Management Review

ISO 9001:2015 Guidance

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chooses. You should ensure that the output from your management review process provides evidence of decisions regarding:

1. Revised quality objectives;
2. Revised quality policy;
3. Revised KPIs and targets;
4. Process improvement actions;
5. QMS improvement actions;
6. Product and service improvement actions;
7. Resource provision actions;
8. Updated risks and opportunities;
9. Revised business plans and budgets;
10. Management meeting minutes;
11. List of attendees.

It is critical that your organization addresses any quality objectives that are not met. These must be discussed during the management review and a resulting action plan with dates of follow-up for checking must be agreed and documented in the management review minutes.

Top management must decide whether or not to change the target goal to make it more achievable and implement improvement in the process. The auditor must recognize that the action is being taken and document it in his audit report.

Implementation Checklist

Management review meeting minutes should be retained as documented information, and must show evidence of decisions regarding changes to the quality policy and objectives. Documented evidence of the management review might include: signed attendance register, agendas, presentations, hand-outs, meeting minutes, actions (list, owners, timescale) or reports. Retain documented information of the review and communication of the relevant content across your organization.

Figure 1: Management Review Implementation Checklist

Ref.	Management Review Requirements	Yes/No	Evidence /Documents
9.3.1	Does Top management review your organization's QMS, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of your organization?		
9.3.2	Is the management review planned and carried out taking into consideration the **status of actions from previous management reviews?**		
	Is the management review planned and carried out taking into consideration changes in **external and internal issues that are relevant to the QMS?**		
	Is the management review planned and carried out taking into consideration trends in **customer satisfaction and feedback from relevant interested parties?**		