

[Organization logo]

[Organization name]

Commented [16A1]: All fields in this document marked by square brackets [] must be filled in.

PROCEDURE FOR MANAGEMENT REVIEW

Commented [16A2]: If you want to find out more about management review, see:

- How to make Management Review more useful in the QMS
<http://advisera.com/9001academy/blog/2014/01/21/make-management-review-useful-qms/>
- How to Make Management Review More Practical
<http://advisera.com/9001academy/blog/2013/12/10/make-management-review-practical/>

Commented [16A3]: Adapt to the existing practice in organization.

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Version:	0.1
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Signature:	

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Date	Version	Created by	Description of change
	0.1	16949Academy	Basic document outline

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[organization name]

1. Purpose, scope and users

The purpose of this procedure is to ensure systematic and periodic review of Quality Management System (QMS) by [Top Management] in order to evaluate possibilities for improvement and needs for changes, including Quality Policy and Quality Objectives.

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This procedure is applied to all processes within the QMS.

Users of this document are [members of top and mid-level management] of [organization name].

Commented [16A6]: Adapt to organization's practice.

2. Reference documents

- IATF 16949:2016 standard, clauses 8.3.4.1, and 9.3.1
- Quality Manual
- Procedure for Determining Context of the Organization and Interested Parties
- Procedure for Addressing Risks and Opportunities

3. Conducting Management review

The CEO, together with mid-level management, conducts the management review.

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3.1. Management review methods

The management review can be conducted in the following ways:

- Meetings with previously defined agenda, proceedings and formally determined actions
- Review of internal systems
- Review of external systems
- Considering elements that provide a global view of the system, instead of considering minor and irrelevant problems

3.2. Periodic management review

[Job title] organizes the meeting with mid-level management. Other members of staff will be invited

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processes/ system occur, according to the initiative of the management representative, agreed by [job title] and top management team.

Commented [16A9]: Usually the Plant manager. Adapt to your organization.

1. Suitability – *The quality of having properties that are right for the specific purpose.* A quality

[organization name]

2. Adequacy – *Sufficient to satisfy a requirement or meet a need.* A quality management system should be capable of being used to meet requirements, including those specified by the organization, the customer, and other interested parties.
3. Effectiveness – *Adequate to accomplish a purpose; producing the intended or expected result.* A quality management system should enable the organization to meet its own needs, those of the customer and those of other interested parties.
4. Alignment with strategic direction of the organization. A review of quality data leads to the achievement of the goals of an organization's strategy. The QMS should be implemented only if activities of the organization are aligned with the strategic direction of the organization.

3.2.1. Review Input

As a minimum, the following information and data are presented during the management review:

- Changes in internal and external issues

The top management must consider changes in the external and internal issues of the organization. Awareness of these issues under change, and also further actions to address these changes.

- Cost of poor quality

The top management must consider the costs that are generated from internal and external issues. For example, cost of poor quality, cost of customer care, cost of rework, cost of scrap, cost of returns, etc.

- Assessments of manufacturing feasibility

[Job title] collects and analyzes appropriate data to evaluate the effectiveness of feasibility assessments regarding changes in new products to be implemented in the process, internal and external quality needs.

[Job title] presents results of internal and/or external quality system audits. This includes awareness of needs for the audit, frequency of audit finding against particular elements of the quality system, and discussion of particular important findings.

- Customer feedback, including:

- Customer satisfaction
- Customer complaints
- Customer returns
- Results of customer satisfaction

[Job title] presents summaries of customer feedback and complaints, including analysis of trends for particular categories, customer satisfaction data and trends.

- Process performance, effectiveness and efficiency, as well as product performance, warranty, returns, etc.

Commented [16A10]: The following inputs for management review are mandatory according to the IATF 16949 standard; organization can add more inputs if it finds suitable.

Commented [16A11]: E.g. Management Representative

Commented [16A12]: Where applicable, customer scorecards will be analyzed by gathering data using specific communication channels with customers (e.g. Suppliers portals).

Commented [16A13]: E.g. Sales Manager

Commented [16A14]: Where it is applicable, specific KPIs related to warranty will be analyzed (like failures per thousand ratio).

[Job title] presents quality performance data, entered and monitored into the Matrix of Key Performance Indicators and process dashboard. Actual field failures, including their environmental impact will be presented by [job title].

Commented [16A15]: Can be Warranty Manager or Quality Manager. Adapt to your organization.

- *Performance of external providers*

The management team assess the performance of external providers, including suppliers and subcontractors, according to the results of the evaluation of suppliers conducted according to the Procedure for Purchasing and Evaluation of Suppliers.

- *Status of nonconformities and corrective actions*

[Job title] presents the highest-risk nonconformities and corrective actions implemented through the period and the status of pending actions.

- *Follow up actions from previous management reviews*

[Job title] reports on the status of action items from previous meetings. Items that are not completed are carried on to following actions and are recorded in each of the reviews.

- *Changes that affect the quality system*

[Job title] highlights any service delivery, process, capacity, or other operational or improvement changes that affect the quality system and describe specific actions to address or control the change in response to these changing circumstances. The changes may include external changes such as a new legal requirement coming into place.

- *Adequacy of resources*

Top management must ensure that adequate resources are designated for each of the planned activities.

- *Effectiveness of actions taken to address risks and opportunities*

The management team assess the effectiveness of actions taken to address risks and opportunities using various methods of analysis. Risks identified through specific methods will be analyzed here by [job title].

Commented [16A16]: Like FMEA.

- *Recommendations for improvement*

Use this section to document the progress toward achieving defined improvement goals, and include current and completed improvement projects.

Commented [16A17]: It can be Quality or Project manager, adapt to your company.

- *Quality Policy & Quality Objectives*

Quality objectives established through the review period are automatically included in each review.

- Objectives that have been achieved may either be upgraded to a higher performance level, or be closed out to free resources for improvement in another area.
- When objectives are not achieved on time, the review investigates and determines causes for failure to achieve the objectives.
- Depending on the nature of the objectives and causes for failure to achieve it, senior management may decide to drop the objectives, adjust the scope or deadline, change responsibilities, allocate additional resources, or extend the due date for achieving the objectives.
- Any decisions regarding quality objectives are recorded in the minutes of the review.
- New objectives are documented in the minutes of the review.

[Job title] reviews the quality policy to ensure its continuing relevance. The quality policy is

Commented [16A18]: E.g. CEO

- **Monitoring and measurement results analysis**

[Job title] collects and analyzes appropriate data to evaluate the effectiveness of the quality management system and files a Data Analysis Report.

Commented [16A19]: Besides this, management can determine additional subjects for review.

For example:
Whether the achieved level of product quality meets requests and expectations of customers.

Commented [16A20]: E.g. Manager Representative

- **Measurement performance of objectives**

[Job title] collects and analyzes appropriate data to evaluate the effectiveness of the results of processes and activities implemented related to the achievement of defined objectives in the manufacturing process.

Commented [16A21]: E.g. Manager Representative

- **Project advancement**

[Job title] monitors the status of projects and measurements for each phase and presents the status to the top management.

- **Additional management review**

[Job title] conducts an additional management review in the following situations:

- Major non-conformities in operating and maintaining the QMS
- [Redacted]
- [Redacted]

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3.3. Review Output

Output from the management review process includes decisions and actions related to:

[organization name]

- Improvement of the effectiveness of the quality management system and its processes
- Improvement of product related to customer requirements
- The cost of change in the QMS
- Resource needs
- Response to customer claims
- Records of the results and actions from the evaluation of the supplier
- Action plans to promote supplier process monitoring
- The Quality Policy
- The Quality Objectives

[Job title] documents the following in the Management Review Minutes:

- Action items are highlighted to ensure that they are easily identifiable
- Action items include the assignment of responsibility
- Action items include milestones and allocation of resources for implementation

Upon complete review of all inputs and generation of the outputs, management will determine the customer capability, delivery and effectiveness of the quality management system.

When customer specific objectives and targets are not met, the top management will define a robust action plan with clear responsibilities, actions and due dates. Documented in Management Review Minutes - output action.

4. Managing records kept on the basis of this document

Record name	Code	Storage		Responsibility
		Retention time	Location	
Matrix of Key Performance Indicators	PR.21.1	2 years	[office of [job title]]	[job title]
Data Analysis Report	PR.21.2	2 years	[office of [job title]]	[job title]
Management Review Minutes	PR.21.3	2 years	[office of [job title]]	[job title]

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5. Appendices

- Appendix 1 – Matrix of Key Performance Indicators
- Appendix 2 – Data Analysis Report
- Appendix 3 – Management Review Minutes