Management Review Guidance

ISO 9001:2015 & ISO 45001:2018
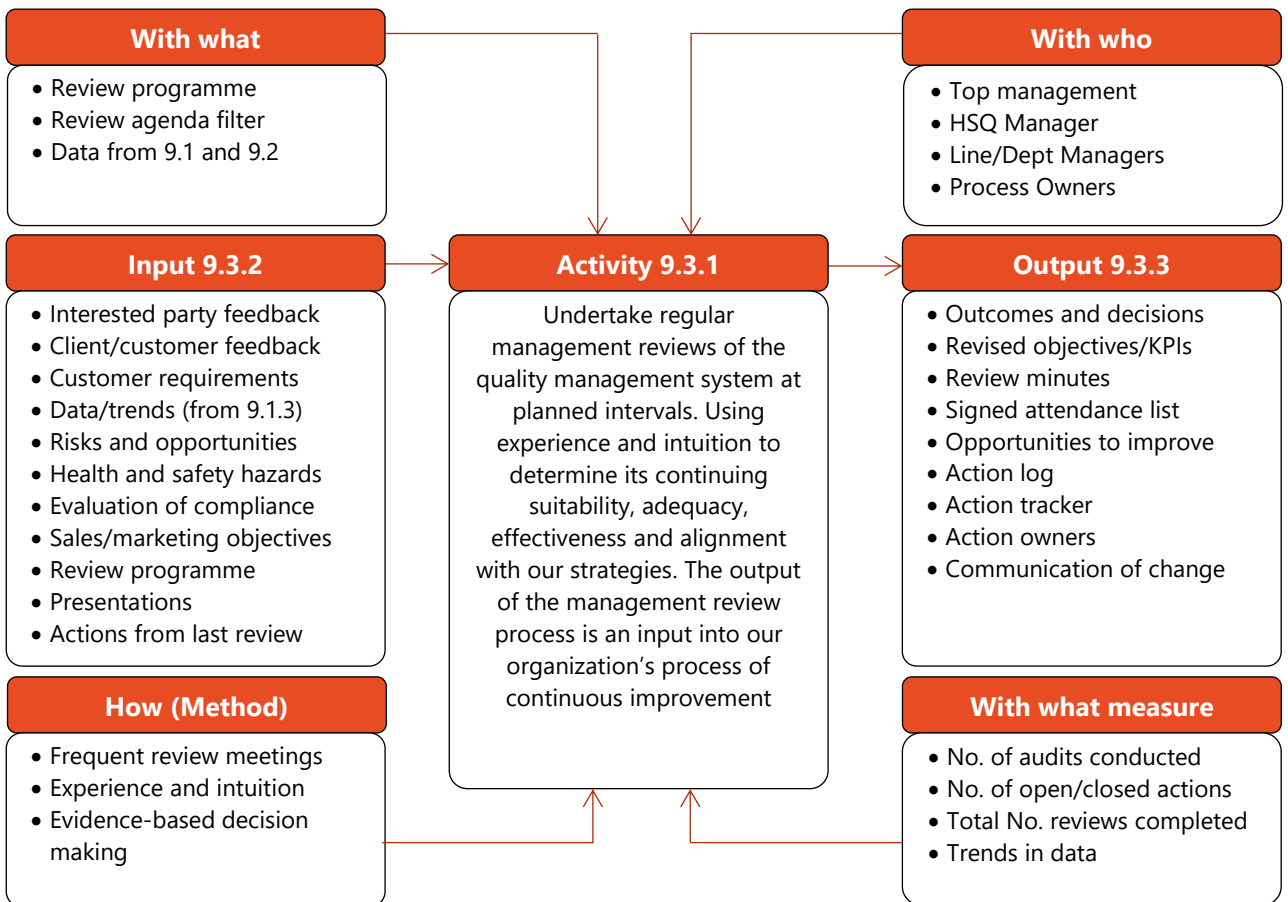
Contents

1   What is a management review?

The subparagraphs of ISO 9001 and ISO 45001 Clause 9.3 Management Reviews are an opportunity to evaluate the overall management controls that are in place to determine the effectiveness of the health, safety and quality programmes, and to make improvements or to institute and track corrective action and to assure that improved management controls are implemented.

The process overview map in the Management Review Procedure.docx helps to map out the arrangements by providing an overview of the different elements that are involved in the review of the process, e.g., its inputs from other processes, its outputs to other processes, who is involved, and what the deliverables are for example:

With what	Activity	With who
• Review programme • Review agenda filter • Data from 9.1 and 9.2		• Top management • HSQ Manager • Line/Dept Managers • Process Owners

Input 9.3.2
- Interested party feedback
- Client/customer feedback
- Customer requirements
- Data/trends (from 9.1.3)
- Risks and opportunities
- Health and safety hazards
- Evaluation of compliance
- Sales/marketing objectives
- Review programme
- Presentations
- Actions from last review

Activity 9.3.1

Undertake regular management reviews of the quality management system at planned intervals. Using experience and intuition to determine its continuing suitability, adequacy, effectiveness and alignment with our strategies. The output of the management review process is an input into our organization's process of continuous improvement

Output 9.3.3
- Outcomes and decisions
- Revised objectives/KPIs
- Review minutes
- Signed attendance list
- Opportunities to improve
- Action log
- Action tracker
- Action owners
- Communication of change

How (Method)
- Frequent review meetings
- Experience and intuition
- Evidence-based decision making

With what measure
- No. of audits conducted
- No. of open/closed actions
- Total No. reviews completed
- Trends in data

Management reviews are done best when they follow a simple, defined, and documented process that ensures that all aspects are covered and suitable records are maintained.

The management review requirement links to quality management principle 6 - Evidence-based decision making; these are some actions you can take to enhance evidence-based decision making:

1. Determine, measure, and monitor key indicators to demonstrate performance;
2. Ensure all data needed is available to the relevant people to analyze;
3. Ensure that data and information are sufficiently accurate, reliable, and secure;
4. Analyse and evaluate data and information using suitable methods;
5. Ensure people are competent to analyze and evaluate data as needed;
6. Make decisions and take actions based on evidence, balanced with experience and intuition.

Role	Reporting
Audit Coordinator	Audit results
HSQ Manager (Minutes)	Objectives achievement, monitoring, and measuring
Purchasing Manager	Performance of external providers
Engineering Manager	Nonconformities and corrective actions
Production Manager (Notes)	Conformity of products and services
Human Resources Manager	Adequacy and competence of human resources
Marketing Manager	Customer satisfaction and feedback from relevant interested parties
Sales Manager	Orders, workflow performance

1.5 How often should we have a management review?

The one-year frequency is a minimum, as the process is driven by the continuous assessment of the risks related to internal and external changes and performance-related issues. Bi-annual management reviews are insufficient in frequency to be able to react to any issues effectively.

Every time management staff convene to review and react to performance; it should be considered as a management review and documented as such, e.g., agenda, minutes, or action list. Whether they are reviewing an individual's performance, departmental programmes, or production rates, etc., this should be considered as a valid management review.

Performance metrics need to be monitored with varying frequencies: e.g. hourly, daily, weekly, and monthly. To manage this, some companies operate multiple review levels, whereby each review may require multiple subjects and rely upon multiple metrics as inputs, with the entire review cycle of the HSQMS occurring annually.

Sometimes subjects are reviewed at multiple levels, e.g., production numbers might be reviewed by the Production teams during daily production meetings and then by Senior management, possibly during weekly safety or quality review meetings. Top management might conduct weekly meetings to review metrics and objectives to determine if any corrective action is required.

Meeting Type	Frequency	Involvement
Conference Calls	As required	Department Managers (as applicable)
Operations meeting	Daily	Top management (as applicable) Production Manager
Process review	Daily	Top management (as applicable) Production Manager
Quality review	Weekly	Top management (as applicable) and Quality Manager
Functional reviews	Quarterly	Top management (as applicable)
Business planning	Quarterly	Top management (as applicable)
Town hall and council meetings	Quarterly	Top management (as applicable)
Employee performance reviews	Annually	Employee and immediate Manager

The frequency of management reviews might be weekly, monthly, quarterly, six months or annually. You may decide to have stand-alone management reviews or combine them with other business activities, e.g., strategic planning, business planning, operations meetings, process reviews/councils, or functional reviews. Annual management reviews are inadequate!

It is up to your organization to set the format, frequency, and intervals of the review, as long as fresh information is dealt with at each meeting, regardless of the intervals. Suppose a deficiency is discussed in one meeting. In that case, the assumption should be that the results and action items pertaining to it will be addressed at the next meeting to ensure an ongoing continuum through the agenda.

2   Using the management review tool

Using a risk-based approach to managing the flow of review information, your organization operates multiple, regular review levels, whereby; more critical review inputs that are likely to affect the customer or business are reviewed actioned more frequently (e.g., daily/weekly), while inputs less likely to affect the customer or business are reviewed and actioned less frequently (e.g., quarterly/six-monthly).

Based on this premise, the management review meetings should be phased in such a way that the formally required inputs to HSQ management reviews are fully addressed.

Critical agenda items, such as; process performance, product conformity, and monitoring and measuring results, should be reviewed regularly, while less critical agenda items, such as reviewing the objectives, should be undertaken quarterly.

2.1 Management review programme

We suggest that, as part of a risk-based approach to managing the flow of review information, you subjectively rank each agenda item, whereby; more critical review inputs that are likely to affect the customer or business, as denoted in the table below, are reviewed and actioned at an increased frequency. This will help you to set the frequency and to plan the content of future management reviews.

Agenda Item (9.3.2)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Previous actions	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Changes to the HSQ	✓						✓					
Health and safety hazards	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Performance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Customer satisfaction		✓			✓			✓			✓	
Legal requirements	✓		✓		✓		✓		✓		✓	
HSQ objectives		✓			✓			✓			✓	
Product conformity	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
NCR/CAR/Incidents		✓			✓			✓			✓	
Monitoring results	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Internal audit results						✓						✓
Consultation	✓			✓			✓			✓		
External providers			✓			✓			✓			✓
Resources required					✓						✓	
Actions to address risk	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Using the Programme & Agenda worksheet in the Management Review Tool.xlsx, enter the 'year' or period and update the '✓' in Cells E8 to P69 to reflect your desired review frequency per the risk ranking in the table above.