

The documents referenced in this table contain items that could be compiled into project management plans or other tools discussed throughout the Study Management guidelines. (Other similar examples can be found on the websites of other specific 3MC projects.) Examples of the types of documents listed in the first column (Project Management Items) can be found in the four documents (two from the ESS and two from TALIS) listed in the subsequent columns (under Source Documents). The table provides references to the chapters or sections in the documents where examples can be found. Website links to the source documents are provided, below.

Project Management Items	Source Documents			
	ESS Blueprint (Numbers refer to chapters)	ESS Round 7 Specifications (Numbers refer to chapters / specified Zip Folder)	TALIS 2013 NPM Manual (Numbers refer to chapters)	TALIS Technical Standards (Numbers refer to chapters or standards)
Problem statement	2. The Case for a European Social Survey (pages 7-9)		2.1 Background and purpose of TALIS	Chapter 1 INTRODUCTION
Goals/aims (high level)	3. Designing the European Social Survey (pages 10-17)	Main: 1.1. Aims, coordination and funding	2.1 Background and purpose of TALIS	Chapter 1 INTRODUCTION
Objectives (specific/measurable)			2.6 Communication	Chapter 3 COMMUNICATION
Standards / Scope specifications	Appendix 5 Survey Specification of a Proposed ESS (pages 58-60)	3. Specification for survey, ALSO: 4. Time table ESS activities ... 5. Preparing the questionnaire 6. Sampling	3 SURVEY PHASES , ALSO: 4 ISCED LEVEL 2 CORE SAMPLE 5 PREPARING INSTRUMENTS 6 SCHOOL COOPERATION	Chapters 2 through 11 provide standards for all aspects of the project scope
Stakeholder analysis	ALSO see the following Chapters: 3. Designing the European Social Survey (pages 17-22) 4. Selection of Themes for European Social Survey 5. Methodological Research 6. Data Management, Archiving and Distribution	7 ... MATERIALS TO SCHOOLS 8 ADMINISTER QSTNAIRES 9 QUALITY CONTROL 10 DATA MANAGEMENT	7 ... MATERIALS TO SCHOOLS 8 ADMINISTER QSTNAIRES 9 QUALITY CONTROL 10 DATA MANAGEMENT	
Activities lists/ Work breakdown structure		2.2. NC Activities	Specific NPM activities are listed in Scope sections – see above.	
Project / Task schedule		Table 1: ESS7 Project Timetable (April 2013-October 2015)	Table 3.1 Key milestones Field Trial Table 3.2 Key milestones Main Survey – S Table 3.3 Key milestones Main Survey – N	
Budget / Staff hours	8. Costs 9. Funding			Standard 2.6
Organizational chart	7. Organisational Structure		2.2 Project governance	
Roles / responsibilities		1.2. National level appointments	2.4 National Project Managers 2.5 National centres ANNEX F - PROFILE AND ROLE OF NPM	Standard 2.5-2.7 (National Project Manager) Standard 2.8-2.10 (National Centre/3 rd party) Standard 6.7-6.8 (School Coordinator)
Risk analysis		10. Quality, comparability and compliance	6.2 Confidentiality and ethics	Chapter 11 CONFIDENTIALITY, SECURITY, INTL DATABASE
Progress Reports		ZIP Folder # 2. ESS7 Fieldwork progress reporting guidance.pdf		Standard 7.15 Standard 8.12