

Management Review Guidance

ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018

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1.1 Why are management reviews required?

Management reviews are required to evaluate the management system's continuing suitability, adequacy, and effectiveness. Here's what ISO 9001, 14001 and ISO 45001 are all about - defining a policy and creating a plan with relevant objectives. You then implement the system according to the plan. You then begin auditing, monitoring, and measuring performance against the plan and reacting to your findings.

The management review process is a platform for determining and providing the resources needed to implement and maintain the quality management system, to improve its effectiveness continually, and to better meet customer requirements.

By considering each section of the system at the review meeting, Top management can make decisions as to what changes need to be made (if any) to ensure the management system will continue to work effectively.

1.2 What needs to be monitored and measured?

First, study what top management already does to periodically review the performance of the management system. Appropriate data is determined, collected, and analyzed to demonstrate the suitability and effectiveness of the health, safety, environmental and quality management system and to evaluate where continual improvement of the effectiveness of the system can be made.

The organization should use data to evaluate where the effectiveness of the health, safety, environmental and quality management system can be improved using the documented output of the analysis and evaluation process. Analyzed data is an input for:

1. Improvement process;
2. Performance meeting (short term);
3. Management review;
4. Proof of process control during external audits.

Ensure that the processes requiring statistical control have been identified and that data capture instructions, such as procedures, health, safety, environmental and quality plans, data collection sheets, data acquisition software, sampling techniques, and frequency, are communicated and actioned.

1.3 What needs to be evaluated?

Subparagraphs of ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018 Clause 9.1.3 (a) to (g) provide a clear framework of what needs to be analyzed and evaluated in order to demonstrate the conformity of products/services, ensure conformity of the quality management system, and continually improve system effectiveness.

Organizations should analyze and evaluate appropriate data and information arising from the results of monitoring and measurement activities (9.1.1), as an input to the management review process (9.3.2). Verify that your organization analyses and evaluates:

1. Conformity of products and services;
2. The degree of customer satisfaction;
3. The performance and effectiveness of the HSEQMS;
4. If planning has been implemented effectively;

Role	Reporting
Managing Director (Chair Person)	Strategy and policy
Audit Coordinator	Audit results
HSEQ 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 HSEQMS 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

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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.

The screenshot shows the 'Management Review Tool - Year ()' spreadsheet. On the left, the 'Management Review Agenda Filter' section lists various ISO 9001 9.3 categories and their corresponding agenda items. On the right, the 'Management Review Programme' table shows a grid of months (Jan to Dec) with checkmarks indicating review frequency for each agenda item.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
9.3.2a Management review action log	√	√	√	√	√	√	√	√	√	√	√	√
9.3.2a Minutes from previous management review meeting	√	√	√	√	√	√	√	√	√	√	√	√
9.3.2b Customer requirements, statutory, standard and regulatory requirements	√	√	√	√	√	√	√	√	√	√	√	√
9.3.2b Market-related factors, technology, research, development, and competitor performance	√	√	√	√	√	√	√	√	√	√	√	√
9.3.2b Operational structure changes	√	√	√	√	√	√	√	√	√	√	√	√
9.3.2b Financial, social or environmental conditions which may impact the organization	√	√	√	√	√	√	√	√	√	√	√	√
9.3.2c Information on the performance and effectiveness of the QMS (Clause 4.4), including trends	√	√	√	√	√	√	√	√	√	√	√	√
9.3.2c1 Customer complaints	√	√	√	√	√	√	√	√	√	√	√	√
9.3.2c1 Customer plant visits	√	√	√	√	√	√	√	√	√	√	√	√
9.3.2c1 Customer correspondence	√	√	√	√	√	√	√	√	√	√	√	√
9.3.2c1 Customer satisfaction surveys	√	√	√	√	√	√	√	√	√	√	√	√
9.3.2c1 Employee satisfaction surveys	√	√	√	√	√	√	√	√	√	√	√	√
9.3.2c1 Employee suggestions	√	√	√	√	√	√	√	√	√	√	√	√
9.3.2c1 Supplier audits	√	√	√	√	√	√	√	√	√	√	√	√
9.3.2c1 Supplier plant visits	√	√	√	√	√	√	√	√	√	√	√	√

2.2 Management review agenda filter

The inputs required for the management review process must be clearly defined in the form of an agenda for each meeting. Based upon the frequency and topics to be addressed, use the filter the 'Month' Columns E8 to P8 by selecting only the '√' from the filter drop-down menu.

This screenshot shows the same spreadsheet as above, but with a context menu open over the 'Jan' column of the 'Management Review Programme' table. The menu options include 'Sort A to Z', 'Sort Z to A', 'Sort by Color', 'Sheet View', 'Clear Filter From "Jan"', 'Filter by Color', 'Text Filters', and 'Search'. The 'Text Filters' option is selected, and a sub-menu is open showing 'Select All' (checked) and '(Blanks)' (unchecked).