#### 5.6. Management Review

The [Management Review](http://www.iso-9001-checklist.co.uk/tutorial/5.6-management-review.htm) is your final check to ensure that everyone is happy therefore you should review the business, not just "quality". This vital step is traditionally represented by a minimal, typically annual, senior management review of the QMS.

ISO 9001:2008 requires that the review generates decision on key matters such as process improvement, resource allocation, product improvement driven by customer requirements, and the establishment of new improvement objectives.

Bearing in mind the importance of these sorts of topics, it is best not to hold a separate review, knowing that this sends signals to people in the organisation that quality is outside the normal activities of management.

### Summary of Management Review actions and benefits

1. Define 'quality' in the form of objectives to help internal communication of what is to be achieved (product and service requirements, process effectiveness and efficiency, customer perception etc.)
2. Show that the business is central to the system: use your normal business language, not 'quality' or ISO 9001 terms.
3. Produce a simple top-level, "big picture" of your business processes to show how the system improves results by focusing on the improvement of processes.
4. Demonstrate your commitment to continual improvement by focusing on the next improvement and by taking it seriously.
5. Show that the 'quality' approach is becoming instituted by integrating reviews into normal management cycles.
6. Ensure that records are turned visibly into management information so that people keeping them understand their importance.

**5.6.1 General**

The objective is to ensure that the ISO 9001 Quality Management System remains suitable, adequate and effective. The review should assess opportunities to improve (see 8.4) and the need to change the QMS, quality policy and quality objectives.

There is considerable emphasis on top management as being seen to be on-board. Top management is defined as those person(s) who direct the organisation at the highest level. The principal message that top management must convey is that the objective of the business is to keep the customer happy.

**When should we schedule a management review?**

Aim to do a management review at least once a year or more often if appropriate. Little and often is best; there is nothing to say that you have to go through the full agenda each time, nor is there any need to duplicate effort if you cover certain aspects as part of other management meetings.

**What should the management review include?**

* Requirements of the quality management system e.g. results of internal audits
* Quality management system performance and trends
* Opportunities for continual improvement (8.5.1)
* Monitoring of quality objectives
* Results of the regular reporting
* Evaluation of the cost of poor quality

**5.6.2 Review Input Agenda**

The management review process should focus on the following inputs:

* Audit results
* Product conformity
* Improvements opportunities
* Customer feedback , positive and negative
* Process performance and product conformity
* Status of corrective actions and preventive actions
* Changes that might affect the system e.g. changes to standards, legislation, technology, business activities
* Suitability of previous review outcomes and actions

**5.6.3 Review Output Minutes/Actions**

The management review process should generate the following outputs:

* Process improvement actions
* Quality Management System improvement actions
* Product improvement actions
* Resource provision actions
* Management meeting minutes

Management review meeting records must be retained as quality records in accordance with the Control of Records procedure.

**Should I document our management review procedure?**

It is not a mandatory requirement to document the management review procedure for acheiving ISO 9001:2008 certification, however you should always look to adequatley define and control any operational processes that forms an integral part of your overall management system.

If the need for a planned and controlled management review process is vital in acheiving product quality; then a documented procedure is generally required.

**How's best to document management reviews?**

Develop and implement a management review procedure that defines:

* Management review responsibilities
* Management review scheduling
* Management review inputs
* Management review outputs

**Measuring management review effectiveness**

The management review process can be measured by assessing the effectiveness of key decisions that they relate to, e.g. budgetary changes, forecasts, revised resources plans or changes to the quality policy or objectives. Management review outputs are intended to improve your business; auditors will look for evidence that this is being achieved.