Management Review Guidance

ISO 45001:2018

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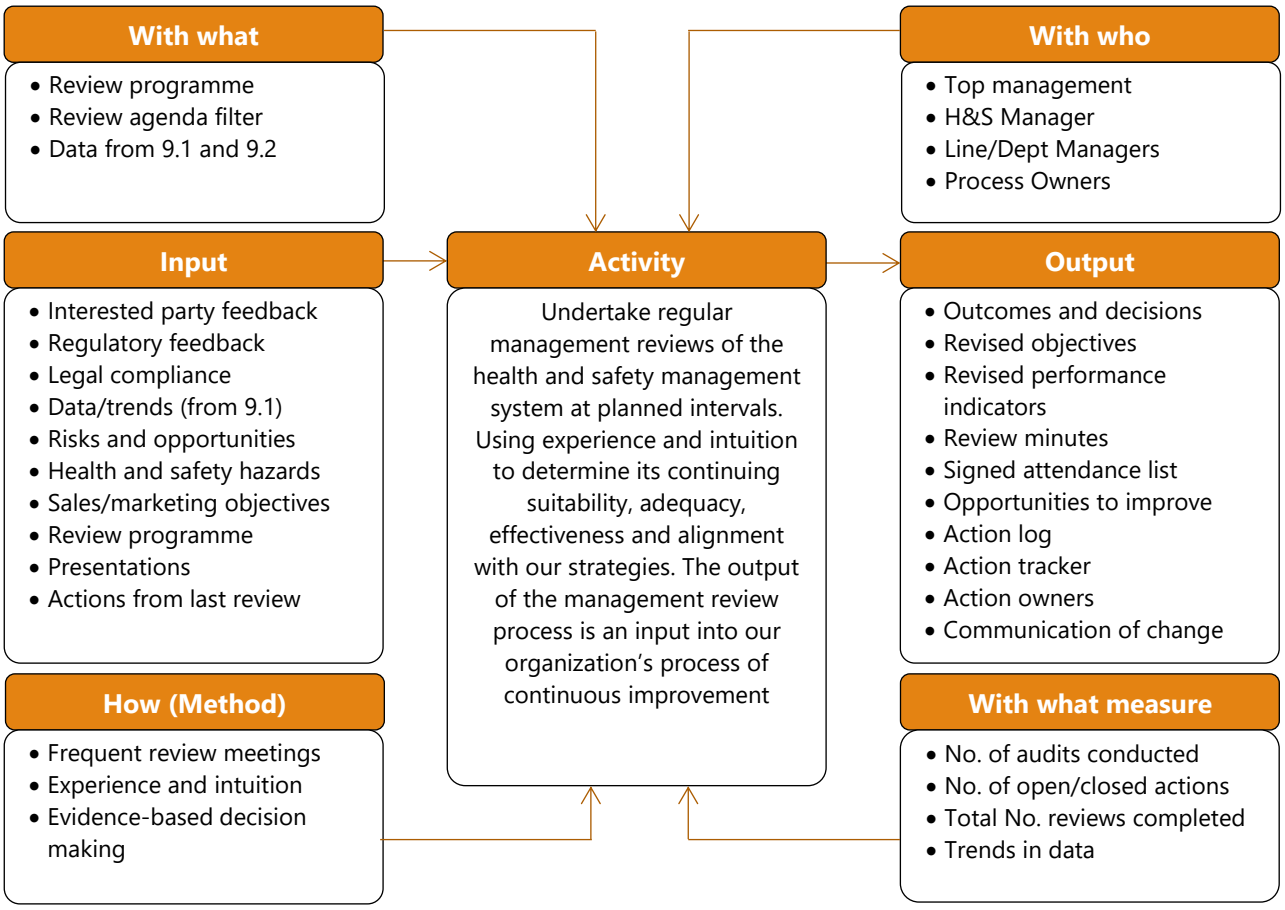
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1 What is a management review?

The subparagraphs of ISO 45001 Clause 9.3 Management Reviews are your organization's opportunity to evaluate the overall management controls that are in place in order to determine the effectiveness of health and safety 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:



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. 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.

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6. The performance of external providers;
7. The need for improving the health and safety management system.

Subclause 9.1.1 requires businesses to analyze and evaluate data and information obtained either internally about the health and safety management system and the characteristics of its operational process or externally about the performance of its suppliers and the satisfaction of customers.

Organizations must demonstrate that they use the output from their analysis and evaluation processes to identify operational trends, underperformance areas, and improvement opportunities (e.g., increasing efficiency and effectiveness).

This requires knowing what needs to be analyzed and evaluated, and the answer is specific to your products, services, and operational scenario (e.g., customers, contracts, context, etc.). An easy way to understand what needs to be analyzed and evaluated is to start asking:

1. What must I measure to get the data needed to analyze and evaluate?
2. How will I measure and get that data? E.g., remote sensor monitoring, inspections?
3. When do I get this data? (How often);
4. To whom do I communicate the data analysis? E.g., customer, regulator, management?

The organization should employ appropriate tools and techniques to support this activity. The analysis and evaluation results should be made available to the top management for review (See 9.3) and to evaluate any identifiable characteristics or trends that could potentially lead to a nonconformity.

1.4 Who should be involved with management reviews?

The purpose of the process is that Top management must periodically review the health and safety management system to ensure its continuing suitability, adequacy, and effectiveness while addressing the possible need for changes to health and safety management system policy, objectives, targets, and other elements of the management system, as per ISO 45001:2018 Clause 9.3.

Top management involvement in the management review, preferably as chairperson, is fundamental to the success of the health and safety management system. Process owners appropriate to the meeting agenda must attend management review, such as the Purchasing Manager, H&S Manager, HR Manager, and Department Managers, as well as; Directors and Executives are considered Top management.

The management review should include representation from Top management, functional managers, line managers, process owners, and action owners. This is an activity that Top management should conduct in alignment with the organization's strategic direction. Its purpose is to review information on the performance of the health and safety management system to determine if it is:

1. Suitable (fit for purpose);
2. Adequate (meets the needs of the organization);
3. Effective, refer to ISO 45001:2018 Clause 4.4 (achieves intended results).

Each Manager should prepare their department's report, to be circulated before the meeting, that summarizes aspects of your organization’s performance.

Role	Reporting
Managing Director (Chair Person)	Strategy and policy

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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 stakeholder or business are reviewed actioned more frequently (e.g., daily/weekly). In contrast, 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 so that the formally required inputs to management reviews are fully addressed.

Critical agenda items, such as process performance, product conformity, and monitoring and measuring results, should be reviewed regularly. In contrast, 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 H&S	✓						✓					
Significant hazards	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Performance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Legal compliance	✓		✓		✓		✓		✓		✓	
H&S objectives		✓			✓			✓			✓	
NCR/CAR/Incidents		✓			✓			✓			✓	
Results of participation	✓		✓		✓		✓		✓		✓	
Monitoring results	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Internal audit results						✓						✓
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.

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 on the frequency and topics to be addressed, use the filter 'Month' Columns E8 to P8 by selecting only the '✓' from the filter drop-down menu.

This will filter the agenda items list in Column C to show only those management review inputs that are relevant to the current management review meeting. It is highly recommended that the management review agenda is formulated to ensure the required outputs can be achieved.

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