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**REPORT ON CAPACITY BUILDING
ACTIVITIES V.02**

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ACRONYMS AND ABBREVIATIONS

Acronym / Abbreviation	Description
ARIS	Slovenian Research and Innovation Agency
ARRS	Slovenian Research Agency (former name)
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 contact 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 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 (ARIS) 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 its preparation to February 2025. CBPs were created for all personnel forming a FRISSBE Team, some of them were employed in 2024 and even in 2025. CBPs change (and thus are updated) continuously with new skills, experiences and knowledge gained during the implementation as well as with each new employee joining the FRISSBE project.

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 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 an interest in high-level leadership positions in research, industry, or academia. The identified goals for advancing his career are related to further refinement of his project management skills and business leadership. He has already completed 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. Further to this, he also received some training at the University of Edinburgh with a focus on the approach to and problem-solving techniques in acute leadership situations involving personnel. 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.

Table 1. Status of Grunde's capacity building activities as in February 2025

Goal	Target	Action	Start date	End date	Cost	Implementation
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 2026	Q4 2026	Quite costly if high level programme is chosen (range is from 30k to 60k Euros, plus travel expenses.	The implementation is challenged by the need to considerable time spent at remote locations.
Improve leadership skills	High level leadership qualification	Take modules or entire programme offered by leading institutions (e.g. https://nnl.no/program/opptur/)	Q2 2025	Q3 2026	From 17k Euros and up, excluding travel and accommodation cost.	Difficult to implement due to the considerable time spent away (from ZAG and family).

Table 2. Grunde's progress towards achieving his goals

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	Established, solid score (1200 points for last 5 years)	1400 points for the last 5 years	75% - Continued publishing with internal and external collaborators. Note that the focus has shifted towards growing the careers of the team members, which includes encouraging them to publish without including my name.
	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	100% Several projects secured. Note that some have been handed over to team members.
Improve teaching skills	Become a lecture or associate professor	Professor	Professor	Already achieved
	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		A decent publishing rate year-over-year, but the

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
				focus has shifted a bit towards a focus on professional articles due to the more immediate impact (also with respect to business)
	Open-access publications	Some	As many as possible	In progress
	Write professional articles	2-3	3-4	100% Numerous have been written.
	Become member of standardization committees (e.g., ISO or Eurocode)	Not a priority		Participating in a CEN committee
Improve research reputation and visibility at international level	Organize conferences, workshops, summer schools	Already in place, apart from summer school	Arrange summer school in addition to the other two	100% Summer school organized in 2024. Big symposium in progress for 2025.
	Extend network	Outstanding network		100% It is extending even more, in terms of collaboration with researchers from more countries, plus interaction with more companies and political stakeholders. One example is the inclusion in the International FORUM of Fire Research Directors.
Improve research skills	Numerical fire modelling (UGent collaboration)	Initiated (on managerial level, not personal level)	Well-established	100% Martin Veit is enrolled as a PhD student.
	Numerical structural modelling (UGent collaboration)	Initiated (on managerial level, not personal level)	Well-established	It is in progress
Demonstrate research independence	Apply and obtain national and international (EU) research grants	Already applied	More applications, and improve acceptance rate	100% Funding obtained
Improve project leading skills	Project writing skills	Already established	Improve acceptance rate	90% Continued success in securing national and international grants.
	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	50% Still deemed to light-weight due to the challenging field to apply in.
	Get familiar with financial rules and reporting	Already in place		75% Continued improvement through projects and department leadership.
Improve management skills	Manage research projects (project administration, financial budgeting,	Already in place		90% Generally very well established.

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
	resources, and time management)			
Improve communication (networking) and presentation skills	Present at conferences, workshops, summer schools (invited talks)	Already in place		Several keynotes every year. The number of invitations is so high that many invitations have been delegated to FRISSBE team members.
	Professional and personal communication training	N/A	If a relevant and very solid course is offered	100% Course carried out at ZAG-level. I could not participate for personal reasons.
Impact local FSE community and education	Visit and engage with local researchers, universities, and research centres	Already in place		75% 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		100% Increased R&D with industry – several new contacts every month
HR upgrade	Improve knowledge on ARRS scoring system and indicators for promotion to a higher research level	Not a priority		95% Have been through promotions for staff and part of evaluation panel (non-voting) in the Scientific Council at ZAG
PR advancement	Improve knowledge on social media and paid advertisement	Not a priority		95% I have increased my knowledge on impact with LinkedIn and Twitter. Particularly successful on LinkedIn.
	Improve knowledge of Slovenian grammar and spelling	Language course initiated	Continue to improve	10% This has turned out to be too challenging in the midst of work and family obligations.

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. The following presents the expected potential capacity-building activities in the next eighteen months.

Table 3. Status of Ulises's capacity building activities as in February 2025

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. It was decided not to attend this online course as the following course at Maastricht University
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 2023. 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 give 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 by end of 2025 or beginning of 2026
		Attend the FDS online course organised by SFPE	Q3 2023	Q3 2024	1500 €	Not implemented yet. I will attend this course in 2026
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 audiences. This goal has been achieved.

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 gotten involved with two industrial partners. With one partner, I was in charge of organizing the content of the workshop and preparing the billing. This goal has been achieved.
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 2023.
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

Table 4. Ulises's progress towards achieving his goals

Goal	Target – activity type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
Improve leadership, management and mentoring skills	Supervise PhD and MSc students	One already started (it was cancelled)	Expected one	20% completed. Unfortunately, it has been challenging to hire PhD students. However, I am looking for funding to hire or co-supervise PhD students. Through Uof Liverpool, funding was provided for a PhD and we are looking to hire one. In addition, I submitted an application to the Young Research scheme at ZAG and will submit another application for the European Commission call.
	Become leader research project, work packages or tasks	Already in an internal project	ARRS project or industrial project	100% completed. I have finished various internal projects and also international projects. I am also becoming a leader for

Goal	Target – activity type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
				tasks in various projects consortia.
	Manage research projects in several aspects (financial, administration, and resources)	Already dealing with in internal project and task	One or two Medium-size projects	100% completed. See the description above,
	Publishing as a leader	Will achieve this with internal project	Two publications	40%. One publication is in the process of formal review, and another publication will be submitted by spring.
	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	90% completed. I am currently a member of the Organising Committee for the ESFSS2025
	Become board member of standardisation committee	Nothing yet	Become member of one standardisation group	0% completed yet. With the work I am doing in battery safety, I hope to become a member by 2026.
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	90% completed. I am currently a member of the Organising Committee for the ESFSS2025
Improve teaching skills	Become an associate professor or lecturer at a university in the region	Nothing yet	Obtain HEA (Higher Education Academy) fellowship	0% achieved. By the end of 2025, I will approach University of Primorska.
	Become invited lecture	Already discussing with U. College London, Gent U. and Liverpool U.	At least two times per year	100% completed. I will be invited to a lecture at University Liverpool in April 2023.
	Design course content	No	No	No progress yet. Once I become an associated lecturer to University of Primorska.
Improve research skills	Learn coding in Python		Expected to be beginner	0% I will sign by the end of 2025 or beginning of 202
	Lean numerical modelling in FDS (Fire Dynamic simulator) or other tools		Expected to be beginner	0% I will sign by the end of 2025 or beginning of 202
	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	30% completed. I am already a reviewer of two Journals. As per reviewer of PhD or MSc theses, not yet.
Improve Communication skill and	Publish Three peer-review publication per year	Already one accepted		40% completed

Goal	Target – activity type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
increase scientific impact	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	80% completed
	Publish two professional publications per year	Expected to publish one this year		50% completed
	Become speaker for Invited talks	No	In one conference or workshop	100% completed
	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	90% completed I am co-organising an international conference for 2025
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	100% completed
	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	100% completed
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	100% completed
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	100% completed 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	80% completed For 2026 I will submit another application as leader.
	Apply for Marie Curie grant at the end of the five-year period.	No	Apply for Marie Curie	0 % I will prepare an application by 2026.
Improve position as a researcher at the Slovenian national system	Obtain SICRIS profile	Already obtained		100% completed Done
	Improve qualitatively and quantitatively in SICRIS system	Working towards this	Populate according to requirements	60% completed
	Obtain nostrification for PhD diploma in Slovenia	Already applied		100% completed

Goal	Target – activity type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
Obtain transferable skills	Training in Intellectual Property rights	Expected to happen soon		60% completed. ZAG is organising further courses, which I will attend.

3.1.3 Senior researcher – Andrea Lucherini

Andrea is an early-career researcher, and he mainly aims to become a world-leading researcher and educator in fire safety science and 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.

Table 5. Status of Andrea's capacity building activities as in February 2025

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.
Extend knowledge on opening science and improve	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	Q4 2024	Q4 2024	Covered by ForestValue2	Attended ForestValue2 - Communication Workshop by

communication skills		and improving communication skills				Rhonda Smith in October 2024
Improve teaching skills	To acquire knowledge to improve teaching and learn modern teaching methods	Attendance at workshops focused on teaching skills	Q1 2025	Q2 2025	Free for UP affiliated	Planned for 2025
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	Q3 2025	Q4 2025	700€	Currently researching for the best course to be chosen.
Improve leadership skills	To acquire knowledge on how to become a good leader in research teams	Attendance at professional workshop program focused on leadership	Q1 2026	Q4 2026	1000 €	Currently researching for the best course to be chosen.

Table 6. Andrea's progress towards achieving his goals

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	363 points, but low on A"	Increase my points, specifically in A"	50% A few points in A", much improvement in SICRIS points
	Obtain evidence of research mentoring	Currently supervising MSc students and co-supervising PhD students	Supervise and co-supervise MSc and PhD students	50% Already supervised many MSc students and interns. Currently supervising 2 PhD students
	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	30% Applied and obtained a few grants with international partners. Participation in national ARRS grant calls as collaborator
Improve teaching skills	Become a lecturer or associate professor	I am currently a researcher on a temporary contract	Researcher on a temporary contract	100% Became associate professor at University of Primorska
	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	80% Currently teaching at UGent and UP
	Training programme on teaching	Need to improve teaching skills	Professional training in teaching	Not completed yet
Improve scientific impact	Peer-reviewed publications (## per year)	1-2 journal publications per year	3-4 journal publications per year	70% Many recent publications (8

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
				journal publications in 2024)
	Open-access publications	Publish open access publications as much as possible	Publish open access publications as much as possible	100% All publications are openly accessible online
	Become a member of standardization committees (e.g., ISO or Eurocode)	Not at the moment	-	Not completed 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	100% Became editorial board member of the Fire Safety Journal in 2022
	Participate in conferences, workshops, summer schools	Currently doing it	Continue doing it	100% Continuous participation in conferences, workshops and summer schools
	Organize conferences, workshops, summer schools	Currently organizing small workshops	Organize small conferences (1 per year)	80% Many workshops organized, large conference in 2025
	Become member of scientific committees (e.g., conferences)	Member of scientific committee of a small workshop	Become member of scientific committees	80% Member in many scientific committees
	Contribute to COST actions	Currently member of the COST Action HELEN	Become member of other COST Actions	100% Actively participating in the HELEN COST Action (CA20139)
	Extend network	Attending professional and non-professional events and always extending the network	Continue doing it	80% 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	100% 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	50% On-going collaboration with UGent researchers
	Coding skills (e.g., Python)	Currently using Matlab for numerical analyses	Learn Python	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	-	80% Currently publishing many papers without previous supervisors/mentor

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
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	30% Reading and information sessions on funding opportunities (e.g., EU, ARIS)
	Project writing skills	Written a few research proposals for national and international funding	Improve my writing skills by writing proposals and attending dedicated course	50% Obtained MSCA-PF grant. 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	30% 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	50% Currently project partner leader of big EU project
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	50% Managing many 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	50% 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	50% Already supervised many MSc students and interns. Currently supervising 2 PhD students
	Researchers and students – supervision training	Not attended yet	Attend supervision training	Not completed yet
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	100% 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	100% Journal reviewer for many peer-reviewed journals
	Attend conferences, workshops, summer schools	Currently doing it	Continue doing it	100% Continuous participation in conferences, workshops and summer schools

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
	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	100% Internal and external examiner for MSc (20+) and 4 PhD projects
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	70% 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	70% 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	100% Active networking at conferences, workshops, summer schools
	Present at conferences, workshops, summer schools (invited talks)	Currently doing it	More presentations, possibly more keynotes	100% Many presentations and invited talks at conferences, workshops, summer schools (more than 40 since 2022)
	Professional and personal communication training	Attended some communication and presentation courses	Attend a communication and presentation course	Not implemented yet
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	80% Many visits to local researchers, universities, and research centres
	Lecturer or guest lecturer in local FSE courses	Not teaching in local FSE courses at the moment	Teaching guest lectures in local FSE courses	70% Several invited and conference talks
Gain engineering consultancy experience	Work on consultancy projects with industrial partners	Little engineering consultancy experience	Work on little research and industrial projects as consultant	50% Working in a few consultancy projects with industry
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	80% Many visits to local and international researchers, universities, and research centres
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 to 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. Since living and working in Slovenia involve daily interaction with Slovenes, Laetitia aspires to increase her Slovenian communication abilities. In addition, Laetitia aims to become an Assistant Professor to complete her profile with an academic component, opening new opportunities for her to teach, share her expertise with students, and deepen her knowledge in sustainable materials. Hence, two new goals were inserted in Table 7 in addition to the ones set in 2022.

Table 7. Status of Laetitia's capacity building activities as in February 2025

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 2024	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 6 scientific articles in 2023 and 2024, and 1 submitted in January 2025.
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 in 2023 and 2025.
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 2025	Free	Attended a 3-day workshop on Project management in February 2023 and a HE Project management and implementation workshop in December 2024, Contributing to the writing of FRISSBE deliverables.

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve oral communication	To efficiently communicate, gain credibility and competence.	Active participation to conferences and workshops to disseminate scientific results	Q1 2023	Q2 2025	500 € / event	Oral presentation during internal Fire Research Seminars in January 2023, performed a keynote lecture for a training school in June 2024, a presentation at the IRIC conference in September 2024 and a keynote speech at the IIHC conference in November 2024 participated in a podcast recording session in February 2025
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 2025	Free	Weekly mentoring of a PhD student from the University of Primorska (Mariem Zouari), who successfully graduated in July 2024. Applied to the young researcher mentorship offered by ZAG in February 2025, and plan to apply to the Collaborative Doctoral Partnership programme offered by the European Commission in March 2025
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 2025	Free	Attended IPR Introductory course and workshop in October 2022 and June 2024. Plan to attend the 8 other IPR related workshops that will be organized internally at ZAG in 2025.
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 2025	Free	Active organization of the FRISSBE international conference planned in November 2023. Being a member of the organization committee for the 5 th European Symposium on Fire Safety Science (ESFSS 2025, Ljubljana) organized by FRISSBE
Increase Slovenian communication abilities	Reach A2 level in Slovene	Take individual Slovene lessons	Q2 2024	Q4 2025	1000€	Course in place, A2 exam planned for June 2025
Improve teaching skills	To become Assistant Professor at UP and teach within master and doctoral programmes	Obtain habilitation at UP, follow pedagogical courses	Q3 2024	Q1 2025	Free	Habilitation in process, should be granted in Q1 2025, pedagogical course provided by the pedagogical faculty of the University of Primorska in November 2024-January 2025, concluded by a written report.

Table 8. Laetitia's progress towards achieving her goals

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
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 22/07/22: 220 points.	Multiply SICRIS points by 2	91%. SICRIS points reached 378 on 17/02/25.
	Obtain evidence of research mentoring	Mentoring 1 PhD student	Mentoring 2 PhD students	50%. Mentoring 1 PhD student successfully completed (defense in July 2024), two on-going applications for getting new PhD students (ZAG internal young researcher mentorship program and Collaborative Doctoral Partnership programme offered by the European Commission).
	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	0%. At the national ARIS scale: Applied as a PI for 1 bilateral project with Turkey (results expected in March 2025), and for 1 small basic project in January 2025 (results expected in October 2025). At the European scale, proposal for the HORIZON-JU-CBE-2024 call on the waiting list for funding.
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	80%. Applied to the habilitation for being associate professor at UP and completed pedagogical course, waiting for UP decision. Expected to get an additional position and teach in Q4 2025 at UP.
Improve scientific impact	Peer-reviewed publications (## per year)	3 publications per year, 1 main author, 1 supervisor and 1 coauthor	Write 1 scientific publication per year as main author and 3 as co-author in Q1 journals	100%. 3 publications per year since 2022
	Open-access publications	3 publications not in open access	All publications in open access	100%. All publications in open access.
	Write professional articles		Propose webinars and communicate about scientific discoveries through popularized magazines	100%. Contributed to the writing of an article of the Požar magazine, being the guest of a French scientific podcast about materials "Draw me un matériau" in February 2025.
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	80%. In 2023, the co-author of work presented in 3 conferences. In 2024, participated in 2 conferences (1 keynote), and gave one keynote lecture for a summer school.

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
	Organize conferences, workshops, summer schools	Organized 1 conference	Organized 3 conferences and 4 workshops	*50%. Involved in the organization of the FRISSBE international conference 2023, Member of the organization committee for ESFSS 2025. *The organization of workshops was meant in the frame of being the PI of ARIS or European projects, which has not happened so far.
	Contribute to COST actions	MC substitute in 2 Cost Actions	MC substitute in 1 Cost Action	MC substitute in 1 Cost Action that finished in 2024. Plan to build a COST Action project about Fire and Sustainability and to apply in October 2025.
	Extend network		Be proactive in contacting and going to visit national and foreign institutes and universities (2 per year)	100%. Developed collaborations with 1) Bartın University (Turkey) and applied for 1 bilateral project with them in 2024, 2) TU Delft (external partner in ARIS basic project application in January 2025), 3) contacted Politecnico di Milano to apply for Interreg proposal in 2025.
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 publication per year as main author and 3 as co-author in Q1 journals	80%. 3 publications in 2024 (3 as supervisor), 3 publications in 2023 (1 as main authors, 2 as supervisor).
	Apply and obtain national and international (EU) research grants	Obtained 3 ARRS projects (2 bilateral and 1 small basic), not as official PI because insufficient SICRIS points	Apply to 2 ARRS basic projects and 2 ARRS 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*) *Laetitia was on maternity leave from March 2023 to March 2024	Applications: 1) ARRS basic proposal as a PI in 2023 that was rejected, 2) 1 bilateral project with Turkey as a PI (results expected in March 2025), 3) ARIS small basic project in January 2025 (results expected in October 2025). 4) 2 HORIZON applications in 2024 as a partner (1 pending 1 rejected), 5) Application with German funding agency Projektträger Jülich in 2024 (rejected), 6) Forecasted COST Action application as a PI about Fire and Sustainability (deadline October 2025).
Improve project leading skills	Identify suitable funding opportunities	Following recommendations of project managers	Being proactive on the search of funding opportunities	80%. Being proactive on the search of funding opportunities, following research proposal calls, requirements and deadlines, with support from ZAG's project support office.

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
	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	100%. Involvement in the FRISSBE reporting team.
Improve leadership and mentoring skills	Supervise and manage young researchers and technicians	Mentoring 1 PhD student	Mentoring 2 PhD students	50%. Mentoring 1 PhD student successfully completed (defense in July 2024), two on-going applications for getting new PhD students (ZAG internal young researcher mentorship program and Collaborative Doctoral Partnership programme offered by the European Commission).
Improve other transferable skills	Training on public speaking and presentation	Organized 15 webinars and presenting the results at 15 national and international conferences, lectures and workshops	Continue public presentations and get training to be more confident	100%. Participated in a promotion video for ZAG: https://youtu.be/q05wBVJBTx8 Was guest of a French scientific podcast about materials "Draw me un matériau" in February 2025.

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.

Table 9. Status of Nik's capacity building activities as in February 2025

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	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) –

Goal	Target	Action	Start date	End date	Cost	Implementation
	write (successful) project proposals.					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.
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.

Table 10. Nik's progress towards achieving his goals

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
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. Task progress: 70 %
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...) Task progress: 100 %
Improve research reputation and visibility at	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 Appliacion for Combustion summer school at University Maryland on halt.

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
international level				Participated at the Round table Mental health of PhD and Early-career researchers with Mlada akademija and STA. Task progress: 100 %
	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. Task progress: 100 %
	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. Task progress: 42 %
Improve base knowledge in the fire field	Read and study the fundamental literature	Read An Introduction To Fire Dynamics (Drysdale)		Task progress: 40 %
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. Task progress: 80 %
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. Task progress: 30 %
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	03/23 The Fire Research Seminar is already an established meeting. Task progress: 100 %

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
			other relevant departments/labs	
	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. Task progress: 6 %
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 connections in the field	03/23 Attending the workshop Fire takes no vacation pt.2 organised in collaboration with 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. Task progress: 60 %

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
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. Task progress: 100%
	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. Task progress: 10 %
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. Task progress: 100 %
	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. Task progress: 100%
	Advanced 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. Task progress: 50 %
	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. Task progress: 100 %
	Get closer to relevant media and other organizations (personal contacts)	In the past I worked with some media and other news organizations which proved beneficial when organizing any bigger events	Keep in touch with relevant news journalists and media	03/23 Participating in the Round table that was broadcasted by the Slovenian Press Agency. Task progress: 100 %
Increase education level	Obtain a PhD	Currently I am 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... Task progress: 100%

3.1.6 Ex-PhD student – Ines Cilenti

Ines joined the FRISSBE team in January 2023 and left in October 2024. Her CBP is irrelevant and therefore deleted from this deliverable.

3.1.7 PhD student – Martin Veit

Martin's primary career focus is to gain a high level of expertise in the field of fire safety engineering. The identified goals to advance his career are related to acquiring essential knowledge about fire combustion, numerical modeling of enclosure fire dynamics and fire safety. Additional goals for his professional career advancement include propelling his competencies in programming, to obtain a high level of competency in coding and obtaining formal educated knowledge of the principles of coding with focus on Object Oriented Programming, with Python as the target language.

For the research aspects of his career, he would like to improve his abilities to disseminate research results to an international audience of experts, both written and orally, in terms of publications and presence at internationally recognized conferences.

For his professional development, and for strengthening his profile, it is important for him to gain experience in teaching and supervising students, specifically students writing their MSc thesis, or teaching part of a course within his interests and strengths.

Finally, to increase his chances of success in academia, experience in writing grants will be vital, along with gaining experience in project management of research projects or being a work package leader within a research project.

Table 11. Martin's foreseen and potential capacity building activities for the next 24 months.

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 2023	Q3 2027	Free	Working on literature review, so still on-going.
Improve public speaking	Improve performance when presenting different topics	Attendance at international conferences to disseminate results obtained during the PhD.	Q3 2023	Q2 2026	3000 € / event, (200 € / part.)	Have attended multiple conferences and given presentations at various events.
		Learn advanced coding in Python through annual membership of Codecademy, along with Object Oriented Programming. The pro membership options provide access to all the courses and many other tools for learning online.	Q3 2023	Q4 2026	200 €	Have taken online courses on programming.
Improve research skills	Acquire knowledge and skills in numerical modelling (FDS) and coding (Python)	Attend the FDS online course organised by SFPE, CERFACS, and FM Global CFD Workshop	Q3 2023	Q4 2024	1500 €	Have attended a summer school on numerical modeling, published a paper in it and plan to publish more with numerical modeling.

Goal	Target	Action	Start date	End date	Cost	Implementation
Obtaining a PhD	Successfully complete studies.	Perform research reaching the requirements of the study programme, perform the experiments, and analyses and prepare his PhD Thesis.	Q3 2023	Until Q3 2027	700 € / year	Currently on schedule.

Table 12. Martin's progress towards achieving his goals

Goal	Target - Activity Type	Short description of current situation (2023)	Short description of short-term goal (2 years - 2025)	Description of the progress towards achieving set goals (2025)
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	SICRIS profile is created and former research papers are uploaded.	Learn how scores are calculated to be able to work in a way to improve them	100% Have created profile and uploaded previous papers, along with new papers when published.
	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.		100% Obtained a project where I am the leader.
Improve scientific impact	Open-access publications	Have published paper(s) with open-access, with more publications coming in the future.	Perform research and obtain the data needed for the publications	100% Published a paper with open-access, and will continue to do so.
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.	Try to attend at least 1 conference yearly.	100% Have attended at least 1 conference per year so far.
	Extend network	Actively trying to meet more people at events or reach out to experts in the field.	Get to know the important organisations and the people appointed there in the fire safety field.	100% Have extended network significantly by attending conferences, summer schools and symposiums.
	Publish peer-reviewed articles as first author or co-author.	Publications are continuously being published with results from the PhD.	Perform research and obtain the data needed for the publications	100% Have published 1 first-author publication so far, with more in the pipeline.
Demonstrate research independence	Project writing skills	Currently I have limited experience with project writing.	Read through the rules and guidelines for project writing.	100% Have attended workshops about project writing, and have obtained a project myself.
Improve project leading skills	Apply to national and international project proposals as a PI or WP leader	Currently I have limited experience with project writing.	Read through the rules and guidelines for project writing.	100% Have obtained an international project.
	Get familiar with financial rules and reporting	Currently I have very limited experience with project reportings.	Learn about financial rules and reporting.	40% Have learned the fundamentals, with

Goal	Target - Activity Type	Short description of current situation (2023)	Short description of short-term goal (2 years - 2025)	Description of the progress towards achieving set goals (2025)
				limited personal application yet.
	Active member of research teams (monthly meetings)	Attend research seminars, both local or international webinars on a monthly basis.	Actively look for webinars within research area.	100% Regularly attending relevant webinars
Improve research criticism	Reviewer for peer-reviewed journals and conferences	Currently I have limited experience with reviewing scientific papers.	Get accustomed to the reviews for my article proposals and learn how they are performed.	100% Have peer reviewed conference papers.
Improve management 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	100% Have significantly expanded my network at summer schools, conferences and symposiums.
Improve communication (networking) and presentation skills	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 connections in the field	100% I am in contact with several universities and research institutions, with plans of collaborating.
Impact local FSE community and education	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	100% In contact with industrial partners for collaborating on research.
Build strong industrial and academic collaborations	Gain new knowledge on improvement of organisational culture	Working on expanding my knowledge of organisational culture.		30% Limited knowledge of organisational culture and structure
Improve general programming knowledge and expertise	Attend courses that focus on fundamental knowledge of programming, to gain experience with good practice and efficient coding.	I currently have no formal experience with coding.	Successfully complete course(s) that focuses on gaining fundamental knowledge of programming.	100% Have taken online courses on programming.
Increase education level	Obtain a PhD	Currently enrolled at Ghent University.	Perform the necessary literature review, design experiments and perform them to be able to prepare my thesis	35% PhD research is on schedule.

3.1.8 Research assistant – Kirils Simakovs

Based on his achievements over the past year, Kirils aims to continue to participate in daily activities and gain practical experience and theoretical knowledge. Over the past year, he has significantly enhanced his expertise in data analysis and project management while acquiring new skills in material fire testing methods. He participated in writing articles and scientific

papers. Kirils has also honed his mentoring and coaching abilities by working with interns, demonstrating his ability to guide and develop others effectively.

He participated in a few exhibitions and gave a talk to an audience engaged in fire science. Due to positive feedback, he would like to continue practicing his public speaking and presentation skills which will help to disseminate and popularise the FRISSBE project.

Ability and competence in managing a commercial project, demonstrates his strategic thinking skills. His problem solving and decision-making skills in the laboratory, fire safety knowledge, and ability to work in the team will strengthen his position in the FRISSBE project and fire safety community and help him to become more efficient, confident, and competent.

Kirils's diligence, perseverance, and purposefulness, paired with his strong listening skills, provide a solid foundation for achieving his future goals with the support of his highly experienced and well-educated team members.

His ability to prioritize tasks, and his willingness to achieve established goals, demonstrate his reliability and responsibility and proof his leadership position in the team.

His field of interest is relatively wide and offers great opportunities to become a competitive person in the field of fire safety. He has a great potential in quality control management, leading of a small group of people, and displays outstanding laboratory skills and competencies.

In his opinion, as a result of his experience and knowledge will be a leading position in project management related to research or construction field, ensuring that high standard are achieved through hard work of responsible of goal driven members of the team, and he can be a key of success of established projects.

Finally, Kirils continues to expand his proficiency in AutoCAD and SketchUp design software, recognizing their importance in the daily work of the FRISSBE project. This ongoing development reflects his commitment to the team's success.

Table 13. Kirils' foreseen and potential capacity building activities for the next 24 months

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve public speaking	Improve performance when publicly reporting results	Attendance at an internally and externally organized workshop on public speaking, participate in weekly meetings and be a part of a support team at local conferences	February 2025	July 2026	Free	Participated as a speaker in Baltic Fire Forum in Latvia (October 2024)
Improve management and reporting skills	Be technical support of projects and help with report preparation	Be involved in the activities of different projects (participate in meetings and contribute to the writing of the test reports and papers).	February 2025	July 2026	Free	Responsible for draft report preparation for commercial projects. Managing and coordinating most of PV related tests for commercial clients
Improve oral communication	To efficiently communicate and deliver his point of view	Participate in meetings, project discussions, workshops, and result dissemination. Prepare	February 2025	July 2026	Free	Delivering results to the team. Participation in weekly/monthly meetings. Involvement in daily

Goal	Target	Action	Start date	End date	Cost	Implementation
		presentations related to current tasks.				activities between the laboratories.
Improve planning skills	Learn how to plan more detailed project plans	Use any paid or free resources (LinkedIn, Udemy, Coursiera, etc.), as well as consult with more experienced team members to acquire the necessary knowledge	February 2025	July 2026	Free	Planning most of the projects ahead. Preparation of detailed plans with description of tasks that can be easily used by colleagues. Most of the educational information was taken from the LinkedIn
To design and edit models in AutoCAD	To gain basic skills	Use any paid or free resources to acquire the necessary knowledge	February 2025	July 2026	300 €	I am using a free course available online to learn AutoCad software. Now I am familiar with some basic functions.
Improve drawing skills in SketchUp	Prepare templates for project purposes	Use free time to learn new tools that make work easier. Continue to collect databases of necessary templates for increasing the quality of performed tasks and decreasing the time that will be spent on them. It may be necessary to purchase material textures.	February 2025	July 2026	400 €	Due to tight schedule not possible to learn new functions of SketchUp. I improved the approach for drawing models and created a stock of templates that can be used for our commercial projects.
Review the literature related to current tasks	Reading at least 3 research papers per month	Follow popular researchers and look for new publications	February 2025	July 2025	Free	Not able to read papers related to my current tasks according to the plan. Current status – 1 paper per month.
Develop the idea for PhD	Prepare the PhD matrix	Discuss the problems related to fire safety of existing flat roofs and PV panels installed on them Develop the plan Review the literature (standards, approaches) Discuss and improve the matrix of proposed PhD thesis	April 2025	August 2025	Free	The topic of potential PhD thesis was discussed. Plan of tasks is under discussion. The documents for application were submitted.
Improve mentoring / coaching knowledge	Read at least 2 books about coaching	Based on the advice of the ERA chair holder, read literature related to the coaching and mentoring	September 2024	September 2025	Free	1 book was read. Book related to psychology of people and how to approach them to do delegated tasks faster.

Table 14. Kirils' 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 (2025)
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	SICRIS profile was created. All necessary fields were updated	Update profile every 6 months. By consulting with more experienced users, improve impact.	Due to the long process of paper publishing, there was no update of this goal.
Improve scientific impact	Help with publication writing	Many different tests were completed last year.	Obtain the data needed for the publications. Write parts	25%. Participated in scientific paper writing.

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 (2025)
		Results were analysed and research paper prepared by team members.	of the research papers that are related to my current work. Write parts of the research papers on the topics I would like to be involved in the future.	Papers now are under review.
Improve research reputation and visibility at the international level	Extend network	I met new researchers, interns during their visit at FRISSBE and client in the exhibitions and conferences.	Build new contacts with researchers from other institutions, fields, and gain business contacts with people from building material manufacturing field	At this moment we have collaboration with several companies that focus on manufacturing of insulation materials and other types of building materials.
Improve project-leading and management skills	Project management skills	Currently, I have gained experience in managing projects related to PV testing and façade testing. At the same time, I was leading minor projects of interns.	Read 3 books and guidelines about project management	30%. Currently I am a project manager for 1 commercial project. I am planning and scheduling 2 additional projects.
	Improve result reporting skills	In last 1.5 year I improved my experience in writing reports due to commercial projects	Prepare templates for different types of tests, to increase the speed of project delivery Learn while preparing the reports, and reading through available and approved reports	30%. A template for standard type of reports was created. It will be improved and few additional on its basis will be prepared withing year 2025.
Improve communication and presentation skills	Communication, delivery of opinion, plan explanation	At the current moment (1.7 years employed by ZAG) I increased my communication and presentation skills.	Communication with people about the projects, dissemination events, and reading literature relating to oratory art. Attend courses related to communication and result presentation	20%. Attended 3 online seminars (LinkedIn) related to communication and leadership. 1 presentation was prepared for our team to encourage them increase the quality of performed tasks.
Increase education level	Fluent/free communication on scientific language related to fire safety and construction	I can freely communicate on the topics related to Photovoltaic, specimen design and some other tests. I am in the process of increasing amount of knowledge about façade testing.	Be a part of the team and participate in projects to relevant topics. Obtain information about the interested topic from research papers.	50%. At least 3 topics related to fire safety were discussed withing the team and with 2 Interns. 1 idea for scientific paper was discussed and gathering of information started.

3.1.9 Market research Analyst – Jonay Brito García

Jonay joined the FRISSBE project in March 2024, later than most team members, and has since taken on a multifaceted role spanning scientific dissemination, event management, laboratory work, and media production. His primary focus is on bridging fire safety research with public outreach and operational support in experimental activities. Over the past year, he has actively contributed to laboratory testing, documentation, and the promotion of research findings, aligning his work with the project's strategic objectives.

Jonay aims to enhance his management and reporting skills, particularly in research outputs for dissemination and internal documentation. He is developing his event planning and organization skills, assisting in the coordination meetings of workshops, conferences, and promotional activities for FRISSBE. As part of the team's dissemination efforts, he is working towards improving his oral communication and negotiation abilities, ensuring that fire safety research is communicated effectively to stakeholders and general public.

A key aspect of his development is mastering Microsoft software, with a strong focus on Excel, to optimize data management and reporting processes. Additionally, he seeks to enhance his drawing skills in SketchUp, facilitating clearer visual representations of laboratory setups and research experiments. Within the laboratory, he is continuously refining his practical skills in fire testing and equipment operation, assisting in assembling, executing, and documenting experiments.

Beyond technical skills, Jonay is dedicated to bringing fire safety research closer to media and public engagement, contributing to FRISSBE's presence on social media and other platforms. He is also exploring Intellectual Property Rights (IPR) to support the strategic positioning of research outputs. Through these efforts, Jonay is strengthening his capacity to support FRISSBE's long-term impact in fire safety and sustainable construction.

Table 15. Jonay's foreseen and potential capacity building activities for the next 24 months

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve reporting skills	Be technical support of projects and help with report preparation	Be involved in the activities of different projects (participating in meetings and contribute to the writing of the test reports <u>and papers</u>)	01/02/25	31/12/26	500€	Participated in project meetings, contributed to test reports, and assisted in writing research papers
Improve written and oral communication	To efficiently communicate and deliver his point of view	Participate in meetings, project discussions, workshops, and result dissemination. <u>Prepare and deliver presentations related to current tasks.</u>	01/02/25	31/12/26	1K€	Engaged in discussions, delivered presentations, and participated in workshops and dissemination activities.
Improve planning skills	Learn how to plan more detailed project plans	Use any paid or free resources (<u>LinkedIn, Udemy, Coursiera, etc.</u>), as well as consult with more experienced team members to acquire the necessary knowledge	01/02/25	31/12/26	500€	Used online resources and consulted experienced colleagues to enhance project planning capabilities.
Improve drawing skills in SketchUp	Prepare templates for project purposes	learning new tools that make work easier. <u>Continue to collect database of necessary templates for increasing the quality of performed tasks and decreasing the time that will be spent on them.</u> Prepare a list of necessary templates and models that can	01/02/25	31/12/26	400€	Revisited the software and started practicing basic modeling techniques.

Goal	Target	Action	Start date	End date	Cost	Implementation
		possibly be used in future presentation and dissemination purposes. It may be necessary to purchase material textures.				
Improve event organization and management	To run the event processes smoother	Performing practical work	01/02/25	31/12/26	500€	Assisted in coordinating logistics and managing event processes for various FRISSBE activities.
Reach advanced knowledge in Microsoft software, with emphasis on Excel	To process large PR data faster and more independently	Self-learning and attendance of seminars and workshops	01/02/25	31/12/26	500€	Practiced data analysis, formulas, and visualization tools to improve efficiency.
Improve negotiation skills	To gain the most out of different purchases, mostly for PR events	Attendance of seminars and workshops	01/02/25	31/12/26	300€	Gained experience through professional discussions and project-related coordination.
Learn how to bring construction science closer to media promotion	To easily find the right PR solution for specific promotion activity and to promote knowledge at ZAG for the wider social benefit	Online research, networking, performing practical work and possible attendance at seminars / a popular science lectures / round tables	01/02/25	31/12/26	200€	Supported social media content creation and research dissemination strategies.
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	01/02/25	31/12/26	2K€	Attended internal workshops on Intellectual Property and discussed practical applications with experts.

Table 16. Jonay's progress towards achieving his goals

Goal	Target-Activity	Short description of starting situation (2024)	Short description of short-term goal (2 years - 2026)	Description of the progress towards achieving set goals (2025)
Science and Industry Integration	Improve result reporting skills	Light experience writing reports	Prepare templates for different types of tests, to increase the speed of project delivery Learn while preparing the reports, and reading through available and approved reports	40 %
	Adjust promotion activities to science and construction	Poor experience in promoting science, although there's much potential.	Deepen knowledge about FRISSBE's activities, employees and their connections. Stay in touch with the happening (inside and outside of FRISSBE) to gather ideas and materials for new promotion opportunities.	50 %
Communication and Management Competence	Improve communication and presentation skills	At the moment I increased my	Communication with people about the projects, dissemination events, and reading literature relating to oratory art.	45 %

Goal	Target-Activity	Short description of starting situation (2024)	Short description of short-term goal (2 years - 2026)	Description of the progress towards achieving set goals (2025)
Skill Development and Technical Proficiency		communication and presentation skills.	Attend courses related to communication and result presentation	
	Improve event organization and management	Some knowledge and some experience on event organization.	Improve organization and management skills, especially in managing the process and delegating tasks. Upgrade general timelines and important data lists.	55 %
	Improve negotiation skills.	Some experience selling online ornamental plants	Gain foundational negotiation techniques through formal training and apply them in collaborative tasks at FRISSBE to achieve mutually beneficial outcomes.	30 %
	Improve planning skills.	basic knowledge of how to plan detailed project plans	Learn advanced project planning techniques, including task prioritization and resource allocation. Apply these skills to detailed FRISSBE project plans, ensuring timely and efficient execution.	50 %
	Improve drawing skills in SketchUp	I used the first version of this software, I didn't use it anymore.	Familiarize with the latest SketchUp tools and complete simple projects, focusing on precision and efficiency in creating 3D models for fire safety research.	20 %
	Advance knowledge in Microsoft software, with emphasis on Excel	knowledge of Microsoft software	Upgrade knowledge of most Microsoft software required, especially Excel	60 %
	Improve IPR	I've acquired basic knowledge	Attend IPR workshops to develop intermediate knowledge and ensure proper protection of FRISSBE research outputs. Collaborate with legal advisors to review intellectual property issues.	25 %

3.1.10 Post-doc researcher – Andrea Jurov

Andrea joined the FRISSBE Team in January 2025. CBP was created in the first month and the implementation has started.

Andrea's goals in the next few years are to develop her research skills in fire dynamics and fire safety, gaining both practical experience and theoretical knowledge in these fields. Her primary focus is on research, as she aims to acquire every piece of knowledge that can help her accomplish this. She is committed to improving her technical and scientific writing, with a focus on writing research papers and technical reports. Additionally, she would like to gain experience in science communication and the popularisation of research, making complex scientific topics more accessible to a wider audience.

To enhance her contributions to the FRISSBE project, she plans to learn Python for data analysis and automation and gain proficiency in AutoCAD or SketchUp for technical drawings, building on her previous experience with vector programs like Inkscape. She also seeks to

improve her oral communication skills, recognising their importance in effectively conveying research findings.

In the long term, Andrea aspires to take on a mentoring role, guiding students and junior researchers. She believes that broadening her knowledge in these areas, along with gaining experience in event organisation and project management, will ensure the successful coordination of research activities and serve as a logical next step in her career.

Table 17. Andrea's foreseen and potential capacity building activities for the next 24 months

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve public speaking and oral communication	Enhance presentation skills and communicate effectively at meetings	Actively participate in project discussions and prepare presentations; participate in weekly meetings and be a part of a support team at local conferences	February 2025	July 2026	Free	Andrea started in January 2025. The results will be visible in a few months.
Improve research skills	Gain knowledge in fire dynamics and fire safety	Engage in literature reviews, attend relevant training, and participate in discussions on research topics. Attend summer school/workshop on fundamentals in fire research	February 2025	July 2026		
Improve writing skills	Develop technical and enhance scientific writing	Write technical reports and scientific papers; seek feedback from colleagues	February 2025	July 2026	Free	
Learn Python	Improve data analysis and automation	Complete online courses in Python and practice coding through project tasks	February 2025	July 2026	Free	
Gain proficiency in design tools	Acquire basic design skills and develop templates for project use	Utilize online resources to learn AutoCAD and SketchUp. Seek guidance from colleagues proficient in those tools	February 2025	July 2026	Free	
Improve mentoring skills	To acquire knowledge and strategies to become a good mentor and supervisor for students and young researchers	Get experience in mentoring during summer internships and student research visits	June 2025	December 2026	Free	
Improve event organisation skills	Gain experience in planning and executing events	Assist in organising workshops and conferences, taking on logistical roles and responsibilities.	September 2025	December 2026	Free	

Table 18. Andrea's progress towards achieving her goals

Goal	Target - Activity Type	Short description of current situation (2025)	Short description of short-term goal (2 years - 2027)	Description of the progress towards achieving set goals (2025)
Improve public speaking and oral communication	Enhance presentation skills and communicate effectively at meetings	Occasionally present at meetings but with room for improvement	Actively participate in project discussions and prepare presentations; attend local conferences as a support team	Andrea started in January 2025. The results will be visible in a few months.
Improve research skills	Gain knowledge in fire dynamics and fire safety	Just starting to learn fire dynamics and fire safety	Engage in literature reviews, attend training, and participate in discussions; attend summer school/workshop	
Improve writing skills	Develop technical and enhance scientific writing	Experience in writing but room for improvement in clarity and impact	Write technical reports and scientific papers; seek feedback from colleagues	
Learn Python	Improve data analysis and automation	Limited experience with Python for data analysis	Complete online courses and practice coding through project tasks	
Gain proficiency in design tools	Acquire basic design skills and develop templates for project use	Limited experience with AutoCAD and SketchUp	Learn AutoCAD and SketchUp using online resources and colleague guidance	
Improve mentoring skills	Acquire knowledge and strategies to become a good mentor and supervisor	No direct mentoring experience yet	Gain experience by mentoring students during summer internships and research visits	
Improve event organisation skills	Gain experience in planning and executing events	Some experience assisting in event organization	Take logistical roles in workshops and conferences	

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 relocated to another department at ZAG in January 2025 and is not part of the broader FRISSBE Team at the time of the submission of this deliverable. His CBP has been deleted from the deliverable.

3.2.2 Nataša Knez

Nataša's career goals until Spring 2025 are lying within improvement of existing knowledge and skills. She is building upon 23 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 the importance of fire research as well as exchange best research practices with the world's top-level organizations and researchers. She also wants systemically to increase publishing rate by involvement in various ZAG research groups. In the background field she wants to become an important member of the fire research community and acquire knowledge on façade fire scenarios.

Table 19. Status of Nataša's capacity building activities as in February 2025

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 2025	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 ongoing 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 2025	2000 €	Yes, 5 scientific publications since 10/ 2022, some in the 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 2025	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 2025	n/a	Not yet started.

Table 20. Nataša's progress towards achieving her goals

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
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 several projects, full load	Maintain involvement	Involved in MEZerOE and Green-Loop, 70%
Improve scientific impact	Peer-reviewed publications (## per year)	2/year	3/year	5 until end of 2024, 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, ZAG and EGOLF workshops)
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
	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	Discussions on 1 PhD, 1 MSc, 1 Dipl student co-mentoring (50%)
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	Attending 4 workshops per year (100%)
	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

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
	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	Several contacts per event (50%)
	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	Presentations of laboratory in English (20%)
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 paid 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. Starting February 2025 Urška took the role of Head of Fire Laboratory and fire engineering department.

Table 21. Status of Urška's capacity building activities as in February 2025:

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	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.

Goal	Target	Action	Start date	End date	Cost	Implementation
	international projects (PI or WP leader)					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. In July 2024 Urška became editor in chief of magazine Požar. No costs were made. (80%)
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. In 2023 and 2024 Urška prepared multiple professional articles for columns From the Fire laboratory and Historic fires for magazine Požar. No costs were made. (80%)
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. Urška attended 1 national and 3 international conferences and is still involved in paper writing activities. (80%).
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 days at ZAG, Attending Leaders Academy in February 2024
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	Attending seminar in Efficient presentations and public speaking in 2024.

Table 22. Urška's progress towards achieving her goals:

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	SICRIS profile set up, score 141 points	Increase SICRIS points by 50.	Decrease of SICRIS points by 50% in February 2025 for the last 5 years. (-50%)
	Obtain evidence of research mentoring	No mentoring at this point.	No mentoring at this point.	No activities.

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
	Obtain evidence of participation in national and international projects (PI or WP leader)	No experience in participation as WP or PI leader.	WP led 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 publications. (0%)
	Write professional articles	Published 1 paper as open access.	The published papers being open access.	Multiple professional articles were published in magazine Požar. (100%)
	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. Multiple professional articles were written in 2023 and 2024 for magazine Požar (100%)
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.	Participation in 1 national and 3 international conferences. (100%)
	Organize conferences, workshops, summer schools	No experience.	Organizing one conference or workshop.	Part of local organizing committee for ESFSS 2025. (50%)
	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 project meetings, attending conferences in Slovenia, Portugal, China. (100%)
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.

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
	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.
	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.	Application to ARIS call with a Croatian partners (2023). (50%)
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. Participating in a project application in January 2025 (SHAPEuCITY). (100%)
	Apply to national and international project proposals as a PI or WP leader	No experience.	Apply for a project as WP leader.	Application to ARIS call with a Croatian partners (2023), taking the role of project leader (100%)
	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.	Involved in financial reporting for HORIZON 2020 project. (20%)
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.

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
Improve research criticism	Active member of research teams (monthly meetings)	Part of a Fire Lab researcher team.	Actively involved in a research team.	Involved in infrastructural and programme group (100%)
	Reviewer for peer-reviewed journals and conferences	No experience.	No interest.	Peer-review of scientific article for magazine Gradbenik. (100%)
	Attend conferences, workshops, summer schools	Actively participated in 7 international and home conferences.	Participate in 2 conferences per year.	Participation in 1 national and 3 international conferences. (100%)
	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.
	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 project meetings, attending conferences in Slovenia, Portugal, China. (100%)
	Present at conferences, workshops, summer schools (invited talks)	Actively participated in 7 international and home conferences.	Participate in 2 conferences per year.	Participation in 1 national and 3 international conferences. (100%)
	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.	Attending seminar in Efficient presentations and public speaking in 2024. (100%)
	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.	Involvement in SRIP PSiDL event, joint research project application with UL FGG. (100%)
	Lecturer or guest lecturer in local FSE courses	No experience.	Lecturing at local events.	No activities.

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
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.	Involvement in SRIP PSiDL event, participation in Safety and Prevention 2024 event. (100%)
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. (20%)
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. Offering help when needed.	Welcoming all our co-workers and including them in the social life. Offering help when needed.	Ongoing activity. (30%)
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.	Involved in project proposal writing in 2025 (SHAPEuCITY). (30%)
Project support and audits	Project auditing	No experience.	No interest.	No activities.
PR advancement	Improve knowledge on social media and paid 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.	Part of ESFSS 2025 local organizing committee.
	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.

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
	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.	SZPV, magazine Požar. (50%)

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.

Table 23. Status of Matija's capacity building activities as in February 2025

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	4 professional articles as co-author are published with more planned. 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	One internal project as prime investigator complete, another started. Several textbooks obtained and read,
Improve project writing skills	Obtain new knowledge and training	Internal transfer of knowledge from senior researchers, Submit applications to national and international	10 2022	03 2024	n/a	Submitted national project, more submission planned.

Goal	Target	Action	Start date	End date	Cost	Implementation
		projects and actions and improve on the feedback				
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 workshops, seminars, Horizon project meetings.

Table 24. Matija's progress towards achieving his goals

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
Increase Slovenian researcher level	Obtain SICRIS profile and increase score	112 lifetime points, h-index 4	250 lifetime points, h-index 5	h-index 5 achieved
	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
Improve scientific impact	Peer-reviewed publications (## per year)	7 published publications	Publish 2 publications yearly	Several submissions planned 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%: 4 professional publications published since 2022
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	Helped with organization of international events on ZAG.
Improve project leading skills	Project writing skills		Attend at least one educational event per year	Attended ZAG-organized events on project writing.
	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

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
Improve management skills	Manage research projects (project administration, financial budgeting, resources, and time management)	Weak	Become leader of one internal research project	100%, Led an internal project in 2023 and starting new in 2025
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	Several 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 meetings with research and industrial partners.

3.2.5 Nika Stopar

Nika Stopar is a researcher within the Fire laboratory and fire engineering department. She is at the beginning of her professional career and would like to build her research skills by deepening theoretical knowledge on heat transfer to be able to profoundly understand the physical phenomena occurring during and after a fire event. Moreover, her interest lies in understanding measuring systems, testing and data acquisition, therefore improving numerical simulation modelling and programming knowledge is of the essence. Being drawn to academia too, she wants to improve written and verbal communication skills, listening, note-taking, reasoning, technical literacy, attention to detail and data analysis. The mentioned goals are to be achieved during her pursuit of a PhD.

Table 25. Nika's foreseen and potential capacity building activities for the next 24 months

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve technical skills	Be actively involved in testing in laboratory	Study standards, prepare testing plans	02 2025	08 2026	/	In 2024 Nika attended a weeklong EGOLF course on testing methods for protection of concrete and steel members. (10%)
Improve research skills	Be actively involved in post-processing	Work on data analysis and report preparation	02 2025	08 2026	/	In 2024 Nika did some data analyses on results from fire resistance testing (5%)
Improve scientific impact	Peer-reviewed open published publications	Publish 2 articles	02 2025	08 2026	2500€/paper (est.)	No activities yet. (0%)

Improve knowledge in numerical simulation	Attend conferences/seminars/workshops	Find and finish online lectures/course on heat transfer modelling	02 2025	08 2026	500€ (est.)	In 2023 Nika finished an online course "Abaqus scripting with Python". (50%)
To obtain a PhD	Complete study in the PhD program	Conduct research, analyze and present data, write and defend thesis	02 2025	08 2026	n/a	In progress. (30%)

Table 26. Nika's progress towards achieving her goals

Goal	Target - Activity Type	Short description of base situation (2023)	Short description of short-term goal (2 years)	Description of the progress towards achieving set goals (2025)
Increase Slovenian researcher level	Increase SICRIS score	SICRIS profile set up	Obtain the first points.	No activities. (0%)
Improve scientific impact	Open-access publications	No publications yet.	Publish 1 publication per year.	No activities. (0%)
	Write professional articles	Published 1 professional article.	Write 2 articles.	No activities. (%)
	Become member of standardization committees (e.g., ISO or Eurocode)	Not a member.	Gather knowledge.	Gathering knowledge and information mainly through involvement in system quality and certification processes. (10%)
Improve research reputation and visibility at international level	Participate in conferences, workshops, summer schools	No experience.	Actively participate in a conference.	No activities. (0%)
Improve research skills	Numerical structural modelling	Experience in numerical structural fire modelling (UL FGG).	Learn COMSOL for structure fire analysis (ZAG).	Nika did some self-learning of modelling in COMSOL. (10%)
	Coding skills (e.g., Python)	MatLab.	Improve knowledge.	Learned basics of Python programming for virtual hybrid simulations to be used in PhD studies. (20%)
	Publish peer-reviewed articles as first and last author, and as sole author	No experience.	Publish 1 article per year as first author.	No activities yet. (0%)
Improve project leading skills	Apply to national and international project proposals as a PI or WP leader	No experience.	Gather knowledge.	Nika attended internal workshops regarding project proposals and writing. (10%)

	Get familiar with financial rules and reporting	Limited knowledge.	Getting familiar with basic financial rules and reporting.	Ongoing process. (5%)
Improve research criticism	Attend conferences, workshops, summer schools	No experience.	Actively participate in a conference.	No activities yet. (0%)
	Networking at conferences, workshops, summer schools	Growing my network through conferences and project meetings.	Growing my network through conferences and project meetings.	No activities yet. (0%)
Improve communication (networking) and presentation skills	Present at conferences, workshops, summer schools (invited talks)	No experience.	Present at a conference.	Not yet presented. (0%)
	Professional English course	IELTS academic test	Improving my knowledge.	Constant exposure to English language studies (articles, literature) and personal relationships. (20%)
	Professional and personal communication training	No experience.	Attending trainings.	No training has been attended yet. (0%)
Improve other transferable skills	Training on public speaking and presentation	Limited knowledge.	Improve public speaking and presenting.	As part of a team selected to perform at TEDxUniversityofLjubljana UL Nika underwent some training in public speaking. Lastly, she couldn't perform, but the training was completed in 80%. (20%)
Build strong industrial and academic collaborations	Visit and engage with local researchers, universities, and research centres	Limited experience.	Limited experience.	Ongoing process through the line of work. (5%)
Increase education level	Obtain a PhD	Enrolled in a PhD program (UL FGG)	Pursue PhD	Ongoing process. (30%)

3.3 ZAG Support Services

Implementation of individuals' capacity building programme in the Administrative Sector of ZAG is monitored by the Head of the 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 three years at ZAG, constant professional development was set as one of her priorities besides her regular administrative work in the HR service. She evolved into an HR manager. Her primary professional goals are to deepen and expand her knowledge in the field of human resources management and in the employment of foreigners and related procedures. To achieve them, she is studying the rules, and internal procedures at ZAG and working in public administration. She attended several externally organized workshops and upgraded the acquired knowledge with practical work.

She has an 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 the future Pantheon software customer support will be included as a mentor in this activity.

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

Early in 2023, ZAG formed a Committee for gender equality 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 detail. 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.

She still plans some capacity-building activities to support her development in the next two years (Table 27). In general, she is progressing very well towards achieving her unchanged goals (Table 28).

Table 27. Status of Kika's capacity building activities as in February 2025

Goal	Target	Action	Start date	End date	Cost	Implementation
better knowledge of the employment of foreigners	to improve HR knowledge	Various workshops, seminar	04 2025	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); Employment of foreigners - innovations and simplification of procedures (webinar, 30.3.2024); Employment of foreigners (webinar 4.4.2024); Expert consultation on employment and work of foreigners (7.6.2024, Employment agency); Employment and work of foreigners (29.2.2024 Employment agency); Employment of foreigners - innovations and problems in practice (29.8.2024, webinar); Effective recruitment in 2025 (webinar 5.2.2025)
better knowledge of salary system reform	to improve HR knowledge	Various workshops, seminars, webinars	01 2025	12 2026	n/a	Termination of an employment contract - in practice (webinar 1.6.2024); Public sector wage system overhaul (webinar, 2.12.2024)
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 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); HR konferenca 2023 (Mojedelo, Mons, 21.9.2023); Creating a killer EVP EF, 4.10.2023); Winning strategies for successful recruitment: How to take advantage of modern trends? (ebinar, 3.4.2024)

Goal	Target	Action	Start date	End date	Cost	Implementation
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, Approach to the certificate HRS4R in December 2024
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, 2023 and 2024
improve communication skills	to improve communication with candidates and colleagues	Internal education seminars about communication, public speaking workshop	04 2022	12 2026	n/a	Practical work with candidates and colleagues
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
business English	to improve business communication	course	Spring 2024	Spring 2024	400 €	Practical work
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

Table 28. Kika's progress towards achieving her goals

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
Improve communication (networking) and presentation skills	Professional English course	current satisfactory knowledge	improve communication	70% - By using English daily, both in writing and speaking, my proficiency continues to improve. I have gained a strong understanding of HR terminology, and a significant portion of the documents I read are in English
	Professional and personal communication training	current satisfactory knowledge	improve communication	50% - 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	80% - Through participation in various webinars and seminars, as well as hands-on experience with real cases of employing foreigners, I have gained valuable insights. Given the anticipated legislative changes, I believe it will be essential to further expand my 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	50% - 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	50% - Gaining a deep understanding of the current organizational culture, with the goal of actively contributing to the development and implementation of improvement initiatives in the future.
	Improve understanding of cultural challenges to improve integration of foreign employees	satisfying	employ as many foreigners as possible	90% - Acquiring extensive 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 of assuring legally sound actions within diverse fields in ZAG, merely in the scope of real estate, labour, and contract law.

The main goals to advance her career are related to legal skills. Her CBP was not changed.

She improved her knowledge of processes for the employment of foreign workers from EU and non-EU countries. She is learning from other colleagues in HR, discussions with

Slovenian authorities regarding the most efficient solution, and self-studying. She has attended various courses regarding employment and salary issues in the public sector. She is progressing very well towards all of her goals as can be seen in Table 30 and she has a plan of activities for the following two years to support her efforts (Table 29).

Table 29. Status of Jana's capacity building activities as in February 2025

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. Significant amount of various cases within daily work contributes to improved legal knowledge. I have attended also several courses on salary reform in public sector. 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"). I have attended also several courses on employment of foreigners and issues connected to it. Daily work with foreigners from EU, non-EU and third countries significantly contributes to deeper knowledge I have in this field. Cost for now: 143 eur
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	Learning from past experience and	January 2022	n/a	n/a	Ongoing activity – knowledge improved already with self-training and practical daily cases. No cost for now.

Goal	Target	Action	Start date	End date	Cost	Implementation
	seminars, learning from other colleagues from other similar organizations	other colleagues				
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. I daily use English in oral and written communication and my legal terminology has significantly improved. 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.

Table 30. Jana's progress towards achieving her goals

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
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 60%
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 60%
	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 60%
HR upgrade	Knowledge on employment of foreign staff	Basic knowledge	Learning from past experience and	Self-studying (literature) and attending two courses ("Evaluating and rewarding employees", "Course on Personal Data

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
			from other colleagues	Protection Act" and "KoSRIS roundtable regarding employment issues in public sector"). The set goal is reached in 80% .
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 80%
	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 80%
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 80%
	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 80%
	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 60%

3.3.3 Project support expert – Marcel Rous

Marcel is working in the field of project support for more than seven 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 2023. He advanced by 95% 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 an expert and only adding some on-top expertise) and due to a large number of set goals.

Together with his line manager, we decided to abandon a goal to obtain a PhD as there are now several different employment options for so-called project management experts where PhD is not required.

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. Marcel's CBP was a bit extended with improving his mentoring skills for advancing his possibility to transfer knowledge to junior employees of the project support office at ZAG.

Implementation of his CBP and the progress toward achieving his goals are presented below in Tables 31 and 32.

Table 31. Status of Marcel's capacity building activities as in February 2025

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	Q4 2026	2000 €	Attendance on Project Management Training organized by FEHRL (16. – 23. september 2023)
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	Q4 2025	3000 € / event, (200 € / part.)	Attendance at project management workshop in December 2024: , Training for Horizon Europe project management and implementation. Attendance at other workshops organised by national contact points.
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	Q4 2024	500 €	Attendance at workshop regarding business protocol organised at ZAG on 10. October 2024
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	Q4 2026	750 €	Trainings on different funding mechanism and organised audit webinars such as EIT training on costs eligibility in HORIZON EUROPE provided by EY (31. July 2024).

Goal	Target	Action	Start date	End date	Cost	Implementation
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	Organized at ZAG	Training to develop mentor skills organized at ZAG 15. and 22. December. Mentoring new employees in the project support office
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	Q4 2024	n/a	Attended Dissemination and communication workshop at ZAG (23 rd January 2023)

Table 32. Marcel's progress towards achieving his goals

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
Improve project leading skills	Identify suitable funding opportunities	/	Search for possible project management related calls through ERASMUS or other calls	65% Search for suitable existing projects. Gained knowledge on new funding programs for example UCPM, CREATIVE EUROPE and EMPIR.
	Project writing skills	Basic skills	Improving of skills for being able to write proposal independently	35% 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	95% Practical work on H2020, HORIZON, EIT, LIFE, EMPIR and UCPM reporting and preparation of new kind of project budgets such as lump sum in HORIZON EUROPE
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	65% Participation in applications as administrative support. Acquired additional knowledge for supporting Interreg projects. Keeping up to date with new requirements
	Project management support	Supporting researchers in administrative and financial matters	Increasing knowledge of administrative and financial matters in line with financing authorities' requirements	90% Keeping up to date with new requirements. Gained additional knowledge through trainings and practical work
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	85% Networking with other project support offices during preparation of

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
				capacity building proposal, attending trainings, workshops. Cooperation with other project support offices through experience sharing
	Professional and personal communication training	Basic knowledge from study time	Improvement with attendance on workshops, practical work	45% Attendance at dissemination and communication workshop.
	Training on negotiation	Basic knowledge from study time	Improvement with attendance on workshops, practical work	75% practical work and attending a workshop
Improve other transferable skills	Training on business protocol	Basic knowledge from study time	Improvement with attendance on workshops, practical work	75% Attendance at workshop.
	Training on public speaking and presentation	Basic knowledge from study time	Improvement with attendance on workshops, practical work	35% Internal presentations for project management and project submission related topics such as presentation of suitable calls for ZAGs research departments
	Gain new knowledge on improvement of organisational culture	Basic knowledge	Learning from past experience and from other colleagues	35% Comparison of past practical experience from other organizations and involvement in ZAG internal processes
Acquisition of knowledge on organisation, culture and employee wellbeing	Improve understanding of cultural challenges to improve integration of foreign employees	Basic knowledge	Learning from past experience and from other colleagues	85% Learning from experience from projects that ZAG was coordinating and experience from working with diverse new employees at ZAG.
Project support and audits	Project auditing	Experience from LIFE, H2020 and EIT audits	Gain knowledge to independently check partner reports	80% Independent checking of LIFE and EIT partner reports. Checking of partner reports before submission.
PR advancement	Advance knowledge in Microsoft software, with emphasis on Excel	Already finished	Keeping up with updates	70% 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	0% Abandoned,

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 the preparation of a dissemination and communication plan for the FRISSBE project early in 2022 and later she was responsible for creating such a plan for the whole organization and for ZAG's communication and dissemination plan. In the recent year, she was working on ZAG's Crisis Communication Handbook together with external experts.

The tasks of a PR manager are quite diverse, there are many identified goals as seen below in the table. Tamara is still very active with her regular duties and is progressing well to reach her goals. She has attended several workshops and improved her knowledge and skills with self-learning and practical work. Still, she has a lot of planned activities in her CBP.

Her very important goal is obtaining a master's degree, the theme of which will strongly include the institution. Progressing towards it does not follow the plan, and currently, there is a delay. Tamara needs a lot of encouragement to be more active to gain this target, she estimated that she progressed towards it only by 9%. The goal of obtaining a master's degree is postponed to Q4 2025. She has a short-term plan of activities (Table 33) to lead her towards reaching her goals (Table 34).

Finally, all her gained knowledge is used in daily practice in the workplace and put to good use.

Table 33. Status of Tamara's capacity building activities as in February 2025:

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	Q1 2024	Q4 2025	1000 €	Research, prepared 2 possible topics and obtaining 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	Q1 2024	Q3 2025	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 by organizing ZAG's events, such as the 75 th anniversary, attending events in personal time, following broadcasts of big events (e.g. annual cultural awards, European Capital of Culture 2025). 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 2024	500 €	Completed through various lectures (Digital Media and Social Networks in October 2023, DigiExpert in November 2023, Social Networks and Communication Recommendations in February 2024) and regular work (collaboration with the technical-design team responsible for ZAG's website, consultations with the PR agency Propiar). No costs have been made.

Goal	Target	Action	Start date	End date	Cost	Implementation
Improve event organization and management	To run the event processes smoother	Performing practical work and possible attendance to workshops	Q2 2022	Q4 2025	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 2025	500 €	Started with small steps with my immediate co-worker, mentored a high school student from the program Media Technician for two weeks in February 2025. Planning to establish a short training program in order to prepare employees for public speaking.
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	Q2 2025	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	Q4 2025	300 €	Hasn't started yet.

Table 34. Tamara's progress towards achieving her goals

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
PR advancement	Improve knowledge on social media and paid 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.	65% Daily use of 4 social networks, each with its own unique principles and rules, has given me valuable knowledge about their distinct features and nuances. The success is visible mostly through increasing number of followers, reactions to posts, general praise and a small PR handbook for posting. Regarding paid advertisement, I have watched several tutorials, established the back-end platform and planning to (1) successfully post an ad on one of the networks and (2) get professional opinion of posts from PR agency Propiar.
	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.	75% Attended Dissemination and communication workshop at ZAG (23 rd January 2023). I'm am constantly learning on-the-

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
			Upgrade the arranging of timelines and lists of important data.	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.	100% Completed through trainings, regular work and consultations. I established a system for photo-naming (keywords), and a list of bilingual tags for the website. I am still regularly keeping up with (Google) trends,
	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	35% This is a constant learning process at my job, especially writing news on research and translating English phrases into Slovenian and vice-versa. I'm again learning on-the-fly and from the newly obtained book on spelling.
	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.	40% Attended a workshop in October 2022, although using Microsoft Excel on a regular weekly basis for extracting specific data (media appearances and social media posts) is very efficient. Some things regarding Microsoft programs are from time to time learnt with the help of co-workers. A more specific training on more complex features of Excell is still planned.
	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 materials for new promotion opportunities.	55% Attended several lectures and workshops, some with direct emphasis on the situation in Slovenia. I am learning as I go along, especially in one-on-one communication with different people from ZAG, which will be intensified in the future .

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
	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 ...	35% I'm keeping a list of 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 (previously mentioned short training program for employees). I ensure active involvement of ZAG's social media profiles in relation to other organizations (and some media).
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	9% Currently in progress of preparing a disposition for the degree, planning to finish by the end of the year.

3.3.5 Technology transfer expert – Mateja Košir

Mateja is in a mature phase of her research career but is still in an early phase as a technology transfer expert. She has been employed full-time as a TT expert at ZAG since July 2024, prior she was a half-time researcher and half-time TT expert. 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. By now she already reached some of her goals and she is progressing very well towards the majority of the others as seen in Table 36.

Specific objectives of her action plan are still 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 has not changed, she is planning several activities in the next two years that will help her achieve her goals (Table 34). The implementation of her CBP and the progress toward achieving her goals are presented below in Table 35.

Table 35. Status of Mateja's capacity building activities as in February 2025

Goal	Target	Action	Start date	End date	Cost	Implementation until February 2025
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	Q1 2024	Q4 2025	2000 €	The activity is in progress, articles are under preparation.
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 2024	Q4 2025	1500 €	In 2024 attendance at EIT RawMaterials Summit (14-17 May 2024), TBMCE conference (4-6 September 2024), 17 th ITTC (International technology transfer conference, 9.10.2025)
Improve project leading skills	Project writing skills.	Attending workshops on project proposal writing (internal, external)	Q1 2024	Q4 2025	250 €	Planning to attend on the first chance, In the meantime, self-improvement on best practices observed. Two successful proposal submissions approved in 2024.
Improve management skills	Project management and leadership	Attendance at workshop Leadership academy organized by CPOEF. Attending online courses for agile project management.	Q1 2024	Q1 2025	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).	Q1 2024	Q4 2024	400 €	Intensive collaboration with LUI, SPIRIT- regular RIS HUBs meetings and discussions on the Slovenian innovation ecosystem.
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	Q1 2024	Q4 2025	Free	Completed in February 2024 Basic training course in European patent law organised by University of Strasbourg. Attending online courses from EU IP training Helpdesk.

Table 36. Mateja's progress towards achieving her goals:

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
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	50% the current level of points is 56 and needs substantial effort in 2025 to reach the target 100 via publishing articles, etc...
	Obtain evidence of participation in national and international	Leading WPs in other projects related to secondary raw	Leading WPs in TTO-related projects (national Knowledge	100% (in progress) – TTO national project (KTO3), leading WP

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
	projects (PI or WP leader)	materials (4 projects currently)	transfer offices coordination project) and related to secondary raw materials	
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 from 17 th ITTC,
	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	100% 1 internal workshop and 1 external organized on IPR in year 2024. 8 planned for 2025
	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)	100% (3) – member of three organising committees in 2024, (TBMCE24, 17 th ITTC, WEEE-NET9 project workshops)
	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	100 % Joining network of 10 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	80% Participating in quarterly RIS HUBs meetings and incubator workshops 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	100% Attended project proposal writing with AI tools
	Apply to national and international project proposals as a PI or WP leader		1 - TTO project (national)	100 % Successful approval of KTT3 consortium, built from 9 partners.

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
	Get familiar with financial rules and reporting	Attending workshops on financials administration – planned for Dec. 2022	Attend workshops on newly implemented rules and protocols	80% Workshop attendance in December 2023, self
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	90% actively managing and participate in the project proposals (2 successful submissions in 2024 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	90% actively managing and participate in the project proposals (2 successful submissions in 2024 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	90% Co-organiser of 3 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	100% self-learning through short online courses
Improve other transferable skills	Training on negotiation	Low skill level on the approaches on negotiation		90% Attended in January 2025 course on negotiations
	Training on business protocol		Attending training on business protocol	70% 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		90% Attended in December 2023 course on public speaking, self-improvement through the best practices observed.

Goal	Target - Activity Type	Short description of starting situation (2022)	Short description of short-term goal (2 years - 2024)	Description of the progress towards achieving set goals (2025)
	Training on creativity	Collaborating with creative sector	Collaborating with creative sector – attending 1 workshop/yearly	80% 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)	60% Attended and competed in February 2024 Basic course on European patent law, planning to participate at the online workshops organised by ASTP.
PR advancement	Improve knowledge on social media and paid advertisement	Skilled in social media and paid advertisement		90% self-learning through short online courses
	Improve event organization and management	Skilled in organization of events		90% 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	90% 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 (February 2025) and shows the progress of 2.5 years of activities. The CBPs for new FRISSBE Team members are included.

The timing of the activity was aligned with the national requirement related to personnel development and annual staff conversations. 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 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 the 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 non-nationals 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. Each year they were involved in several project proposal submissions to ARIS 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 were very good with respect to contract research for industry in 2022 and have improved their research skills since then, and their plans still include mostly everything that is listed above. The ERA Chair holder is still 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 the 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 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).

Further 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, the plan is to hire a few new employees. ZAG engaged with several new people 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 18 individuals (CBPs were in fact prepared for 20 people but one resigned in 2024 and another one changed his position within ZAG early in 2025) presented in this report is already positively affecting the FRISSBE project through the partial achievement of the FRISSBE project already after 30 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 (ARIS, 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. 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.

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 o 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,	30.11.2022	In person

No.	Training title	Performer	Participants (only relevant for FRISSBE CBP)	Date	Means
			Andrea Lucherini, Ulises Rojas Alva, Nik Rus		
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	National rules on procurement of research equipment through ARIS financing	Petra Horvat	Andrea Lucherini, Matija Uršič	12. 1. 2023	In person
18	Workshop Communication, Dissemination and Exploitation	Virág Zsár	Tanara Želimorski, Ines Cilenti, Mateja Košir, Laetitia Marrot, Marcel Rous	23.01.2023	hybrid
19	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
21	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
22	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
23	Introduction to WAVE projects within ARIS calls	Petra Horvat	Andrea Lucherini,	3. 4 2023	In person
24	Project proposal writing workshop	prof. dr. Goran Stojanović and Dr Ellen Schenk	Marcel Rous, Andrea Lucherini, Martin Veit, Matija Uršič, Nik Rus, Ulises Rojas Alva, Urška Blumauer, Nika Stopar	28. – 29. 8. 2023	In person
25	Internal workshop on research career, funding, and publishing offered for young researchers	Jose Torero, Bart Merci, Grunde	Marcel Rous, Ulises Rojas Alva, Friderik Knez, Nataša Knez,	10.08.2023	In person

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		Jomaas and Andrea Lucherini	Matija Uršič, Nik Rus, Nika Stopar		
26	ZAG pricelist and internal rules on pricing for market activities	Urška Kropf	Friderik Knez, Urša Blumauer, Nataša Knez	05.09.2023	In person
27	ZAG internal portal	Matej Michelizza	Friderik Knez	16.10.2023	In person
28	Healthy way of life	Gibit d.o.o., Bojan Kristan	Kika Gimeplj, Jana Klemenčič Jelovčan	9.11.2023	In person
29	Public performance	CPOEF, Anja Križnik Tomažin, Nina Smole	Tamara Želimorski, Mateja Košir	10.11.2023 and 13.11.2023; 11.12.2023 and 13.12.2023	In person
30	Financial statements and BI software	Hasib Prošič	Friderik Knez	20.11.2023	In person
31	DigiExpert (digitalization)	Ministry of Digital Transformation	Tamara Želimorski	27., 28.11.2024	Online
32	Evaluation of employees – for leaders	Jana Klemenčič Jelovčan	Friderik Knez Grunde Jomaas	06.12.2023	In-person and Online
33	Evaluation of employees – for employees	Jana Klemenčič Jelovčan	Kika Gimpelj, Marcel Rous, Tamara Želimorski	20.12.2023	In-person and Online
34	Mentoring	Alenka Leskovšek, Jernej Jelenko	Marcel Rous, Kika Gimpelj, Tamara Želimorski, Urška Blumauer	5., 12., 15., 22.12.2023	In person
35	Artificial Intelligence	CPOEF, Luka Tomat, Peter Trkman	Kika Gimpelj, Jana Klemenčič Jelovčan, Nika Stopar	19.01.2024	In person
36	Public Relations	Propiar	Tamara Želimorski	23.01.2024	In person
37	Crisis communication	Propiar	Tamara Želimorski, Friderik Knez	30.01.2024	In person
38	The 8th international conference on the Applications of Structural Fire Engineering ASFE' 24	University of Guangxi	Urška Blumauer	25.2-27.2.2024	In person
39	Slovene Language	Languagesitter	Ulises Rojas Alva	Autumn 2022-ongoing	Online
			Laetitia Marrot	June 2024-ongoing	Online
			Grunde Jomaas, Andrea Lucherini	Autumn 2022-Spring 2023	Online

No.	Training title	Performer	Participants (only relevant for FRISSBE CBP)	Date	Means
		Jezikovna akademija	Martin Veit	February 2024 – June 2024	In Person
			Kirils Simakovs	February 2024 – ongoing	In Person
			Jonay Brito Garcia	March 2024 – June 2024	In Person
40	Advanced English course	Jezikovna akademija	Marcel Rous	Autumn 2023- April 2024	In Person
41	Project proposal writing – Communication and dissemination	UIRS and Motovila	Tamara Želimorski, Andrea Lucherini	06.02.2024	In person
42	CEIPI Basic Training course in European Patent Law - Ljubljana	Unversite de Strassbourg	Mateja Košir	Autumn 2023, Spring 2024	In person
43	Social Media	Propiar	Tamara Želimorski	14.02.2024	In person
44	Quality system workshop	Nataša Knez	Tinkara Kopar	15.3.2024	In person
45	Effective presentations	EPO	Tamara Želimorski, Andrea Lucherini, Wilson Ulises Rojas Alva, Urška Blumauer	25. in 26.3.2024	In person
46	Gender Equality in Science: Integrating and Evaluating the Gender Perspective in Research	Directorate for Science and Innovation	Kika Gimpelj	27.3.2024	In person
47	First aid for employees in work organizations	Red Cross Slovenia	Friderik Knez, Matija Uršič, Nika Stopar, Nataša Knez; Urška Blumauer	28.3.2024	In person
48	Challenges and Perspectives in Implementing Gender Equality Plans	ZRC SAZU	Kika Gimpelj	5.4.2024	In person
49	EGOLF TC1, TC2, TC4 general meeting	EGOLF	Nataša Knez	8.4-11.4.2024	In person
50	SIQ (EN ISO/IEC 17025)	Mag. Janez Bauer	Nataša Knez, Nika Stopar	16.4.2024	In person
51	Intergenerational Dialogue	School of Economics and Business, Darija Aleksić	Kika Gimpelj	17.4.2024	In person
52	International round table of the RENOINVEST project	Project Renoinvest	Nika Stopar	18.4.2024	In person
53	Career development	Urška Kropf, Petra Horvat, Kika Gimpelj	Tamara Želimorski	17.5.2024	In person

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54	EGOLF Harmonisation Course EN 13381-3	EGOLF	Nika Stopar	13.5-14.5.2024	In person
55	EGOLF Harmonisation Course EN 13381-4, -8	EGOLF	Nika Stopar	15.5-17.5.2024	In person
56	Career development (for leaders)	Urška Kropf, Petra Horvat, Kika Gimpelj	Aleš Jug	17.5.2024	In person
57	IP Helpdesk Webinar IP and Software	IP Helpdesk	Mateja Košir	17.5.2024	online
58	What's on the Horizon for Widening? Workshop on project administration ROAD3P	Institute for hydraulic research	Marcel Rous	21.5.2024	In person
59	European Defence Fund - Slovenian Information Day	SBRA, MORS	Marcel Rous	23.5.2024	In person
60	IP Helpdesk Webinar: Patent protection for EU Funding	IP Helpdesk	Mateja Košir	13.5.2024	online
61	Stress management workshop	Danijela Brečko	Urška Blumauer, Tamara Želimorski, Jana Klemenčič Jelovčan, Kika Gimpelj, Kirils Simakovs, Andrea Lucherini, Marcel Rous, Mateja Košir, Nataša Knez	14.5 and 28.5.2024	In person, on line
62	Forklift courses	Varn company	Nik Rus, Kirils Simakovs	15.5.2024	In person
63	How to prepare keynote lecture	Grunde Jomaas	Whole FRISSBE Team	16.5.2024	In person
64	Handling research data in accordance with FAIR principles	SPOZNAJ project	Matija Uršič	29.5.2024	On line
65	GeoNetwork platform for karst multidisciplinary (meta)data	SPOZNAJ project	Matija Uršič	30.5.2024	On line
66	Regional Event MKRR and SRIP PSiDL	MKRR, SRIP PSiDL	Urška Blumauer, Friderik Knez	11.6.2024	In person
67	Intellectual property	Mateja Košir	Andrea Lucherini, Wilson Ulises Rojas Alva, Laetitia Marrot, Kirils Simakovs, Nik Rus, Martin Veit, Grunde Jomaas	17.6.2024	In person
68	ERC Reading Room	dr. Andreja Umek Venturini / Science and Innovation Directorate	Andrea Lucherini	17.6.2024	On line
69	IP Helpdesk Webinar: Patent protection for EU funding beneficiaries – Green technologies	IP Helpdesk	Mateja Košir	19.6.2024	online

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70	The 13th international conference on the Structures in Fire SIF' 24	University of Coimbra	Urška Blumauer	19.6-21.6.2024	In person
71	Empowering Research through Open Access Publishing with Springer Nature	SPOZNAJ project	Matija Uršič	27.6.2024	On line
72	Personal Data Protection	Miroslav Ekart (DataInfo.si)	everyone	june 2024	Online
73	Consultation on Employment Law Changes for Foreign Workers	Employment Service of Slovenia	Kika Gimpelj	12.8.2024	In person
74	ERA TALENTS: Workshop for preparing project proposals	Ministry of Higher Education, Science and Innovation	Marcel Rous	28.8.2024	In person
75	Electronic laboratory journals	SPOZNAJ project	Matija Uršič	9.9.2024	On line
76	OpenAIRE Graph	SPOZNAJ project	Matija Uršič	3.10.2024	On line
77	Innovation Ecosystem at University of Colorado Boulder	Daniel Marshall, University Colorado Boulder	Urška Kropf, Mateja Košir	8.10.2024	In person
78	SIQ - SA audits, changes in the general system	Tinkara Kopar	Nataša Knez	11.10.2024	In person
79	B2R Event	Kristjan Zemljič	Marcel Rous, Nika Stopar	15.10.2024	In person
80	Mobbing at work	Danijela Brečko	Kika Gimpelj	17.-18.10.2024	In person
81	IP Helpdesk Webinar: Technology transfer	IP Helpdesk	Mateja Košir	19.10.2024	online
82	Business etiquette	Bojana Košnik Čuk	Marcel Rous, Tamara Želimorski, Kika Gimpelj, Jana Klemenčič Jelovčan	22.10.2024	In person
83	Safety and Prevention	The Slovenian Fire Protection Association	Urška Blumauer	23.-24.10.2024	In person
84	Open UP – Open Publishing in the Republic of Slovenia	SPOZNAJ project	Matija Uršič	24.10.2024	On line
85	From Labs to Life – Who Gives Science a Voice and How Do We Hear It?	Science on the Street (ZnC)	Tamara Želimorski	12.11.2024	In person
86	Basics of research data management for doctoral students and their mentors	SPOZNAJ project	Nika Stopar	13.5-14.5.2024	In person
87	Hey, What Do You Do? – How to Explain Complex Science Simply	Saša Novak, Renata Dacinger	Tamara Želimorski	18.11.2024	In person
88	Ethics and integrity	Darija Aleksić	Andrea Lucherini, Kika Gimpelj, Nika Stopar, Mitja Uršič	26.11.2024	In person /Online

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89	National Info Event - ROAD3P: Opportunities within the WIDERA 2023 - 2025	Institute for ethnic studies	Marcel Rous	26.11.2024	In person
90	Legal aspects of using generative AI solutions (safe AI usage)	Odvetništvo Novak d.o.o.	Marcel Rous, Kika Gimpelj, Jana Klemenčič Jelovčan	27.11.2024	In person
91	Online Conference on the Release of the Handbook of Business Challenges in the Wood Processing Industry	Fit media	Urška Blumauer	29.11.2024	In person
92	Public Sector Communicators' Day	Slovenian Public Relations Society (PRSS)	Tamara Želimorski	2.12.2024	In person
93	Workshop: Training for Horizon Europe Project Management and Implementation	Ratko Bojović PR EUTA consulting	Marcel Rous, whole FRISSBE Team	19.12.2024	In person
94	Sustainable business	Aleš Kranjc Kušlan Ekvilib Inštitut, T.O.P.S.	Jana Klemenčič Jelovčan, Marcel Rous	13.1.2025	In person
95	Become a successful negotiator	CPOEF, Boštjan Udovič	Mateja Košir, Marcel Rous	15.1.2025	In person