Management Review Guidance

ISO 9001:2015

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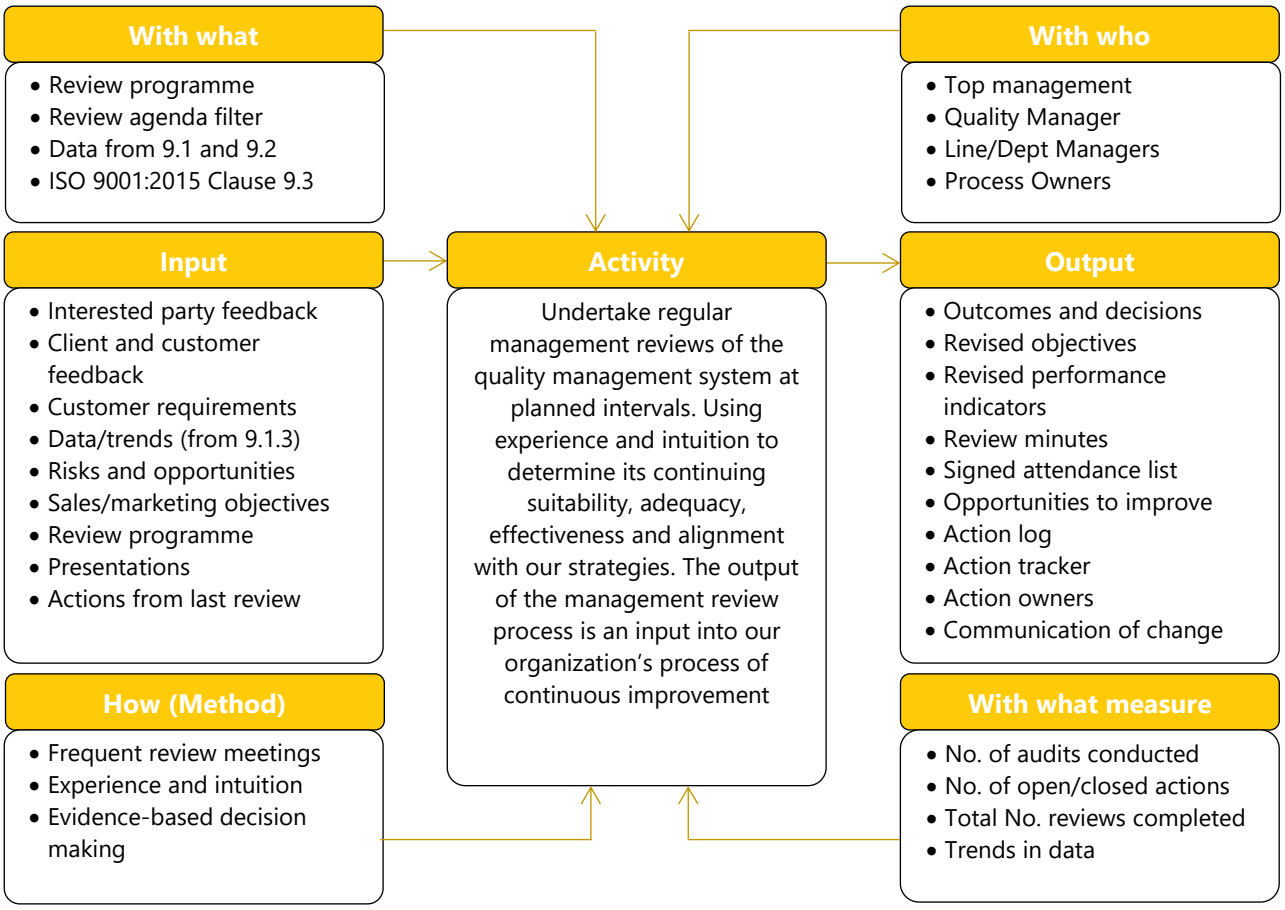
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1 What is a management review?

The subparagraphs of ISO 9001 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 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:



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 quality management system.

Subclause 9.1.1 requires businesses to analyze and evaluate data and information obtained either internally about the quality 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 quality management system to ensure its continuing suitability, adequacy, and effectiveness while addressing the possible need for changes to quality management system policy, objectives, targets, and other elements of the management system, as per ISO 9001:2015 Clause 9.3.

Top management involvement in the management review, preferably as chairperson, is fundamental to the success of the quality management system. Process owners appropriate to the meeting agenda must attend management review, such as the Purchasing Manager, Quality 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 quality 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 9001:2015 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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Role	Reporting
Audit Coordinator	Audit results
Quality 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	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 a management review and documented, e.g., agenda, minutes, or action list. Whether they are reviewing an individual's performance, departmental programmes, production rates, etc., this should be considered a valid management review.

Performance metrics must 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 quality management system 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 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!

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