Management Review

ISO 9001:2015

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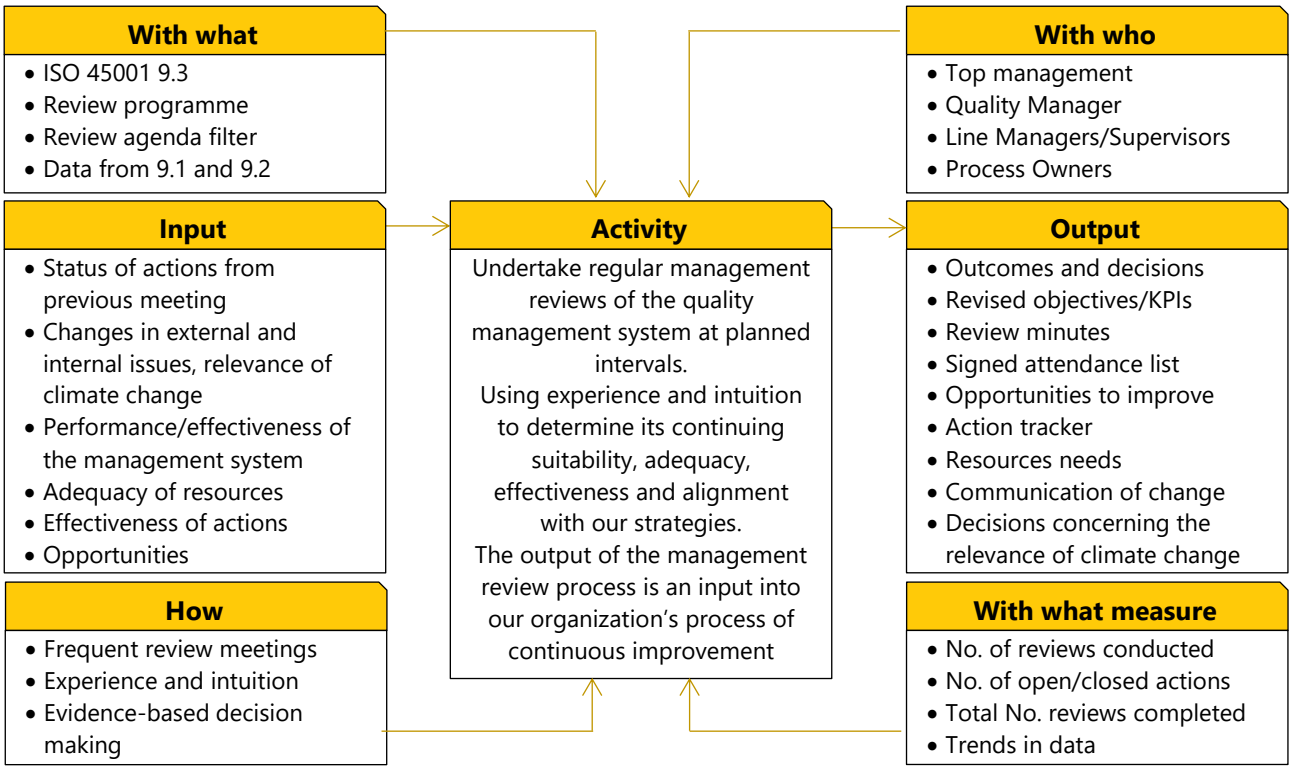
1 Procedure

1.1 Introduction & Purpose

This procedure aims to define your organization's process for undertaking management reviews to assess the effectiveness of applying our quality management system and its ongoing compliance with ISO 9001. This procedure also defines the responsibilities for planning, conducting, reporting results, and retaining associated records.

1.1.1 Process Overview

The process overview (turtle diagram) provides internal and external auditors, process owners, and participants an overview of the elements that are required by the management review process:



1.1.2 References

Standard	Title	Description
BS EN ISO 9000:2015	Quality management systems	Fundamentals and vocabulary
BS EN ISO 9001:2015	Quality management systems	Requirements
BS EN ISO 9001:2024	Quality management systems	Amendment 1 Climate action changes 2024-02
BS EN ISO 9004:2018	Quality management	Guidance to achieve sustained success
BS EN ISO 19011:2018	Auditing management systems	Guidelines for auditing

1.1.3 Terms & Definitions

Term	Definition
Effectiveness	The extent to which planned activities are realized and planned results achieved (3.7.11)
Review	Determination (3.11.1) of the suitability, adequacy, or effectiveness
Corrective action	Action to eliminate the cause of a nonconformity (3.6.9) and to prevent recurrence
Top management	Person or group of people who directs and controls the organization (3.2.1)

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10. Making judgments about the adequacy of quality performance;
11. Attending management review meetings as required.

1.3.1.3 Line Managers and Department Managers

Line Managers and Department Managers are responsible for:

1. Tracking, monitoring, and reporting on their individual objectives;
2. Preparing reports, circulated before the meeting, which summarises performance;
3. Making judgments about the adequacy of quality management system performance;
4. Reporting the status of objectives;
5. Determining requirements for resources and training needs;
6. Attending management review meetings as required

1.4 Management Review Process

1.4.1 General

In order to leverage management meetings that already take place, management review meetings are undertaken as standalone review meetings or combined with other business reviews, such as strategic planning, business planning, operations meetings, process reviews, and functional reviews, as appropriate.

The management review meeting will include representation from Top management, functional managers, line managers, process owners, process users, and action owners. Top management's arrangements for reviewing the management system at planned intervals are as per ISO 45001 - Clause 9.3 to ensure it remains:

1. Suitable (fit for purpose);
2. Adequate (meets the needs of the organization);
3. Effective (achieves intended results).

Records of these management review meetings are maintained in the form of minutes, and where actions are identified, these are assigned to named personnel with timescales for their completion. The management review will also decide if any corrective action is required.

1.4.2 Frequency

Management reviews are conducted regularly using the data collected from the monitoring and measurement process to identify areas for further improvement.

The process is driven by continuously assessing the risks related to internal and external changes and performance-related issues. Your organization monitors various performance metrics with varying frequencies, some hourly, some daily, some weekly, and some monthly or six-monthly.

Each management review meeting may require multiple subjects and departmental input, relying upon multiple metrics and data analysis. When more frequent meetings are conducted, the meeting agenda is reduced to focus on operational or customer-critical issues, with the entire review cycle of the quality management system occurring annually.

In response to changing or special conditions and events, the frequency of management review activities will increase, and the Quality Manager or the Managing Director will call for an unscheduled extraordinary review.

Agenda Item (9.3)	Impact on Customer or Business	Frequency	Type of Meeting
Previous actions	High	Monthly	Functional review
Changes to the QMS	Low	Six-monthly	QMS review

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Agenda Item (9.3)	Impact on Customer or Business	Frequency	Type of Meeting
Performance of the QMS	Very High	Weekly/Daily	Quality review
Customer satisfaction	High	Monthly	Functional review
Quality objectives	Medium	Quarterly	Planning review
Product/Process conformity	Very High	Weekly/Daily	Quality review
NCR/CAR root-causes	Medium	Quarterly	Planning review
Monitoring and measurement results	Very High	Weekly/Daily	Quality review
Internal audit results	Low	Six-monthly	QMS review
External providers	Medium	Quarterly	Planning review
Resources required	Medium	Quarterly	Planning review
Actions to address risk	Low	Six-monthly	QMS review
Improvement actions	High	Monthly	Functional review

Top management will determine the actual date for the review, coordinating with participating Line Managers and Department Managers.

1.4.3 Programme

The management review programme is prepared and distributed by the Quality Manager in order to coordinate the management review activities. As per Section 1.4.2, critical agenda items, such as process performance, product conformity, and monitoring and measuring results, are reviewed monthly, while less critical agenda items, such as reviewing the achievement of the quality objectives, are undertaken quarterly.

Agenda Item (9.3.2)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Previous actions	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Changes to the QMS	✓						✓					
Performance of the QMS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Customer satisfaction	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Quality objectives		✓			✓			✓			✓	
Product conformity	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
NCR/CAR root-causes		✓			✓			✓			✓	
Monitoring results	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Internal audit results						✓						✓
External providers	✓			✓			✓			✓		
Resources required			✓			✓			✓			✓
Actions to address risk					✓						✓	
Improvement actions	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

1.4.4 Agenda

The inputs required for the management review process will be clearly defined in the form of an agenda for each meeting.

The Quality Manager will distribute the meeting notice by e-mail to the required attendees. Based on the frequency and topics to be addressed, the agenda will cover the selected management review input items listed in Section 1.5 of this procedure.

The Quality Manager prepares the agenda for management review meetings. Top management then reviews, approves, and distributes it to the participating managers at least one week before the review meeting.

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