

Conducting a Management Review

Carol Hockert, Chief
Weights and Measures Division
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Carol.hockert@nist.gov

301-975-5507



Overview

- What is a Management Review?
- Why conduct a Review?
- Required Elements (examples)
- Preparing for a Management Review
- Conducting a Management Review (roles)
- Outcomes
- Best practice sharing
- Review

What is a Management Review?

- Formal Communication Tool
- Initiated and Conducted by Management
- Used to provide evidence of compliance
- Attendance decided by management

HB143 and ISO 17025 Requirements

- 4.1.6 Top **management shall** ensure that the appropriate communication processes are established within the laboratory and that communication takes place regarding the effectiveness of the management system.

HB143 and ISO 17025 Requirements

- 4.2.2 The laboratory's management system policies related to quality, including a quality policy statement, shall be defined in a quality manual (however named). The overall objectives shall be established, and shall be reviewed during **management review**.

HB143 and ISO 17025 Requirements

- 4.2.2 e It [the quality policy statement] shall include at least the following: the laboratory **management's commitment** to comply with this handbook and to continually improve the effectiveness of the management system.

HB143 and ISO 17025 Requirements

- 4.2.3 Top **management shall** provide evidence of commitment to the development and implementation of the management system and to continually improve its effectiveness.

HB143 and ISO 17025 Requirements

- 4.2.4 Top **management shall** communicate to the organization the importance of meeting customer requirements as well as statutory and regulatory requirements.

HB143 and ISO 17025 Requirements

- 4.2.7 Top **management shall** ensure that the integrity of the management system is maintained when changes to the management system are planned and implemented.

HB143 and ISO 17025 Requirements

- **4.10 Improvement.** The laboratory shall continually improve the effectiveness of its management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and **management review.**

Why Conduct a Management Review?

- Effective Communication to Top Management
 - Use to showcase success
- Documented results, justifications, requirements, data
 - Annual reporting
- Required for state laboratories
 - Handbook 143, Handbook 150, ISO 17025

Exercise #1

- Break into small groups
- Each group will take two or three elements (see next page) and discuss how they apply to your program or laboratory
- Is there a related application in a W&M program setting?
- Think of a Management Review as a “useful management principle”
 - Not restricted to the laboratory

Required Elements

- the suitability of policies and procedures;
- reports from managerial and supervisory personnel;
- the outcome of recent internal audits;
- corrective and preventive actions;
- assessments by external bodies;
- the results of interlaboratory comparisons or proficiency tests;
- changes in the volume and type of the work;
- customer feedback;
- complaints;
- recommendations for improvement;
- other relevant factors, such as quality control activities, resources and staff training.

Preparing for a Review

- **Management Schedules the review**
 - Provides an agenda
 - May coincide with Agency strategic plan
- **Staff prepare documentation and evidence**
 - Use photos where appropriate
 - External calibration reports
 - Software validation records
 - Control charts
 - Proficiency test results
 - Training certificates

During the Review

- Management Chairs the Meeting
- Agenda is followed
 - Agenda covers required elements and other
 - May use Powerpoint to stay on track
- Minutes are recorded
 - Record actions and due dates
- Two-way dialogue occurs
 - Expectations, needs, progress, highlights

Exercise #2

- Break into small groups (again)
- Set the scenario: Private or gov't, lab or division, etc.
- Designate roles for each person
 - Manager (Commissioner, Director)
 - Put together a brief agenda
 - Lab Supervisor (or field supervisor)
 - Delegate preparation of materials for the meeting
 - Staff
 - Gather evidence, data
 - Secretary
 - Record minutes
- Conduct review using steps discussed previously
 - Review elements as a minimum

Outcomes from a Review

- Summary
- Create an Action Plan
 - Fix problems
 - Improve system
 - Assign responsible person for each action
- Identify Necessary Resources
- Set Deadlines
- Staff complete actions and report back

Best Practices Sharing

- Template for Management Review (handout)
 - Covers required elements
 - Don't use it as a checklist; think; make it your own
- Keep it simple
 - Hit high points, successes and failures
- One review required; more might be useful
- Montana management review – Jack Kane


W&M Program Management Review

- Brainstorm: If we apply the concept more broadly...
- If conducting a program review,
 - what elements might you add;
 - what elements would you keep as they are;
 - what elements might you slightly modify;
 - what elements might you remove

Review

1. What is a Management Review?
2. Why conduct one?
3. Look at each main element
 - the suitability of policies and procedures;
 - reports from managerial and supervisory personnel;
 - the outcome of recent internal audits;
 - corrective and preventive actions;
 - assessments by external bodies;
 - the results of interlaboratory comparisons or proficiency tests;
 - changes in the volume and type of the work;
 - customer feedback;
 - complaints;
 - recommendations for improvement;
 - other relevant factors, such as quality control activities, resources and staff training.

Review

4. How do you prepare for a review?
 - a) Managers?
 - b) Staff?
 5. Whose responsibility is the review?
 6. Who attends a management review?
 7. What are the outcomes?
 8. Benefits?
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Thank you for your time!

Questions?

Contact:

Elizabeth Gentry: elizabeth.gentry@nist.gov

Georgia Harris: gharris@nist.gov

Carol Hockert: carol.hockert@nist.gov

