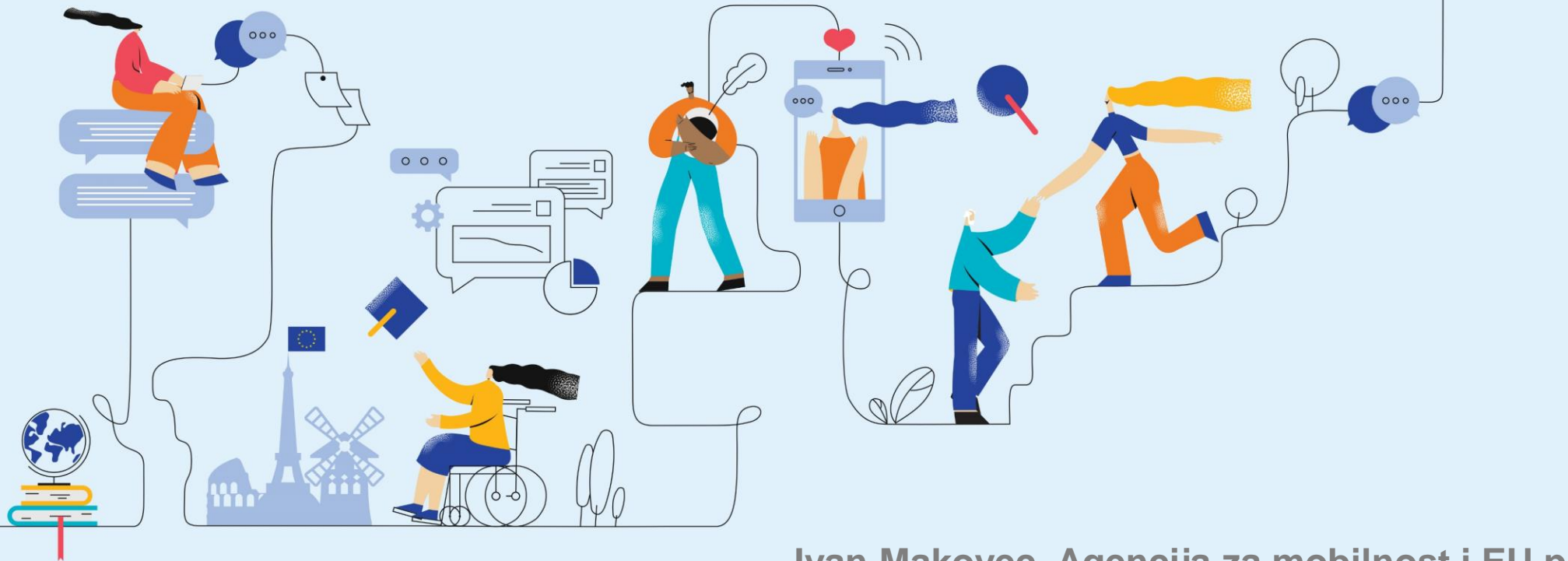


Plan razvoja karijere i EURAXESS alati

Mentorstvo u projektima MSCA Postdoktorskih stipendija
24. ožujka 2023.



Ivan Makovec, Agencija za mobilnost i EU programe

MSCA - Career Development Plan

- ✓ cilj CDP-a je osnažiti MSCA istraživača vještinama kako bi proširio svoje karijerne mogućnosti unutar i izvan akademskog sektora
- ✓ sastavljaju ga istraživač i mentor(i) te ga je potrebno predati Europskoj komisiji kao projektnu isporučevinu u prvih 6. mjeseci provedbe projekta (po potrebi nadopuniti tijekom provedbe)

MSCA - Career Development Plan

CDP treba sadržavati:

sažetak istraživačkog projekta (otprilike pola stranice teksta)

- ✓ istaknuti koja se glavna postignuća očekuju u projektu (isporučevine, miljojazi, publikacije, sudjelovanja na konferencijama, simpozijima, radionicama, ljetnim školama, upućivanja itd.)

dugoročne karijerne ciljeve (više od 5 godina)

kratkoročne karijerne ciljeve (do 2 godine)

- ✓ rezultati istraživanja
- ✓ istraživačke vještine i tehnike
- ✓ projektni menadžment
- ✓ komunikacijske vještine
- ✓ dodatni treninzi (prijenosne vještine)
- ✓ aktivnosti umrežavanja

Career Development Plan E-tool

MSCA Career Development Plan - obrazac

MSCA PERSONAL CAREER DEVELOPMENT PLAN TEMPLATE 2016

Career Development Plan-Year 1

(Draft)

Name of fellow:

Department:

Name of Supervisor:

Date:

BRIEF OVERVIEW OF RESEARCH PROJECT AND MAJOR ACCOMPLISHMENTS EXPECTED
(half page should be sufficient):

LONG-TERM CAREER OBJECTIVES (over 5 years):

1. Goals:
2. What further research activity or other training is needed to attain these goals?

SHORT-TERM OBJECTIVES (1-2 years):

1. Research results
 - Anticipated publications:
 - Anticipated conference, workshop attendance, courses, and /or seminar presentations:
2. Research Skills and techniques:
 - Training in specific new areas, or technical expertise etc:
3. Research management:
 - Fellowship or other funding applications planned (indicate name of award if known; include fellowships with entire funding periods, grants written/applied for/received, professional society presentation awards or travel awards, etc.)
4. Communication skills:
5. Other professional training (course work, teaching activity):
6. Anticipated networking opportunities:
7. Other activities (community, etc) with professional relevance:

Date & Signature of fellow

Date & Signature of supervisor

Career Development Plan-Final year

(Draft)

BRIEF OVERVIEW OF PROGRESS, ACHIEVEMENT AND PERFORMANCE (half page should be sufficient):

LONG-TERM CAREER OBJECTIVES (over 5 years):

If relevant, mention any adjustments to your long-term career objectives as a result of the training received.

SHORT-TERM OBJECTIVES ACHIEVED DURING THE TRAINING PERIOD:

1. Research results
 - Publications (incl. in press):
 - Conference, workshop attendance, courses, and /or seminar presentations:
2. Research Skills and techniques acquired:
 - Training in specific new areas, or technical expertise etc:
3. Research management:
 - Fellowship or other funding applications achieved (indicate name of award if known; include fellowships with entire funding periods, grants written/applied for/received, professional society presentation awards or travel awards, etc.)
4. Communication skills:
5. Other professional training (course work, teaching activity):
6. Anticipated networking opportunities
7. Other activities (community, etc) with professional relevance:

Date & Signature of fellow

Date & Signature of supervisor

MSCA Career Development Plan – primjeri

LONG-TERM CAREER OBJECTIVES (over 5 years):

The main goal is to finish a PhD program in period of three years and to gain as much as knowledge as possible about the research topic. On that way the ESR will become an independent researcher with new skills in the field of quantum physics and technology, and capable of working in industrial or academic environment in the future.

Working in an SME in close co-operation with academic groups will give insight into both very different worlds and help with the decision how to progress.

MSCA Career Development Plan – primjeri

SHORT-TERM OBJECTIVES (1-2 years):

Research results

o Anticipated publications:

- *Improvements of the adaptive algebraic MG method for Lattice QCD.
- *Conference proceedings on the particular GPU implementation.

o Anticipated conference, workshop attendance, courses, and /or seminar presentations:

- *Lattice Practices, October 2018, FORSCHUNGSZENTRUM JUELICH GMBH.
- *High performance computing and simulation, December 2018, FORSCHUNGSZENTRUM JUELICH GMBH.
- *Fundamentals of Data Science, February 2019, University of Ferrara.
- *Mathematical modeling and numerical analysis for exascale, April 2019, Humboldt University of Berlin.
- *Multiscale, multilevel algorithms and uncertainty quantification, June 2019, University of Wuppertal.
- *Applications to multiscale physical and biological systems, January 2020, University of Roma Tor Vergata.
- *Lattice 2019, Wuhan, China.
- *Lattice 2020, Bonn/Jülich/Wuppertal, Germany.
- *Annual Workshop of the GAMM Activity Group, on Applied and Numerical Linear Algebra.
- *SIAM conference on Computational Science and Engineering (CSE19).

Other activities (community, etc) with professional relevance:

- *German lessons will be taken at the host institution.

Research Skills and techniques:

o Training in specific new areas:

- *New techniques will be learnt in Numerical Methods and Linear Algebra for the implementation of multigrid solvers, as well as other necessary aspects of mathematics.
- *A secondment will be held by NVIDIA for the implementation of the multigrid on the latest GPU architecture.
- *A secondment will be held by FORSCHUNGSZENTRUM JUELICH GMBH at the JSC exascale labs for optimization of the code on GPUs.
- *Expertise will be gained in both QUDA and CUDA.

Research management:

- *Through interaction with other members of the work-group at the host institution, as well as with other PhD students of the STIMULATE program, skills necessary for productive teamwork will be used/developed.

Communication skills:

- *The appropriate way of communicating results and knowledge acquired will be improved through the preparation of, amongst others, academic papers. Research results will be presented in the form of posters and presentations at seminars and conferences, which will also enhance the ability to communicate scientific results.

Other professional training (course work, teaching activity):

- *Supervision of students in lab courses on High Performance Computing at the host institution.

EURAXESS mreža

Inicijativa EURAXESS usmjerena je na pružanje informacija, alata, vještina i resursa koji podržavaju dugoročne profesionalne ciljeve istraživačima iz cijelog svijeta.

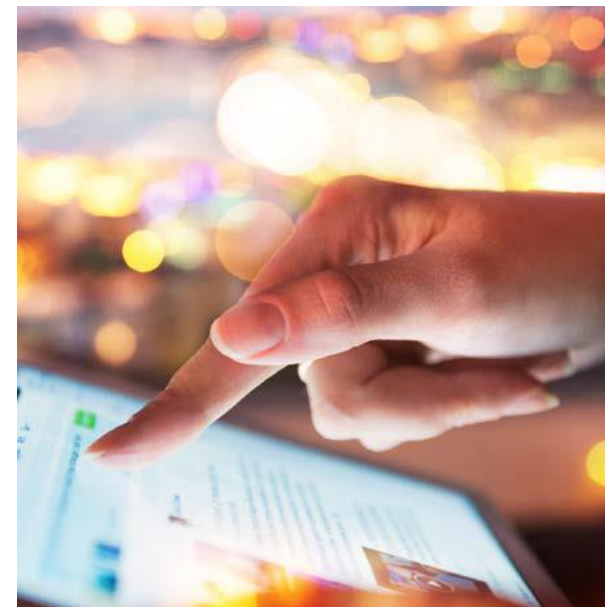
[EURAXESS](#) je 2004. godine osnovala Europska komisija te je jedna od najvećih mreža koja podržava mobilnost i razvoj karijere istraživača u Europi, s više od 600 uslužnih centara u 43 zemlje. EURAXESS Worldwide međunarodni je ogranak inicijative EURAXESS, s 9 međunarodnih centara koji promoviraju Europu kao istraživačku i inovacijsku destinaciju, istovremeno gradeći znanstvenu suradnju između Europe i svijeta.

Inicijativa je posvećena razvijanju usluga i alata koji su dizajnirani s namjerom da poboljšaju karijeru istraživača.

EURAXESS karijerni alati namijenjeni istraživačima

EURAXESS portal nudi niz resursa koje su razvili stručnjaci za profesionalni i osobni razvoj tijekom provedbe naših mrežnih projekata.

Sve EURAXESS usluge i alati su besplatne i dostupne na webu te ih možete koristiti ukoliko želite poboljšati svoje istraživačke i prenosive vještine. Bez obzira u kojoj ste fazi svoje istraživačke karijere, naši alati za samoprocjenu pomoći će vam da testirate svoje sposobnosti i pronađete resurse koji su vam potrebni za napredovanje u razvoju karijere.



Career Development Plan E-tool

Što nudi istraživačima?

- razumijevanje karijernog razvoja kao dinamičnog procesa
- omogućuje istraživanje vlastitih karijernih mogućnosti i postavljanje ciljeva
- pomaže u aktivnom planiranju i provedbi svih nužnih koraka prema postavljenim ciljevima, koji se mogu prilagođavati u skladu s razvojem vještina, promjenom interesa ili preispitivanjem postavljenih ciljeva
- 4 osnovna koraka u procesu donošenja karijernih odluka:
 - samoprocjena
 - karijerne mogućnosti
 - razvijanje vještina
 - akcijski plan
- resurse i alate u svakom koraku
- Cilj: stvoriti osobni karijerni plan istraživača



Career Development Plan E-tool

Four basic steps

Step1: Self Assessment

SELF-ASSESSMENT: INTERESTS & SKILLS	+
SELF-ASSESSMENT TOOLS	+



Otvaranje izbornika
koji donosi
poveznice na
resurse i alate

Step 2: Exploration

EXPLORATION - WHAT'S OUT THERE & WHERE TO LOOK	+
EXPLORATION TOOLS	+

Step 3: Focusing

FOCUSING ON HOW TO GET THERE - SKILLS DEVELOPMENT	+
WHAT ARE THE MAIN SKILLS NEEDED?	+
WHERE & HOW TO GET TRAINING FOR THESE SKILLS?	+
SKILLS DEVELOPMENT TOOLS	+

Step 4: Action Plan

ACTION PLAN	+
ACTION PLAN TOOLS	+

Career Development Plan E-tool

1. Samoprocjena

Step1: Self Assessment

SELF-ASSESSMENT: INTERESTS & SKILLS

The first step in career planning should be **self-assessment**, *i.e.* gathering information about yourself, which will assist you in making an informed decision about your potential career paths. Self-assessment is important because it can help you make career choices based on your **unique skills, values, interests and personality**.

- **Skills:** the activities you are good at, such as writing, computer programming and teaching. An aptitude may be a natural skill or one you acquired.
- **Values:** the things that are important to you, like achievement, status, and autonomy.
- **Interests:** what you enjoy doing, *e.g.* playing golf, taking long walks or hanging out with friends.
- **Personality:** your individual traits, motivational drives, needs and attitudes.

This step, if performed early-on, can help you prevent years of needless frustration that may result from choosing a career that doesn't work well with these factors. Self-assessment is also important in discovering **new career paths** possibly not previously considered, or making yourself more open to other careers available in **new and developing industries**. Additionally, going through self-assessment can help you identify **areas of weakness** where more training or education can help you develop new or existing skills into a long-lasting career.

SELF-ASSESSMENT TOOLS

The following table includes a set of tools designed to specifically assist you (Early Stage Researchers, ESR) in your self-assessment process. The list is non-exhaustive.

Tool	Description
+ SWOT Analysis	Self-Administered Questionnaire/Diagram. Think about your skills and areas for development, and organise key information into an overview. Scientific Article on Self SWOT Analysis with Templates
+ myIDP – Step 1: Skills Assessment	Web-based career-planning tool created specifically for graduate students and postdocs. Includes knowledge and skills emphasized in graduate and postdoctoral training, and needed to succeed in a research career, as well as skills that are not a formal part of this training but are fundamental to a wide range of science-related jobs. myIDP Online Tool Science Careers Article on Skills Assessment
+ "No limits" toolkit: Values and Motivations Tab	Online platform created to support researchers in the proactive development of their career. The toolkit includes advice, quizzes and resources to help you explore your values and motivations and understand why these should inform your career development. "No limits" toolkit
+ Career Development Toolkit for Researchers– Section 1: Stop and Take Stock	Self-Administered Exercises aimed at post-doctoral researchers with 1-2 years' experience. Review your career, and experience and reflect on your career decision making up to this point. Career Development Toolkit for Researchers E-book
+ NPA Core Competencies Self-Assessment Checklist	Self-Administered Skills Checklist for post-doctoral researchers. Rate your current level of development in each of the six NPA Core Competencies. These competencies are meant to serve as a basis for self-evaluation and for developing training opportunities that can be evaluated by mentors, institutions, and other advisors. NPA Competencies Checklist NPA Competencies Description
Talent Development Suite	Self-Administered Instrument for researchers. Consists of four different types of assessment: Future, Present, Past and Personal Journey Map. EURAXESS Career Development Website

Career Development Plan E-tool

2. Istraživanje mogućnosti

Step 2: Exploration

EXPLORATION - WHAT'S OUT THERE & WHERE TO LOOK

The second step in career planning is **exploring and researching your options**. Ideally, you engage in career exploration during or after identifying your personal preferences through self-assessment, and use them to **narrow down areas of career possibilities**.

Exploration is an important step, as by investigating the career landscape, you learn about **what employers want** from employees and how to **explore new opportunities**. The most important aspect is to determine what occupations and jobs **best match** your skills, interests, values and personality.

Initially, you can use online and print resources to **gather various job descriptions**, learn about **specific job duties**, and gather labour market information including **median salaries and job outlooks**. After completing this preliminary research, you can start eliminating professions that don't appeal to you and get more details about those that do.

According to targetpostgrad.com, sectors and types of work likely to match the skills and aspirations of PhD graduates include:

- **Education (teaching):** teach your subject in schools or lecture in a further education (FE) college.
- **Education (administrative and professional roles):** non-teaching roles in universities and other educational institutions (PhD graduates are valued for their administrative skills and understanding of the research environment).
- **Public Sector:** roles within the Civil Service, government agencies and local government where you can use your analytical, research and communication skills.
- **Industrial Research and Development:** continue your research in commercial and industrial environments, for example in the medical, pharmaceutical and engineering sectors.
- **Healthcare Sector and Medical Research:** the healthcare sector is a relatively common destination for PhD graduates who wish to continue or build on their area of research in national health systems or public research institutes.
- **Business and Finance:** jobs are available in areas such as investment and retail banking, insurance and pensions. Specialist quantitative and statistical training and high-level analytical and communication skills are particularly valued.
- **Consultancy and Think Tanks:** your ability to work on projects and to devise novel solutions to problems are of value in a range of management consultancy and policy analysis contexts, such as business and finance, technology and IT.
- **Publishing:** the analytical and writing skills developed while preparing papers or writing a thesis are essential skills for the publishing sector. You may be well-placed for editorial roles.
- **Intellectual Property (IP):** jobs are available for science, engineering or technology PhD graduates who are looking to put their skills in lateral thinking and writing into practice, in roles such as patent attorney work.
- **Not-For-Profit Sector:** research and policy opportunities in charities, voluntary and non-governmental organisations.
- **Entrepreneurial Activities:** whether developing a spin-out from your PhD or doing something completely new, the independence, problem-solving and creative-thinking developed during your PhD mean that you may be suited to starting your own business.

EXPLORATION TOOLS

The following table includes a set of tools designed to specifically assist you (Early Stage Researchers, ESR) in your career exploration process. The list is non-exhaustive.

Tool	Description
myIDP – Step 2: Career Exploration	Web-based career-planning tool created specifically for graduate students and postdocs. Helps you use your self-assessment as a guide for exploring and evaluating career opportunities in your field and identifying your preferred career, as well as an alternative. myIDP Online Tool Science Careers Article on using self-assessment results Science Careers Article on choosing career paths Science Careers Article on networking
"No limits" toolkit: Career Options Tab	Online Platform created to support researchers in the proactive development of their career. The toolkit includes advice and resources to help you investigate your career options. "No limits" toolkit
Booklets by Science Careers (Science Journal, AAAS)	A series of booklets by highly qualified individuals covering the basics and more advanced matters around pursuing a career in science: Science Careers 2020 Career Handbook Booklet: Step by Step Your Career From Undergrad to Postdoc Booklet: Industry or Academia, Where do I fit in? Booklet: Careers Away from the Bench Booklet: Finding your Personal Job Chemistry
Career Webinars by Science Careers (Science Journal, AAAS)	A series of webinars by highly qualified individuals covering the basics and more advanced matters around pursuing a career in science: Webinar: Thinking outside the Lab, Finding a fulfilling non-research career Webinar: Facts and Fiction, Careers in Industry and Academia Webinar: Nontraditional Careers, Opportunities Away from the Bench
10 Career Paths for PhDs	An e-book targeted at those considering or at an early stage of an academic career. This e-book helps you explore options outside academia and identify your transferable skills. E-book: 10 Career Paths for PhDs
PROSPECTS Job Sectors	UK's biggest graduate careers website. Descriptions of a variety of roles arranged by sector for browsing. This site also generates ideas based on values/motivations. Prospects Job Sectors

Career Development Plan E-tool

3. Razvijanje karijernih vještina

Step 3: Focusing

FOCUSING ON HOW TO GET THERE - SKILLS DEVELOPMENT

The third step in career planning is **improving your skills** in order to match your desired career, and is a **key part of your professional development**. By **developing yourself and your skill set**, you add value to your own career development and your future employer.

The skills you choose to work on may be ones you need to build now for **future success** (e.g. presentation skills for future job talks), or necessary for **success in your current training** (like particular research skills, writing skills, and so on). If you focus on improving one to three specific skills this year, and then do the same each year of your training, then you will be much better **prepared for your next career move**, and likely more successful.

Setting skill-development goals is like **creating your own curriculum**. For each skill you want to improve, you can set **SMART goals** (Specific, Measurable, Attainable, Realistic and Timely) on how to get training, practice the skill, and get feedback. To become a better team player, for example, you may want to attend a workshop on teamwork. Then, you can practice the techniques you learnt in your everyday interactions with your team group and collaborators. You can then get feedback from trusted colleagues, your supervisor, or whoever is available and willing.

WHAT ARE THE MAIN SKILLS NEEDED?



WHERE & HOW TO GET TRAINING FOR THESE SKILLS?



SKILLS DEVELOPMENT TOOLS



Skills for Industry

The [EURAXIND](#) project aimed to develop key resources that support researchers and institutions in **increasing industry and research collaboration opportunities** and promoting these opportunities. Within this framework, through an extensive [literature review](#), a set of high level skills that industrial employers expect from academic researchers has been identified.

EURAXIND: High Level Skills Industrial Employers Expect from Academic Researchers

Communication Skills	Flexibility	Entrepreneurial Skills
Organisational Skills	Leadership Skills	Teamwork
Problem-Solving	Confidence	Project Management

WHAT ARE THE MAIN SKILLS NEEDED?

Developing your skills begins with assessing which skills are important for your desired career development. The following skill sets have been chosen based on their close proximity to early stage researchers' interests and career paths.

Skills for Academia

The [National Postdoctoral Association \(NPA\)](#) has established **six core competencies** for intellectual and professional success, to guide individual postdoctoral scholars in **seeking out relevant training experiences** in collaboration with mentors, institutions, and other advisors who provide this training. These competencies are meant to serve as a basis for self-evaluation by postdoctoral scholars, as well as a basis for developing relevant opportunities by training providers.

National Postdoctoral Association: Skills to Achieve Intellectual and Professional Independence & Success	
Discipline-Specific Conceptual Knowledge	Professionalism
Research Skill Development	Leadership And Management Skills
Communication Skills	Responsible Conduct Of Research (RCR)

The [Vitae Researcher Development Framework \(RDF\)](#) is structured into **four domains** covering the **knowledge, behaviours and attributes of researchers**. It sets out the wide-ranging knowledge, intellectual abilities, techniques and professional standards required to work in research, as well as the personal qualities, knowledge and skills to work with others and ensure the wider impact of research. Within each of the domains there are three sub-domains and associated descriptors. The Framework is grounded in research through interviews and focus groups with over 100 researchers, and additional expertise from specialists and stakeholders.



Career Development Plan E-tool

3. Razvijanje vještina

WHERE & HOW TO GET TRAINING FOR THESE SKILLS?

The variety of career options currently available **demands a diverse set of skills**, such as grant proposal writing, communication and dissemination methods, and effective resource management, which are often left aside during PhD study and postdoctoral research.

Many of these skills can be acquired using **informal methods** such as one-on-one mentoring, informal talks and group meetings, along with team work, problem solving and social interaction with colleagues and collaborators. Unfortunately, this might not be feasible in today's large interdisciplinary research groups with demanding schedules, nor will every mentor have the capacity required to teach all of these topics.

Therefore, **formal training** is an important addition to informal methods, but must also follow the optimal learning style of each individual. Many trainees benefit from accessible, individualized online courses while others from focused group discussions or educational lectures. Most organisations run specific training programs in transferable/generic research skills open to all research staff, so your first step may be to contact your administration.

To achieve **long-term improvement of a skill**, you should consider using the **cycle of training-practice-feedback** below, several times over several months:

- **Get training:** Attend a workshop, take a course, read an article or book, observe someone who excels at the skill.
- **Practice:** Consider ways you can deliberately use the skill in your everyday work.
- **Get feedback:** Assess your progress and identify areas where you have improved and areas for continued growth.

SKILLS DEVELOPMENT TOOLS

The following table includes a set of tools designed specifically to assist you (Early Stage Researchers, ESR) in your skills development process. The list is non-exhaustive.

Tool	Description
+ myIDP- Step 3: Goal Setting	Web-based career-planning tool created specifically for graduate students and postdocs. Once you have identified your preferred career path, the third step is to set goals, which help you move forward – one step at a time. myIDP Online Tool Science Careers Article on setting goals and strategies
+ 'No limits' toolkit: Skills Tab	Online Platform created to support researchers in the proactive development of their career. The toolkit includes advice, quizzes and resources to help you recognise, articulate, demonstrate and develop your skills, expertise and experience. 'No limits' toolkit
+ Career Development Toolkit for Researchers – Section 2: Assessing your academic career progress	Self-Administered Exercises aimed at post-doctoral researchers with 1-2 years' experience. Assessing your academic career progress and planning for the future. This section will focus on the key areas of academic career development and offer prompts for your career analysis, with suggestions for future actions and tips on how to follow up on these. E-book: Career Development Toolkit for Researchers
Career Development Toolkit for Researchers – Section 3: Considering other career options	Self-Administered Exercises aimed at post-doctoral researchers with 1-2 years' experience. Considering alternative career options. In this part of the toolkit you will be encouraged to use the reflections on your experience undertaken in section one to investigate other career options. E-book: Career Development Toolkit for Researchers
Booklets by Science Careers (Science Journal, AAAS)	A series of booklets by highly qualified individuals covering the basics and more advanced matters around pursuing a career in science. Booklet: Building Relationships Booklet: Developing your Skills Booklet: Transferring your Skills
Career Webinars by Science Careers (Science Journal, AAAS)	A series of webinars by highly qualified individuals covering the basics and more advanced matters around pursuing a career in science. Webinar: Networking, Building Solid Career Connections Webinar: Effective Lab Skills, Managing People, Projects and Money

Career Development Plan E-tool

4. Akcijski plan

Step 4: Action Plan

ACTION PLAN

Here you plan the **steps** you need to take to put your **plan into action**. Use all you have learnt about your skills, interests and values, together with the information you have gathered about the world of work to create your **career action plan**. This plan will serve as a guide for identifying the long-term and short-term objectives you will have to achieve in order to reach your ultimate goal of getting a job in the career you deemed to be a good match.

Begin by asking yourself:

- What **actions/steps** will help me achieve my work, training and career goals?
- Where can I get **help**?
- Who will **support** me?

At the end of this step you will have:

- A plan to help you **explore your options** further (e.g. work experience, work shadowing or more research); or
- A plan which sets out the **steps** to help you achieve your next learning or work goal.

ACTION PLAN TOOLS

The following table includes a set of tools designed specifically to assist you (early stage researchers, ESR) in your action plan process. The list is non-exhaustive.

Tool	Description
+ myIDP– Step 4: Plan Implementation	Web-based career-planning tool, created specifically for graduate students and postdocs. The fourth and final step is to implement your plan by completing task and meeting deadlines according to your specific goals. myIDP Online Tool Science Careers Article on Plan Implementation Science Careers Article on Mentoring
+ "No limits" toolkit: Development Plan Tab	Online Platform created to support researchers in the proactive development of their career. The toolkit includes advice and resources to help you make a great development plan. "No limits" toolkit
Marie Skłodowska Curie Development Plan Template	Self-administered Form for post-doctoral researchers. The Plan is an outline of all the activities (i.e. planned publications, development of nonresearch skills) that you will undertake during your fellowship with the goal of improving your professional and academic standing for the long-term. Annex I
+ The 5 Minute Career Action Plan	A booklet with Action Plan Template. This booklet is for anyone who is short on time and wants a structured approach to their career planning. Booklet: The 5 Minute Career Action Plan
REFLEX Online Application	An online application developed to help the research institutions, researchers and professionals in process of researchers' career development. The scheme identifies key areas of researchers' professional development and provides the examples of activities that can be carried out to support you in all of these areas. REFLEX App
Booklets by Science Careers (Science Journal, AAAS)	A series of booklets by highly qualified individuals covering the basics and more advanced matters around pursuing a career in science. Booklet: Resources and Advice on the Basics Booklet: The Informed Job Search
Career Webinars by Science Careers (Science Journal, AAAS)	A series of webinars by highly qualified individuals covering the basics and more advanced matters around pursuing a career in science. Webinar: Job Searching for Scientists, Tools, Tips and Essentials

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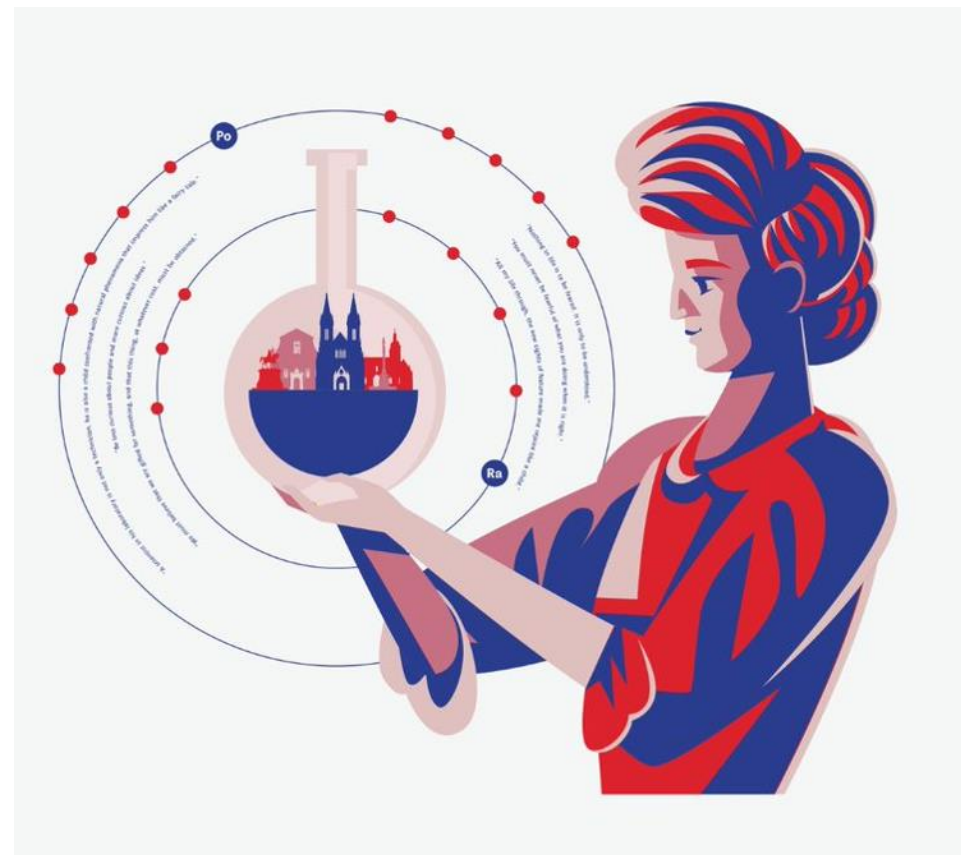
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www.euraxess.hr

<https://www.obzoreuropa.hr/>



*“You cannot hope to build a better world without
improving the individuals. To that end, each of us must
work for his own improvement...”*