Management Review Programme

Using a risk-based approach to managing the flow of review information, your organization should operate multiple, regular review levels, whereby; more critical review inputs that are likely to affect the customer or business are reviewed and actioned more frequency as denoted by the '✓' in the programme below.

Arrange the '✓' marks in Columns A8 to L8 to match your desired review frequency.

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Management Review Agenda

The inputs required for the management review process must be clearly defined in the form of an agenda for each meeting. Use the filter in the 'Month' Row A7 to L7 by selecting only the '✓' from the filter drop-down menu.

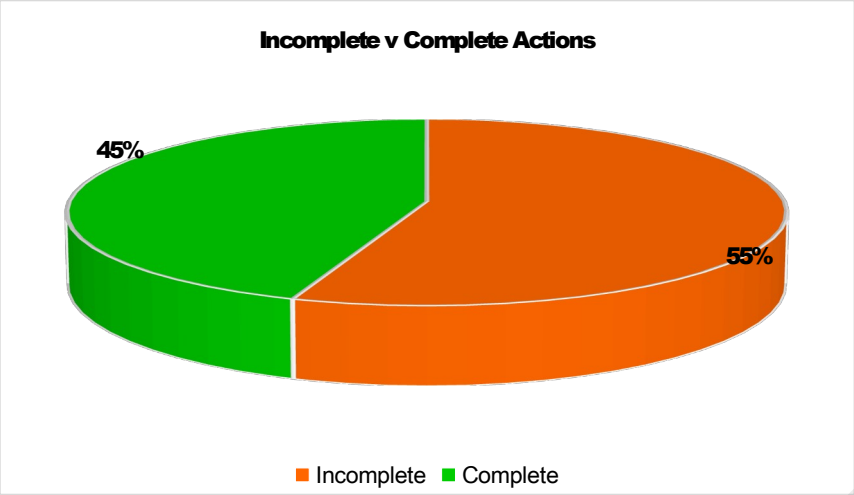
This will filter the agenda and input list in Column P to show only those management review inputs that are relevant to the current review meeting. Select the filtered input items from Column N, O and P, copy and paste into the Management Review Minutes. Distribute to the attendees 1-week before the meeting.

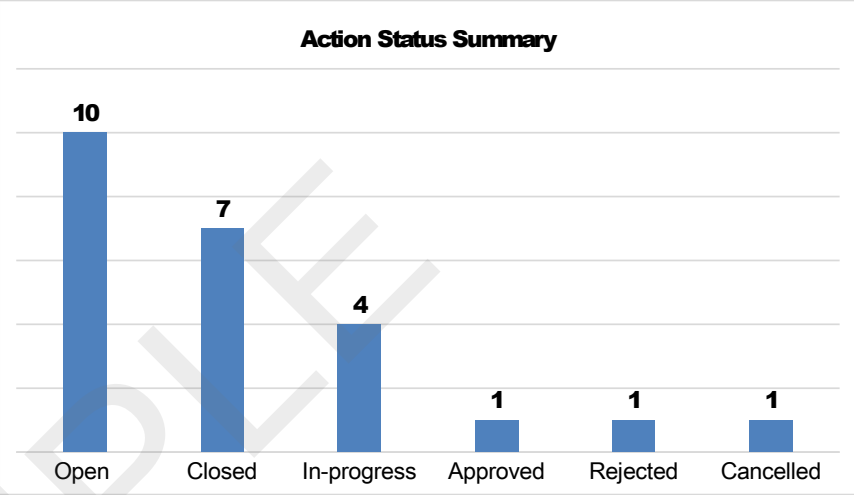
Clause 9.3	Description of Requirement	Management Review Input (Organizational Equivalent)
9.3.2a	Status of actions from previous meeting (open/closed) from previous meeting(s), ageing profile of open actions:	Management review action log
9.3.2a		Minutes from previous management review meeting
9.3.2b	Changes in external and internal issues that are relevant to the quality management system (Clause 4.1), changes to internal/external requirements, e.g., policies, processes, the relevance climate change, procedures, methods, instructions, contracts, regulation, legislation, that impact the QMS:	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, safety or environmental conditions which may impact the organization
9.3.2c	Changes in needs and expectations of interested parties that are relevant to the quality management system	Interested Parties Register
9.3.2d	Information on the performance and effectiveness of the QMS (Clause 4.4), including trends in:	
9.3.2d1	Nonconformities and the status of corrective actions (Clause 10.2), e.g., analysis of nonconformity by type, process, area, root cause, etc.:	NCR/CAR Log
9.3.2d1		Emergency situations or incidents
9.3.2d1		Customer complaint log
9.3.2d1		Management review action items list
9.3.2d2	Monitoring and measurement results (Clause 9.1.3) arising from monitoring and measurement (Clause 9.1.1) in order to evaluate trends in:	KPIs
9.3.2d2		Inspection and test results and monitoring results
9.3.2d2		Customer satisfaction and perception
9.3.2d2		Product conformance
9.3.2d2		Process performance
9.3.2d2		Product and process characteristics
9.3.2d2		Supplier performance
9.3.2d3	Audit results (Clause 9.2), e.g., achievement of the audit programme, areas of good practice, fulfilment of legal requirements, evaluation of compliance, nonconformity profile (number, type, process, area, significance), status of corrective action, audit close out, external audit findings:	Internal audits
9.3.2d3		Process and product audits
9.3.2d3		Customer audits
9.3.2d3		Registrar audits
9.3.2d3		Internal audit schedule
9.3.2d3		Opportunities for improvement
9.3.2d4	Customer satisfaction and feedback from relevant interested parties (Clause 9.1.2), e.g., interviews, questionnaires and surveys, report cards, indicators, ratings, complaints and compliments arising from:	Customer complaints
9.3.2d4		Customer plant visits
9.3.2d4		Customer correspondence
9.3.2d4		Customer satisfaction surveys
9.3.2d4		Employee satisfaction surveys
9.3.2d4		Employee suggestions
9.3.2d4		Supplier audits
9.3.2d4		Complaints
9.3.2d5	The extent to which the quality objectives have been met (Clause 6.2), the status of planned versus actual achievement and the relevance of the quality policy (Clause 5.2):	Analysis and action plan if target is not met, or the trend is negative
9.3.2d5		Ensure the quality objectives are part of KPIs
9.3.2d5		Ensure that targets are properly assigned for the KPIs
9.3.2d6	Process performance and conformity of products and services (Clauses 4.4, 8.6 & 8.7):	On-time delivery
9.3.2d6		Cost of quality
9.3.2d6		Supplier performance
9.3.2d6		Corporate goals and objectives
9.3.2d7	Performance of external providers (Clause 8.4), e.g., dashboards, scorecards, performance indicators, performance trends, right first time, on time delivery, escapes to the customer, complaint profile, returns/rejections:	Minutes and action items from previous supplier review
9.3.2d7		Supplier product quality issues
9.3.2d7		Supplier on-time delivery performance
9.3.2d7		Status of supplier corrective action requests
9.3.2d7		Supplier ratings
9.3.2d7		Best/worst suppliers
9.3.2e	Opportunities for improvement (Clause 10.1), corrective action plans, good practice, best practice, potential innovation, etc.:	Recommendations for improvement
9.3.2e		Customer related requirements
9.3.2e		Resource needs
9.3.2f	Adequacy of resources (Clause 7.1), including people (number, roles, competency etc.), infrastructure (buildings, equipment, systems, transport etc.), working environment (physical and human factors, monitoring and measuring equipment (availability, fit for purpose, maintained):	Manpower (Clause 7.1.2)
9.3.2f		Infrastructure (Clause 7.1.3)
9.3.2f		Work environment (Clause 7.1.4)
9.3.2f		Monitoring and measuring resources/instruments (Clause 7.1.5)
9.3.2f		Organizational knowledge (Clause 7.1.6)
9.3.2f		Competence (Clause 7.2)
9.3.2f		Awareness (Clause 7.3)
9.3.2f		Communication (Clause 7.4) & Consultation (5.4)
9.3.2f		Documented information, its control and retention (Clause 7.5)
9.3.2g	Effectiveness of actions taken to address risks (Clause 6.1.2), e.g., risk profile, risk and opportunity register, status of open/closed actions, ageing profile of open actions, evaluation of effectiveness:	Internal issues
9.3.2g		External issues
9.3.2g		Needs and expectations of interested parties
9.3.2g		Lessons learned
9.3.2h	Effectiveness of actions taken to address opportunities (Clause 6.1.3), e.g., risk and opportunity register status of open/closed actions, ageing profile of open actions, evaluation of effectiveness:	Internal issues
9.3.2h		External issues
9.3.2h		Needs and expectations of interested parties
9.3.2h		Lessons learned

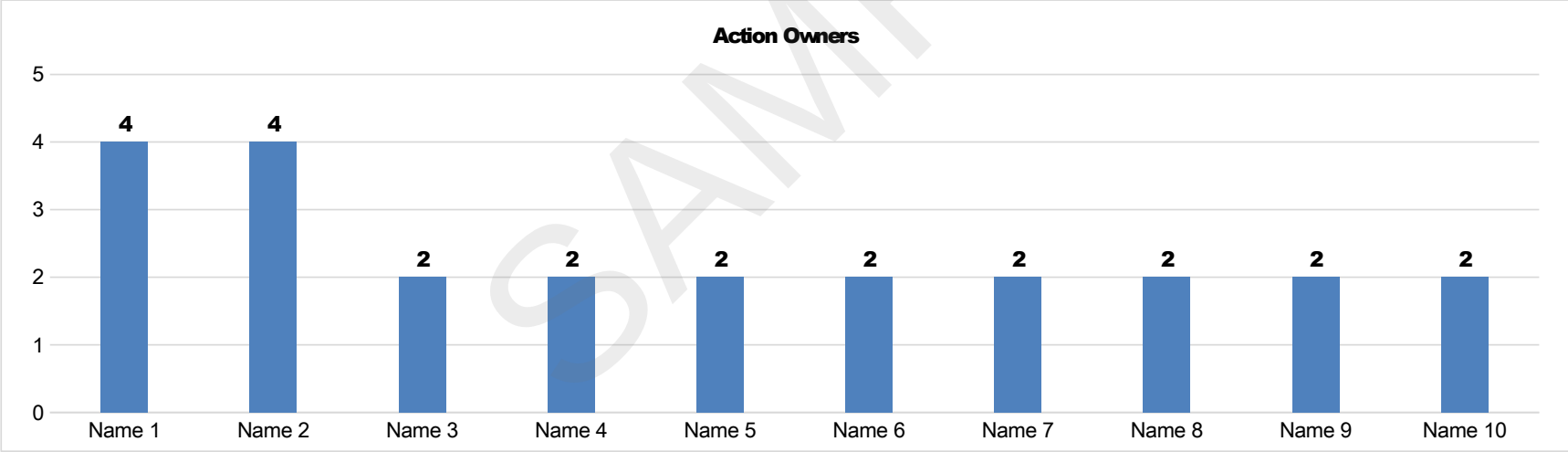
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Dashboard

Ensure schedules are being met and programme objectives are being achieved.







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