

[Organization logo]

[Organization name]

Commented [9A1]: All fields in this document marked by square brackets [] must be filled in.

PROCEDURE FOR MANAGEMENT REVIEW

Commented [9A2]: If you want to find out more about management review, see:

- article: How to make Management Review more useful in the QMS
<http://advisera.com/9001academy/blog/2014/01/21/make-management-review-useful-qms/>
- article: How to Make Management Review More Practical
<http://advisera.com/9001academy/blog/2013/12/10/make-management-review-practical/>
- free online course: ISO 9001 Foundations Course
<http://training.advisera.com/course/iso-90012015-foundations-course/>

Commented [9A3]: Adapt to the existing practice in organization.

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Signature:	

Distribution list

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Date	Version	Created by	Description of change
	0.1	9001Academy	Basic document outline

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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].

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2. Reference documents

- ISO 9001:2015 standard, clauses 5.4 and 5.6
- 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
- Phone or internet conference

- [Redacted]
- [Redacted]

3.2. Periodic management review

[Job title] organizes the meeting with mid-level management. Other members of staff will be invited to participate in this review as appropriate.

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The objective of the review will be to ensure continued QMS:

1. Suitability – *The quality of having properties that are right for the specific purpose.* A quality management system should be able to sustain the current performance levels of the organization, utilizing an acceptable amount of organizational resources.
2. Adequacy – [Redacted]

3. Effectiveness – *Adequate to accomplish a purpose; producing the intended or expected result.*
4. Alignment with strategic direction of the organization – *A course of action that leads to the*

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 management review considers changes in the internal and external issues of the organization. Internal issues may include changes in customer needs, which may affect the organization.

- *Internal and external quality audits*

The management review considers the results of internal and external quality audits. The results of audits of products, processes, systems, and services of suppliers and subcontractors are included in the management review.

- *Customer feedback, including:*

- *Customer satisfaction*
- *Customer complaints*
- *Results of customer surveys*

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

- *Performance of external providers*

The management review considers the performance of external providers, including suppliers and subcontractors, according to the results of the evaluation of suppliers and subcontractors by the organization.

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- *Status of nonconformities and corrective actions*

The management review considers the status of nonconformities and corrective actions implemented through the organization and the status of pending actions.

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Commented [9A9]: The following inputs for management review are mandatory according to the ISO 9001 standard; organization can add more inputs if it finds suitable.

Commented [9A10]: E.g. Sales Manager

- **Changes that affect the quality system**

The following changes are reviewed: changes in product, process, capacity, or other operational or organizational changes that affect the quality system and customer quality, actions to address a quality issue, or changes in response to other changing circumstances. The right also includes internal changes such as a new legal requirement coming into effect.

- **Adequacy of resources**

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

- **Effectiveness of action plans to address risks and opportunities**

The management must assess the effectiveness of action plans to address risks and opportunities, and to ensure corrective actions if needed to address identified issues.

- **Recommendations for improvement**

The right provides the following information: current activities without implemented goals, and current, current and completed improvement projects.

- **Quality Policy & Quality Objectives**

Quality objectives established through the review period are systematically evaluated to assess progress:

- 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 or when the review highlights and identifies issues for taking to address the objective.
- Depending on the status of the objective and issues for taking to address it, the management may decide to stop the objective, either to stop or to keep change responsibilities under additional resources, or extend the due date for achieving the objective.
- The decision regarding quality objectives are recorded in the minutes of the review.
- New objectives are established when it is necessary to improve performance in order to fulfil the quality policy or other requirements of the organization.
- 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 reviewed when the due date for the review has been reached, or when changes within or outside the organization make the policy outdated or inappropriate.

- **Monitoring and measurement results analysis**

Commented [9A11]: E.g. CEO

Commented [9A12]: Besides this, management can determine additional subjects for review. For example: Whether the achieved level of product quality meets requests and expectations of customers.

[organization name]

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

Commented [9A13]: E.g. Manager Representative

3.2.2. Additional management review

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

- [Redacted]
- [Redacted]
- [Redacted]

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3.3. Review Output

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

- Improvement of the effectiveness of the quality management system and its processes
- Improvement of product related to customer requirements
- Any need for change in the QMS
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

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

- [Redacted]
- [Redacted]
- [Redacted]

Upon complete review of all inputs and generation of the outputs, management will determine the continued suitability, adequacy and effectiveness of the quality management system.

4. Managing records kept on the basis of this document

Record name	Code	Storage		Responsibility
		Retention time	Location	
Matrix of Key Performance Indicators	PR.16.1	2 years	[office of [job title]]	[job title]
Data Analysis Report	PR.16.2	2 years	[office of [job title]]	[job title]

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[organization name]

			title]]	
Management Review Minutes	PR.16.3	2 years	[office of [job title]]	[job title]

5. Appendices

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