

**Summary of answers to Questionnaire A/B
for the Team members**

#	<i>Question</i>	<i>The most distinctive answers and conclusions</i>
<i>Project design stage</i>		
A1	Did you have/know your competencies and responsibilities at this stage?	<p>Yes. A clear understanding on what is expected out of me.</p> <p>Mainly all the team members from different universities answered "yes", with only 2 answers "N/A" and 3 "No".</p>
<i>Project planning stage</i>		
A2	Did you have/know which activities you were responsible for at this stage?	<p>Yes.</p> <p>Mainly all the team members answered "yes", with 2 "N/A" and 1 "No".</p>
<i>Project implementation stage</i>		
A3/ B1	<p>How often did the project team meetings take place?</p> <p>Did you attend the meetings?</p> <p>How many meetings were held and at how many you were present?</p> <p>Please elaborate.</p>	<p>Held in two-week gaps (not regular)</p> <p>Yes. For the meetings I was invited to.</p> <p>About 10 meetings. I attended for 5 meetings, which were mainly during the planning stage.</p> <p>At least once a month.</p> <p>I always attended the meetings related to my responsibility.</p> <p>I cannot remember in number but it should be more than 50 meetings.</p> <p>To elaborate, following is the estimated numbers of meetings I attended in categories.</p> <p>WP1: More than 12; WP3: For course development, it was more than 15. For the development of the Learning Future Factory Laboratory, it was more than 10; WP5: For organizing the PAEE/ALE' 2020 conference, it was around 10. For other activities and event, it was about 5; WP6: For PEC meeting, it was around 8 (6 PEC meetings and additional meetings regarding special issues that needed PEC decisions).</p> <p>The frequency of organizing the meetings of project team varied and depended on the current needs. I have been to 4 general project team meetings. Additionally, I attended meetings about my course in smaller groups once a month on average.</p> <p>My participation in the project covered only a specific task. It was only for this purpose that I contacted the project team. Apart from the general schedule of meetings, there were also meetings on request - and I participated in them most often. At least 2-3 times a month.</p>

		<p>I was involved in the project for 7 months since May 2019. I tried to attend all the meetings where I was invited but I succeed to participate to about 65% of them.</p> <p>Here answers were very different, since certain members attended numerous meetings, others less. The general conclusion is that they were all very much involved in realization of their tasks and did not have any reserves to fulfill them.</p>
A4/ B2	<p>Did you regularly communicate the actual status of project activities and individual outputs to the project manager? How? Did you prepare reports? Please elaborate.</p>	<p>I communicate regularly with project responsible of my institution. I tried to respond to all requests addressed to me.</p> <p>Yes. The project manager frequently visited the laboratory in order to investigate the development. The project manager was constantly updated on the status of project activities.</p> <p>Yes. I did communicate and elaborated some reports of content and financial reports.</p> <p>Mainly all the members were positive in regard that they had regular and good communication either with WP or Task leaders, as well as between themselves.</p>
A5	<p>If it was necessary to make the project changes, do you know about the related processes?</p>	<p>There were times of miscommunications in between related processes. But overall, everyone had an understanding on major changes which are about to happen.</p> <p>The project development was quite closed with the initial proposal. Some changes were conducted but were shared during the project meetings and documented in the minutes.</p> <p>The team members were mainly aware of the project changes process. This second answer raises an interesting question. "Project being closed by the proposal".</p> <p>Meaning that the more "freedom" in project's realization should be left to partners and project teams.</p>
A6/ B3	<p>Did you have an overview of requested changes? Did you know which changes were approved and which were turned down? How were the changes approved?</p>	<p>Yes. I had access to the change overview. I knew which ones were rejected which were approved. The changes were approved for example at the meetings (on-line and face-to-face).</p> <p>I have a general view of the changes approved in the project.</p> <p>Mainly all the members gave the similar answer to this question. There were two team members that answered either "N/A" or did not answered at all to several</p>

		<p>questions, including to this one. The impression is that either they did not understand their role in the project or their knowledge of English language was not at a sufficient level to express their opinion, which is quite understandable.</p>
A7/ B4	<p>Were you able to propose any changes? Were they accepted/rejected? Please elaborate.</p>	<p>Yes, as part of the course, I proposed a few changes, most of them were accepted by the team members.</p> <p>I proposed a few changes in the organization of the course I was dealing with. After an exchange of views between the team members, most of them were accepted.</p> <p>The team members were able to propose changes and they exercised their right to do so. One team member answered "No".</p>
A8	<p>How did you monitor the results achieved and their qualitative characteristics?</p>	<p>During the team meetings and e-mail information's we analyzed the materials with the members of the course team.</p> <p>Before completing tasks/project deliverables, there were meetings to provide information and expectations to the involved project members. The following meetings and discussions were conducted to plan and execute the tasks. From that, we were always in line with each other and were in the right track to achieve the tasks. When performing tasks, the task leader/WP leader/ PC were in contact with us to follow up the progress.</p> <p>I was following the process in the meetings and also inside our team, because the coordinator of our university were quite engaged in this project since the very beginning. The effort, the number of outputs developed, the competencies acquired during the project, were quite remarkable.</p> <p>The team members were interested in monitoring the results achieved, especially how their own partial results did fit into the wider picture, i.e. how they were contributing to project's outcomes and results in general.</p>
<p><i>Project completion/final audit stage</i></p>		
A9/ B5	<p>Are you satisfied with your role in the project realization? Please elaborate.</p>	<p>Yes, I am satisfied with the role in the project.</p> <p>Yes. I received full freedom and required help in order to carry out my duties in the project.</p> <p>Yes, I am satisfied. The task assigned to me was adjusted to my competences (this was the case</p>

		<p>with all team members). Due to this, the work was a pleasure.</p> <p>Yes. It was a great challenge for me I was able to learn a lot, improve my vocational experience and gain knowledge for future projects.</p> <p>Yes, I am. My role is about the dissemination of the project, conducting pilot course, and short course for industry.</p> <p>Yes, I am. It was an amazing opportunity to work with different people, with different backgrounds. I was involved in different WP and that was quite challenging.</p> <p>Almost all the members were satisfied with their assigned tasks, i.e. with the role they had in the project.</p>
A10/ B6	<p>Were the tasks assigned to you adequate with respect to your qualifications?</p>	<p>Not really, but I have done my best.</p> <p>The task entrusted to me was fully in line with my scientific interests and competences. I was able to use my experience and knowledge to improve project areas.</p> <p>Yes, they were. The tasks coincided with the area of my research interests and didactic classes.</p> <p>Yes, the subject of the course that I prepared was in line with the subject of my scientific didactic interest.</p> <p>Yes. At the beginning of the project, a few of my tasks seem too hard. However, the strong collaboration between others and support from PC could make a lot of thing possible.</p> <p>I saw a lot of differences in myself before and after joining the project for 3 years. The challenging tasks built my academic competences as well as the people management.</p> <p>It was more than worth joining this project. With the opportunity and experience to do so many challenging works with the great support from the agency and the consortium.</p> <p>These answers describe in the best way how different members understood and fulfilled their tasks in the project.</p>
A11/ B7	<p>Do you think that you could execute some other tasks better? If yes, which one(s)? Please elaborate.</p>	<p>Yes. Maybe I could done the GAP analysis better.</p> <p>Yes, I believe that some of my tasks could have been carried out better - unfortunately the world situation made it impossible. This applies in particular to tasks that were performed during lockdown.</p>

		<p>I do not think so. I tried to do tasks as well as possible.</p> <p>Yes. Online training and Pilot Testing could be better if there are equipment and tools supporting the learning, such as laboratory, modern learning tools.</p> <p>No, I do not think so. I know that I give all my best to this project and I also learned a lot.</p> <p>From these answers, one can conclude that the team members were really trying to do their best, regardless of the fact that some assignments were not in the area of their narrow specialization or expertise.</p>
A12/ B8	<p>What is your general opinion on the project realization so far? Please elaborate.</p>	<p>I think it was a really challenging project, very ambitious (e.g. number of outputs), but the result was quite impressive.</p> <p>The project has been known by some partners in Thailand. The project discrimination are very important.</p> <p>I think that the project has surpassed its initials goals. Taking into consideration the restrains experience after Feb/Mach 2020.</p> <p>Interesting project and partnership. A very useful exchange of cultures and educational approaches.</p> <p>This project is not better nor worse than the average European project.</p> <p>I could only speak about the laboratory part. Building too many machines for laboratory and not much budget/time are big problem.</p> <p>In my opinion, the realization of the project was a valuable experience for each of the participants. Personally, I believe that the project allowed to develop teaching and interpersonal skills, as well as became an inspiration to undertake research activities.</p> <p>Mainly all the answers of the team members are positive with respect to the project realization.</p>
A13/ B9	<p>Any suggestions on what you think that should/could be improved/changed in project tasks/outputs? Please elaborate.</p>	<p>The numbers of the outputs. Sometime sit was difficult to combine the activities of the project with the regular activities (e.g. teaching and research).</p> <p>Face-to-face meetings are important since partners can further elaborate/comment on their ideas. Face-to-face meetings do not end when the timer reaches the end. They go further as they promote “off meeting” discussions.</p> <p>Consideration should be given to the real participation of entrepreneurs in the teaching</p>

		<p>process, e.g. sharing software, working on machines in the company, etc.</p> <p>There should have been better communication in-between different projects. Had it been so, the final outcome of the entire project would have been realized much sooner and much smoother.</p> <p>The project is a good idea; however, there are lot of tasks required during the time period. For example, online training and implementing for Thai curriculum might be conducted after complete project.</p> <p>Some team members had concrete propositions for the future work on realization of other projects.</p>
A14/ B10	<i>Is there anything you would like to add?</i>	<p>This project is my first one in engineering education. It is very interesting. I have learnt many things, including the content of the project, the way to work with other partners, and how to manage the project.</p> <p>I have the great experience for my life.</p> <p>To try to exploit this experience thought other project proposals.</p> <p>The development of this project made it possible to share knowledge and experiences among researchers from different countries, enriching their skills and competences.</p> <p>The answers speak for themselves, no comment is necessary.</p>