event organization	Q3 2022	Q1 2024		Attended Dissemination and communication workshop at ZAG (23 rd January 2023)
Obtaining a PhD	To start and successfully complete studies in the chosen field.	Enrolment in doctoral studies of own choosing and relevant to the field of work e.g. management, European policy and others	Q3 2023	Until Q3 2026	5000 € / year	Search of topic and enrolment options

Marcel's progress towards achieving his goals:

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Improve project leading skills	Identify suitable funding opportunities	/	Search for possible project management related calls through ERASMUS or other calls	10% Search for suitable existing projects.
	Project writing skills	Basic skills	Improving of skills for being able to write proposal independently	5% Participation in applications as administrative support.
	Get familiar with financial rules and reporting	Familiar with a wide range of rules (H2020, HORIZON, EIT, LIFE, EMPIR, ERA NET, UCPM, INTERREG)	Staying up to date with financial rules	80% Practical work on H2020, HORIZON, EIT, LIFE, EMPIR and UCPM reporting.
Improve management skills	Manage research projects (project administration, financial budgeting, resources, and time management)	Practical experience for project support office point of view. Knowledge on various funding programmes (H2020, HORIZON, EIT, LIFE, EMPIR, ERA NET, UCPM, INTERREG)	Upgrade of knowledge listed and in other supporting fields such as gender equality in research, WP development etc. Upgrading knowledge in accordance with the needs of the funding programs	5% Participation in applications as administrative support.
	Project management support	Supporting researchers in administrative and financial matters	Increasing knowledge of administrative and financial matters in line with financing authorities' requirements	20% Keeping up to date with new requirements.
Improve communication (networking) and presentation skills	Networking at conferences, workshops, summer schools	Basic networking with other project support offices	Increased networking – possible capacity building project proposal for project support offices	30% Networking with other project support offices during preparation of capacity building proposal.
	Professional and personal communication training	Basic knowledge from study time	Improvement with attendance on workshops, practical work	25% Attendance at dissemination and communication workshop.
Improve other transferable skills	Training on negotiation	Basic knowledge from study time	Improvement with attendance on workshops, practical work	5% practical work only

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
	Training on business protocol	Basic knowledge from study time	Improvement with attendance on workshops, practical work	0% Not yet started.
	Training on public speaking and presentation	Basic knowledge from study time	Improvement with attendance on workshops, practical work	5% Not yet started. Internal presentations only
Acquisition of knowledge on organisation, culture and employee wellbeing	Gain new knowledge on improvement of organisational culture	Basic knowledge	Learning from past experience and from other colleagues	15% Comparison of past practical experience from other organizations.
	Improve understanding of cultural challenges to improve integration of foreign employees	Basic knowledge	Learning from past experience and from other colleagues	25% Learning from experience from projects that ZAG was coordinating
Project support and audits	Project auditing	Experience from LIFE, H2020 and EIT audits	Gain knowledge to independently check partner reports	20% Independent checking of LIFE and EIT partner reports.
PR advancement	Advance knowledge in Microsoft software, with emphasis on Excel	Already finished	Keeping up with updates	50% Working with excel and other Microsoft office programs.
Increase education level	Obtain a PhD	Master's degree in Europeans studies, currently in search for topic and mentor	Enrolment and start of studies	5% Contacting and meeting head of possible enrolment option.

3.3.4 PR manager – Tamara Želimorski

Tamara was in the early stage of her career when she started her employment at ZAG last year. She is progressing from early to middle stage, so she still has a lot to learn. Her primary career interest is to become a go-to PR manager for the whole ZAG institution. She was involved in preparation of dissemination and communication plan for the FRISSBE project early in 2022 and later on she was responsible for creating such plan for the whole organization. ZAG communication and dissemination plan is to be published in a month.

Tasks of a PR manager are quite diverse, there are many identified goals as seen below in the table. Tamara is very active with her regular duties and is progressing well to reach some of her goals: she improved knowledge on social media and payed advertisement by 15% with daily use of social networks and she improved event organization and management by 23% with daily work. She has attended a few workshops (protocol in Slovenian diplomacy, excel, dissemination and communication in research projects workshop). Still, she has a lot of planned activities in her CBP and quite a long way towards reaching her goals.

Her very important goal is obtaining a master's degree, the theme of which will strongly include the institution. Progressing towards it doesn't follow the plan, at the moment there is a small delay. Tamara needs a lot of encouragement to be more active to gain this target, she estimated that she progressed towards it only by 4%. The goal of obtaining a master's degree is postponed to Q4 2023.

Finally, all her gained knowledge is used in daily practice in the working place and put to good use. She is progressing and her CBP wasn't changed.

Status of Tamara's capacity building activities as in March 2023:

Goal	Target	Action	Start date	End date	Cost	Implementation
Obtain a master's degree	To gain higher education and apply results to ZAG	Performing practical work and studying literature	Q4 2022	Q3 2023	1000 €	Research of the topic and contacting the mentor.
Learn about protocol	To understand etiquette and get a clearer picture of the diplomacy processes	Performing practical work, studying literature, attendance of lectures	Q3 2022	Q3 2023	500 €	Attended a short presentation in October 2022 by the expert with over 20 year-experiences on protocol in Slovenian diplomacy. Learning on-the-fly from broadcasts of big events (e.g. annual cultural awards). No costs so far.
Better knowledge of SEO optimization	To improve technical aspect of online promotion activities	Attendance of seminars and workshops	Q1 2023	Q4 2023	500 €	Hasn't started yet
Improve event organization and management	To run the event processes smoother	Performing practical work and possible attendance to workshops	Q2 2022	Q4 2023	200 €	Attended Dissemination and communication workshop at ZAG (January 2023). Learning on-the-fly at ZAG's events and observing others. Learning on-the-fly from media (social media, TV) and participating events in my free time.
Improve mentoring skills	To pass on the knowledge to co-workers, associates and others	Performing practical work and attendance of seminars and workshops	Q2 2022	Q4 2023	500 €	Started with small steps with my immediate co-worker, but no attendance at educational events yet.
Reach advanced knowledge in Microsoft software, with emphasis on Excel	To process large PR data faster and more independently	Attendance of seminars and workshops	Q4 2022	Q1 2024	500 €	Attended 2 short workshops in October 2022 on Microsoft Excel. No costs so far.
Improve negotiation skills	To gain the most out of different purchases, mostly for PR events	Attendance of seminars and workshops	Q1 2023	Q2 2024	300 €	Hasn't started yet.

Tamara's progress towards achieving her goals:

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
PR advancement	Improve knowledge on social media and payed advertisement	Good knowledge and experience on posting language and visuals. Basic knowledge on paid advertisement.	Improve knowledge on both, posting and paid advertisement, start using the latter and research its possibilities.	15% Almost daily use of 3 social networks has given me some insights on the different features and details of each media. So far, regarding payed advertisement, I have gathered some initial information.
	Improve event organization and management	Good knowledge and some experience on event organization and management.	Improve organization and management skills, especially in managing the process and delegating tasks. Upgrade the arranging of timelines and lists of important data.	23% Attended Dissemination and communication workshop at ZAG (23 rd January 2023). I'm am constantly learning on-the-fly at ZAG's events that I'm part of, events by other employees and by going to events that interest me in my free time. I'm also learning on-the-fly from media, like social media and TV.
	Improve knowledge of SEO optimization	Basic knowledge and use of SEO optimization.	Improve my knowledge on SEO optimization and implement it into all ZAG promotion activities.	7% Considering just the implementation part of the goal: Started discussions on proper naming the photos for media (use of keywords).
	Improve knowledge of Slovenian grammar and spelling	Good knowledge and experiences in writing different texts, not enough experiences in using scientific terms.	Improve writing of promotion texts in the construction field in association with Heads of departments	5% This is constant learning process at my job, especially writing news on research and translating English phrases into Slovenian. I'm again learning on-the-fly.
	Advance knowledge in Microsoft software, with emphasis on Excel	Many experiences and good knowledge of Microsoft software.	Upgrade knowledge of most Microsoft software required, especially Excel and start using new tools within it.	7% The workshop in October 2022 and the fact that I'm using Microsoft Excel helps, however I'll need more instructions, especially on more complex features of the program.
	adjust promotion activities to science and construction	Poor experience in promoting science, although there's much potential.	Deepen knowledge about ZAG's activities, employees and their connections. Stay in touch with the happening (inside and outside of ZAG) to gather ideas and	11% Attending Dissemination and communication workshop at ZAG (23 rd January 2023). For now, I am learning as I go along, especially when I'm in contact with different people from ZAG. I will increase this

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
			materials for new promotion opportunities.	one-on-one communication which is the main source.
	Get closer to relevant media and other organizations (personal contacts)	Some good connections in different Slovenian media and organizations.	To nurture existing contacts and gain new ones by networking - event participation, personal meetings ...	15% I'm keeping contacts of all new media representatives, we are in touch for future cooperation and I started planning activities to narrow the gap between researchers at ZAG and journalists. I'm following mostly organizations (and some media) via social media, where I'm trying to establish a more engaging interaction between them and ZAG.
Increase education level	Obtain a master's degree	Bachelor's degree in Media and Communication	Obtain a master's degree in Graphic and Interactive Communication	4% In progress of preparing a disposition for the degree.

3.3.5 Technology transfer expert – Mateja Košir

Mateja is in a mature phase of her researcher career, but still in an early phase as a technology transfer expert. She is still employed half time as a researcher and half time as a TT expert, both at ZAG. The primary objective of her action plan as a TT expert is to gain expertise in technology transfer, IP management & protection.

Her wish is to sustain a partial research activity in the field of materials research and processing technologies, she is progressing well towards increase of a researcher level, improve of scientific impact, research reputation and visibility at international level. She has improved her project leading, management, communication and presentation skills, as well as other transferable skills (negotiation, business protocol, creativity etc.). She made strong progress in the field of PR.

Specific objectives of her action plan are focused on gaining new competencies in the legislation related to innovation management and technology transfer, getting insights into lean innovation thinking and business development. She is eager to learn and to progress, she is self-learning a lot and attending various workshops.

On top of that, she is keeping strong networking activities with the stakeholders from the innovation ecosystem through attending conferences and subscribing to several newsletters and inclusion in Technology Transfer Office (TTO) professional networks.

She is advancing very well. Her CBP was not changed. Implementation of her CBP and the progress towards achieving her goals are presented below.

Status of Mateja's capacity building activities as in March 2023:

Goal	Target	Action	Start date	End date	Cost	Implementation
Increase Slovenian researcher level & Improve scientific impact	Publish 1-2 articles per year	Sustain time for conducting research on TTO and materials science topics – publications in open-access journals	Q4 2022	Q4 2024	2000 €	The activity was postponed to May 2023 – registration done.
Improve research reputation and visibility at international level	Participate and present in conferences, workshops, summer schools.	Attendance at conferences (at least 3) related to TTO and relevant scientific field	Q1 2023	Q4 2024	1500 €	Elaboration of plan for 2023 year – acting as a HUB ADRIA and establish an official project collaboration with Ljubljanski univerzitetni inkubator (LUI). Planned attendance at meeting/conference on 29.3. 2023 for all TTO offices at LUI.
Improve project leading skills	Project writing skills.	Attending workshops on project proposal writing (internal, external)	Q1 2023	Q1 2024	250 €	Planning to attend on the first chance, In the meantime, self-improvement on best practices observed. One successful proposal submission approved in 2023 already.
	Get familiar with financial rules and reporting	Attending workshops on financial administration (CPOEF)	Q4 2022	Q4 2023	Free for SRIPT members	Planning to attend on the first chance, In the meantime, self-improvement on best practices observed.
Improve management skills	Project management and leadership	Attendance at workshop Leadership academy organized by CPOEF. Attending online courses for agile project management.	Q2 2023	Q3 2024	Free for SRIPT members, 300 €	Planning to attend on the first chance, In the meantime, self-improvement on best practices observed.
Improve knowledge on innovation management and business development	Business development and models for innovation management	Short courses on lean thinking/innovation model workshops (CPOEF, LUI – incubators, SPIRIT...) and business development trainings (incubators).	Q2 2023	Q3 2024	400 €	Intensive collaboration with LUI, SPIRIT-regular RIS HUBs meetings and discussions on the Slovenian innovation ecosystem. Intensive workshop in Jan/Feb 2023 on lean business models guided by CorpoHUB, implemented on the practical example or RC Adria RIS HUB.
Improve knowledge on legislation	Knowledge related to legislation on the technology transfer	Attending national, regional (EUIPO) and world (WIPO) workshops on technology transfer legislative practices and improvements	Q3 2023	Q3 2024	Free	Planned for September 2023- Basic training course in European patent law
Improve communication (networking) and presentation skills	Improve English language skills	Attending English language course reaching level C2.	Q3 2023	Q2 2024	400 €	Planning to attend on the first chance. In the meantime, self-improvement through professional English materials.

Mateja's progress towards achieving her goals:

Goal	Target - Activity Type	Short description of current situation	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	Already holding SICRIS score (142 – past research activity)	Keeping the level of points at around 100	20% the current level of points is 56 and needs substantial effort in 2023 to reach the target 100 via publishing articles, etc...
	Obtain evidence of participation in national and international projects (PI or WP leader)	Leading WPs in other projects related to secondary raw materials (4 projects currently)	Leading WPs in TTO-related projects (national Knowledge transfer offices coordination project) and related to secondary raw materials	30% (in progress) – TTO national project is planned to be submitted in Q2 2023
Improve scientific impact	Peer-reviewed publications (## per year)	1	1-2	20% (in progress)
	Open-access publications	1	1-2	50% Co-editor of the open access conference proceedings, authoring 1 publication
	Write professional articles	1	1-2	50% 1 professional article published in conference proceedings
Improve research reputation and visibility at international level	Participate in conferences, workshops, summer schools	5	5	4; in the past year organized 1 summer school (not completely related to TTO field), co-organised 3 conferences (partially related to the TTO field) and participated at several smaller project events related to the professional activity.
	Organize conferences, workshops, summer schools	Currently – organizing summer school (2) & workshops (3), conferences (3) in the frame of projects related to secondary raw materials	Organize 2 internal workshops	30% 1 internal workshop organized on IPR
	Become member of scientific committees (e.g., conferences)	Member of the organizing committee for conferences, networking events (3)	Member of the organizing committee for conferences, networking events (3)	30% (1) – member of one committee in 2023, in 2022 member of 2 organising committees
	Extend network	Network of 5 TTO offices in Slovenia, connections with the 3 external offices	Network of 10 TTO offices in Slovenia, connections with the 6 external offices & external experts	60% Joining network of 8 TTO offices in creation of KTT3 project collaboration.
Improve research skills	Data management and Data Management Plan (DMP)	Basic knowledge on the topic.	Attend data management workshop/course	0% planned to be implemented further
Improve project leading skills	Identify suitable funding opportunities	Identifying TTO-connected funding opportunities, proof of concept funding, high TRL funding opportunities	Identifying TTO-connected funding opportunities, proof of concept funding, high TRL funding opportunities	20% Participating in quarterly RIS HUBs meetings on the possibilities of funding under venture capital

	Project writing skills	Prepared 5 project proposals up to now (outside of FRISSBE activities)	Attend a workshop on project proposal writing	0% planned to attend on the first opportunity
	Apply to national and international project proposals as a PI or WP leader		1 - TTO project (national)	20% Pre- proposal application submitted at the end of 2022. Full submission planned for Q1 2023. KTT3 consortium is built from 8 partners.
	Get familiar with financial rules and reporting	Attending workshops on financials administration – planned for Dec. 2022	Attend workshops on newly implemented rules and protocols	3% Workshop attendance postponed to May 2023
Improve management skills	Manage research projects (project administration, financial budgeting, resources, and time management)	Already managing 4 projects	Improving knowledge, state of the art tools for project management, attending workshops related to the topic	50% actively managing and participate in the project proposals (1 successful submission in 2023 already, contributing to several proposals with input and coordination of preparation).
	Project management support	Managing 4 projects – skilled in project management	Improving knowledge, state of the art tools for project management, attending workshops related to the topic	30% actively managing and participate in the project proposals (1 successful submission in 2023 already).
Improve communication (networking) and presentation skills	Networking at conferences, workshops, summer schools	Participating generally at least on 10 events, in 5 acting as co-organizer and facilitator	Participating generally at least on 10 events, in 5 acting as co-organizer and facilitator	20% elaboration of plan for 2023 year – acting as a HUB ADRIA. Co-organiser of at least 2 events.
	Professional English course	English communication skills on a good level.	Attending English course to obtain official degree C1	0% planning to attend on the first chance
	Professional and personal communication training	Skilled in professional communication	Attending training and online workshops to improve the capacity and acknowledge state-of-the-art approaches	20% self-learning through short online courses
Improve other transferable skills	Training on negotiation	Low skill level on the approaches on negotiation		0% planning to attend on the in 2024. Implemented two technology transfer meetings with external partners.
	Training on business protocol		Attending training on business protocol	35% Intensive workshop in Jan/Feb 2023 on lean business models

				guided by CorpoHUB, implemented on the practical example or RC Adria RIS HUB
	Training on public speaking and presentation	Skilled in public speaking and presentation		50% self-improvement through the best practices observed.
	Training on creativity	Collaborating with creative sector	Collaborating with creative sector – attending 1 workshop/yearly	30% Collaborating with MAO and newly created KIC on Culture and creativity. Two meetings implemented in terms of RIS HUBs activities.
Legal department upgrade	Improve legal knowledge on statutory law and employment law	Intermediate knowledge, attending workshops on technology transfer, seeking support from professional legal experts in the field of technology transfer	Improve knowledge on legislation – attending WIPO, EUIPO workshops on knowledge transfer (3/year)	10% Planning to participate at the workshop (one week) in Q3 2023.
PR advancement	Improve knowledge on social media and payed advertisement	Skilled in social media and paid advertisement		60% self-learning through short online courses
	Improve event organization and management	Skilled in organization of events		50% self-learning through short online courses
	Advance knowledge in Microsoft software, with emphasis on Excel	Skilled in office tools	Attend advanced excel course, project management tools	20% self-learning through short online courses

4 CONCLUSIONS

The current report includes capacity building plans (CBPs) for all FRISSBE personnel employed at the time of report submission (March 2023) and shows the progress of 6 months' activities. The CBPs for new FRISSBE Team members are included already and will be for the future team members along with updated CBPs from this deliverable included in D2.4 Updated Personal and team capacity building programme, which is due in Project Month 38 (February 2024).

The timing of the activity was aligned with the national requirement related to personnel development and annual staff conversations. As the annual review process is carried out in March, a one-month delay in the submission of the deliverable was requested, and this was approved by the PO. The annual review meetings with individuals will continue for the duration of the FRISSBE project, and beyond. Given that many important aspects of the functionality of the researchers and the team as a whole surfaced during these conversations, the ERA Chair plans to have such conversations at least 2 times per year.

The systematic CBP within ZAG was established recently to meet some of the needs and requirements of the FRISSBE project. Already in a short time, progress can be observed, and especially in higher satisfaction rates of the individuals involved in the activity, since they have an increased notion of being guided and appreciated within the organization.

FRISSBE Team members already reported gains from implementing their CBPs. Most of them are foreigners adapting to the Slovenian research system, which, for example, means that they had to check their eligibility and promotion conditions for researcher qualifications in Slovenia. In early 2023, they were involved in several project proposal submissions to ARRS which presents their engagement in the Slovene research sphere. Their common goal is to progress rapidly in their research careers, and they are successfully following the 8 focus points that were established during the preparation of deliverable D2.2 – PERSONAL AND TEAM CAPACITY BUILDING PROGRAMME in October 2022.

Members of the Fire laboratory and fire engineering department are currently very good in contract research for industry and have started implementing activities which will improve their research skills, so their plans include mostly everything that is listed above. The ERA Chair holder is already mentoring them and acting as their research advisor, with a focus on the development of their research careers. Some of this is naturally taken care of through their involvement or lead of internal projects in collaboration with the FRISSBE team. It is crucial that their research careers advance because it is a goal that they remain at ZAG and therefore will have a greater impact on ZAG as a whole. Another important objective for the Fire laboratory and fire engineering department is to establish collaborative research with the industry that will increase the percentage of total earnings that are non-commercial. It was therefore great that the team was part of two submissions for national funding (one as a co-lead in a bilateral project with Croatia and one as a project member with other Slovenian institutions).

Advancements were observed also among administrative personnel. Even prior to the FRISSBE project, ZAG recognized the need to strengthen the staff in the administrative sector. Therefore, a few new employments were planned. ZAG engaged with several new persons in

the administrative sector during the first 27 months of the FRISSBE, and all of them are only partly involved in this project. With CBP being implemented for 5 of them, ZAG Support Services are gaining improved management, communication and presentation, negotiation, and business protocol skills. As a large part of this work is carried out in English, the administrative team is also increasing ZAG's capacity to attract, hire and work with international staff members.

The organized approach to the career development of the 15 individuals presented in this report is already positively affecting the FRISSBE project through the partial achievement of the FRISSBE project already after 6 months of implementation:

1. Project management skills (including planning, time management, quality management, and reporting) are increasing because the included researchers are improving their project leader, leadership and management skills, and knowledge of PR activities, while personnel from the support services are advancing in knowledge on project support and audits and PR activities.
2. A better understanding of the project development process (including consortium building, idea development, proposal management, and grant funding) are being obtained through increased knowledge of research funding available in Slovenia (ARRS, Horizon, ERC, Interreg ...), grant writing, reading, and understanding of research tenders, Dissemination, communication and exploitation of research activities, and importance of including gender aspects in research activities / gender-sensitive research.
3. The research capacity is being improved as researchers improve their research skills, learn about research methods and train themselves in technical writing. In addition, they gain knowledge of intellectual property and mentoring skills.
4. FRISSBE sustainability will be ensured because all members of the FRISSBE Team and members of the Fire laboratory and fire engineering department will increase their level of researchers according to Slovenian rules, which will enable them to gain more funds through national calls for research activities, improve their individual and organizational research reputation and visibility at an international level, gain engineering consultancy experience and build strong industrial and academic collaborations.

In the end, the implementation of CBPs is having a major effect on ZAG as a whole. More detailed analysis of the impacts will be provided in future deliverables (*D2.4 Updated Personal and team capacity building programme* and *D2.5 Report on capacity building activities* – due in Project Months 38 and 50, respectively). All individuals have access to the shared folder with an extensive table to be completed in order for the management team and superiors to have a continuous overview of the progress.

On a final note - as a follow-up activity of the CPB plan, a “two stars and a wish” campaign was initiated, where each individual from the research part (the FRISSBE and the Fire laboratory and fire engineering department) contributed. The request by the ERA Chair Holder was simple: “I am kindly asking you to carry out the exercise of giving 2 stars and making 1 wish for

1. Yourself
2. Me
3. The fire research team. Focus on the capacity building and research."

Some of the contributions are presented below:

	Stars	Wishes
Individuals	Commitment to the team Capable of broad view across fields research leadership, idealisation and critique Chemistry knowledge Face situations/stress/new challenges Technical skills journal papers and publications (4 submitted and 5 expected submissions within 2023) Testing skills and knowledge handling time management (work/family/me) writing papers/deliverables I have a good In-depth knowledge of several aspects behind several phenomena. learning all the new stuff from papers, books, coworkers I reached my own objectives regarding project proposals, scientific articles, lab experiments I feel well integrated in the FRISSBE team	To be recognized also as a scientific member of the team Increase confidence in public speaking Advanced fire physics knowledge obtain teaching and university position Better physics/mechanical engineering knowledge improve leadership skills Gain more confidence for oral communication in general and mentoring work on my public speaking skills improve research idealization and originality I'd like to improve my research skills (numerical modelling and coding) for data analysis and data management and I want be able to use equipment independently
ECh	Hard work in motivating all team members Extensive knowledge in the fire field leadership (transparency, management, empathy...) Deep knowledge of uncommon fire research areas Wide array of academic and business contacts Wide knowledge and expertise in fire research the level of down-to-Earth-ness and thoughtfulness even with your overall level of expertise and responsibility Very supportive boss who knows how to instore a feeling of trust in the team (empower and reward employees) research connections, involvement, enterprising spirit availability to discuss current challenges Freedom of management Always in constant good mood so easy to talk to He has wide understanding beyond research, especially in politics. I admire how you manage to keep in mind a lot of little things while also seeing the big picture Having personal contact with many research centres in the field of fire	More knowledge transfer via talks Sometimes hard to meet and find time to talk (always reachable by email or phone of course but face to face interaction is my favorite way of communication) better define team work goals, objectives, boundaries Help Slovenian team to improve research skills and gain new knowledge Hire more people to reduce the workload on existing members of the Team Pointing on the smart working take good care for yourself so we don't miss you for a few months because of some unnecessary reasons additional feedback and critique (both research- and career-wise) Help improve the rate of gaining funding
The team	We can work together on complex fire matters from experimental and theoretical side people, work attitude and environment taking time to help each other when asked/needed The team is very Interdisciplinary Wide knowledge and expertise in fire research enjoying lunch together Different strengths among each other Open minded/Availability in giving feedback We have a very cohesive group. Having personal contact with many research centres in the field of fire There is good energy between members, especially younger members of the team building relationships between coworkers They have complementary expertise, a strong field experience research intelligence and attitude The relationship is improving between the teams (better understanding) thanks to the Fire Research seminars, the collaborations with internal projects, and the experiments done together broad knowledge Wide selection of research specialties Having personal contact with many research centres in the field of fire	Common work and publication of the sustainability framework paper and many common journal papers as well less bureaucracy (discussions and permissions), more facts and results collaboration between the two teams Improve the overall management skills of the Slovenian group. Also, connect more with the technicians. We can reach total trust between our teams Teaching Slovenian team theory behind the experiments discuss and agree on team goals, objectives, work commitments... improve knowledge, particularly related to fire science and engineering keep up the good-spirited attitude towards each other To be one Help improve the theory base of the whole lab

The fire researchers (Lab team and FRISSBE) have scheduled a follow-up meeting in April 2023 to discuss the input that was given in this exercise. As the exercise already has proven to be useful and provided some input that was not revealed in the other capacity building activities (report and conversations), the plan is to continue using this relatively fast tool, which is also designed to 'force' the team members to think about positive aspects in the team and in their own work.

APPENDIX

List of completed training activities

This is a list of completed training and capacity building activities and is continuously updated.

No.	Training title	Performer	Participants (only relevant for FRISSBE CBP)	Date	Means
1	National ARRS rules for research projects	Petra Horvat	Grunde Jomaas	20.10.2021	In person
2	Training on the use of research equipment – cleaning plant	Ronald Morck	Friderik Knez	4.05.2022	In person
3	Training on the use of research equipment – Furnaces	Orhan Arslan	Friderik Knez	9-13/5/2022	In person
4	Training on the use of research equipment – the hoods	Tim Žgavec	Friderik Knez	16.06.2022	In person
6	Brief introduction to ARRS	Petra Horvat	Laetitia Marrot, Andrea Lucherini, Ulises Rojas Alva, Marcel Rous	23.09.2022	Online
7	What is Research and how do you plan it?	Grunde Jomaas	Laetitia Marrot, Andrea Lucherini, Ulises Rojas Alva, Nik Rus	16.10.2022	In person
8	Technical Writing I: Aims, objectives and writing in a logical manner	Grunde Jomaas	Laetitia Marrot, Andrea Lucherini, Ulises Rojas Alva, Nik Rus	18.10.2022	In person
9	Collecting, analyzing, and presenting data – without being unethical	Grunde Jomaas	Laetitia Marrot, Andrea Lucherini, Ulises Rojas Alva, Nik Rus	25.10.2022	In person

10	IPR Introductory course	Mateja Košir	Grunde Jomaas, Ulises Rojas Alva, Andrea Lucherini	27.10.2022	In person
11	Technical Writing II: Abstracts and conclusions	Grunde Jomaas	Laetitia Marrot, Andrea Lucherini, Ulises Rojas Alva, Nik Rus	8.11.2022	In person
12	Literature search, referencing, publishing, and boosting your citations	Grunde Jomaas	Laetitia Marrot, Andrea Lucherini, Ulises Rojas Alva, Nik Rus	22.11.2022	In person
13	Global skills and global opportunities - how to build an international research career	Grunde Jomaas	Laetitia Marrot, Andrea Lucherini, Ulises Rojas Alva, Nik Rus	25.11.2022	In person
14	Programme group meeting	Andraz Legat	Grunde Jomaas, Laetitia Marrot, Andrea Lucherini, Ulises Rojas Alva, Nik Rus	30.11.2022	In person
15	Quality system at ZAG	Tinkara Kopar	Grunde Jomaas, Laetitia Marrot, Ulises Rojas Alva, Nik Rus	8.12.2022	In person
16	Health and safety at work education	Kristina Zgonec	Grunde Jomaas and Ulises Rojas Alva (17. 03. 2022), Nik Rus (04. 10. 2022), Laetitia Marrot and Andrea Lucherini (02. 02. 2023)	2022-2023	In person
17	Workshop Communication, Dissemination and Exploitation	Virág Zsár	Tanara Želimorski, Ines Cilenti, Mateja Košir, Laetitia Marrot, Marcel Rous	23.01.2023	hybrid
18	Workshop/information session with you on how to process documents at ZAG	Staš Urbancic	Grunde Jomaas, Laetitia Marrot, Andrea Lucherini, Ulises Rojas Alva, Nik Rus	23.01.2023	Online

20	Project Management Workshop	Aljaž Stare	Grunde Jomaas, Laetitia Marrot, Andrea Lucherini, Ulises Rojas Alva, Nik Rus, Ines Cilenti	01/07/14. 02. 2023	In person
19	ARRS workshop: Public call for (co-funding of research projects 2023	Petra Horvat	Grunde Jomaas, Laetitia Marrot, Andrea Lucherini, Ulises Rojas Alva, Nik Rus	6.02.2023	In person
21	Požar ne pozna dopusta 2 (Notre dame fire, Grenfell tower public enquiry)	Jose L. Torero	Friderik Knez, Urša Blumauer, A Lucherini, Grunde Jomaas, Nik Rus, Ines Cilenti	25.03.2023	In person