Management Review

Laboratory Name:
Date:
Completed By:
Participants (Name, Title):

Outline[1]

Executive Summary:

- Changes in Relevant Issues (Internal and External)
- Fulfillment of Objectives
- Short-term/Long-term Goals
- Highlights

Suitability of Policies and Procedures:

Quality Management System Documentation

- Quality Manual
  - Quality Policy and Objectives (e.g., Competence, impartiality, consistent operations)
- Documentation, Process Systems, Procedures, Supporting Documents[2], and Records
  - Administrative Procedures (SAPs)
  - Good Measurement Practices (GMPs)
  - Operating Procedures (SOPs)
  - Documentary Standards, Technical Procedures, Specifications (External Sources)
  - Software
  - Other

Improvement Opportunities

[1] This report template describes the essential elements required by NIST Handbook 143 (2019) for laboratory recognition. A management review must be conducted annually at least 6 months prior to the annual recognition submission cycle, but can occur more frequently.
[2] See the Laboratory Master List for approved processes, procedures, and supporting documents.

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Reports:

Previous Management Review(s)

- Outcome
- Status of Actions (Corrective & Improvement)
- Evaluation of Effectiveness of Actions

Internal Audits
(Quality, Technical, Safety)

- Outcome
- Status of Actions (Corrective & Improvement)
- Evaluation of Effectiveness of Actions

Other Corrective Actions

- Outcome
- Status of Actions (Corrective & Improvement)
- Evaluation of Effectiveness of Actions

External Assessments
(Recognition, Accreditation, Customers)

- Outcome
- Status of Actions (Corrective & Improvement)
- Evaluation of Effectiveness of Actions

Workload:

Summary of Work Volume, Type, and Changes

- Customers (New, Returning)
- Areas of Measurement Scope, Number of Artifacts
- Trends (Increases, Decreases)
    - How has your workload changed (increase/decrease)?
    - Are you seeing trends in the workload (measurement area, artifact type)?
    - Are you observing changes in customer requests (frequency, turnaround time needed)?
    - Workload survey. Describe workload comparison with other labs (e.g., with similar scopes, region)?
    - Changes in customers (quantity, industry sector)?
    - Increase/decrease in out of state customers?
- Opportunities for Improvement
    - Expand, improve, or discontinue measurement service(s) offered?

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Customer and Personnel Feedback:

- Sources may include: surveys, direct elicitation, benchmarking, focus groups, social media analysis, customer service notes, correspondence, suggestion box, website analytics, feedback/complaint forms, and cancelled services.
- Quantity, Trends (increase/decrease)
- Positive
- Negative (Complaints)
- Status of Actions (Corrective & Improvement)
- Evaluation of Effectiveness of Actions
- Opportunities for Improvement
    - Identified customer needs?
    - Process improvements?

Other Relevant Factors:

Resource Adequacy

(6.1) Describe the level of available resources that enable the laboratory to manage and perform its activities.

- Personnel (6.2 - Impartiality, competence requirements, selection, training, supervision, authorized signatories, monitoring of competence, demonstrated proficiency)
- Facilities and Environmental Conditions (6.3 - Suitability, monitoring, control, stability, upgrades, repairs, access, contamination, interference, incompatible activities)
- Equipment (6.4 - Access, handling, transport, storage, maintenance, purchase, repair, suitability)
- Metrological Traceability (6.5, Annex A)
    - Standards (e.g., Calibrations needed, purchasing new standards for gaps)
    - Measurement Assurance (e.g., Control charts, range charts)
    - Procedures (e.g., Validation of new and laboratory developed)
- Externally Provided Products and Services (6.6 - Suitability, defining and reviewing requirements, evaluation, selection, acceptance criteria, competence, monitoring performance, re-evaluation)

Risk Identification Results

- Impartiality (4.1 - Activities, organization and personnel relationships, elimination, minimization)
- Actions to Address Risks (8.5 - Enhance opportunities, avoid threats, prevent or reduce undesirable impacts and potential failures, achieve improvements)
    - Identified Risks

  - Evaluation of the Probability and Impact of Risks (e.g., Risk, probability, impact)
  - Prioritization and Planned Actions
  - Define Actions, Treatment of Risks
  - Describe Integration and Implementation
  - Evaluation of Effectiveness of Actions

Assurance of the Validity of Results Outcomes

[7.7 - Review of results, detectable trends, monitor performance, proficiency testing (PT), and interlaboratory comparison (ILC)]

- Evaluation and Outcomes
  - Highlights
  - Internally Obtained Measurement Assurance Data (GLP 1)
  - Externally Obtained Measurement Assurance Data (GLP 1)
    - PT Participation Plan (e.g., 5-year plan)
- Status of Actions (Corrective & Improvement)
- Evaluation of Effectiveness of Actions

Other Relevant Factors

- Monitoring Activities
- Training (e.g., Planned and accomplished training, training application and effectiveness, personnel competency, authorized signatories, succession planning)

Management Review Outputs:

Record all Decisions and Actions Related to:

- Quality Management System Effectiveness
- Laboratory Processes Effectiveness
- Improvement of Laboratory Activities Related to Fulfillment of ISO/IEC 17025, NIST HB 143 (Recognition), and NIST HB 150 (Accreditation)
- Provision of Required Resources
- Any Need for Change

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Action Plan[3]

SUMMARY:

Created by			**Creation Date**		**Action # or ID**		
Action Type[a]	*Select one*	**Criteria**[b]	Select one	**Priority**[c]	Select one	**Source**[d]	Select one
Title/Short Description	*Create a title or short description that can easily be referenced*						
Finding/ Observation(s)	*Describe in clear terms the finding that needs to be addressed*						
Risk Assessment	*Assess the risk to your laboratory as a result of the finding*						
Root Cause	*Use a common root cause analysis approach to evaluate why this happened (e.g., five whys)*						
Proposed Action(s)	*Describe what action(s) is proposed to resolve the finding(s)*						
Due Date		**Task Assigned To**					
Completion Date		**Task Verified By**					
Final Action(s)	*Describe what was the final action(s) taken to resolve the finding*						
Action Effectiveness	*Describe how was the action evaluated for effectiveness and if it proved to be effective*						
Evaluation Date		**Task Verified By**					

[a]Action Types: Corrective Actions (CA), Risk Minimization (RM), Improvement Actions (IA); [b]Criteria: Meets Criteria (OK), Nonconformity (X), Comment (C); [c]Priority: High = 1, intermediate = 2, Low = 3; [d]Source: Complaint (C), Internal Audit (A), LAP Problems (LAP), Employee Observations (EO)

[3] Copy and paste the table as needed for each action item that results from the Management Review.

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- Action Plan Log[4]

Action # or ID	Action Type	Creation Date	Title	Finding/Observation(s)	Proposed Action(s)	Assigned To	Due Date	Actual Completion Date	Evaluation for Effectiveness Date

[4] Action Plan Log may be maintained electronically in a spreadsheet or database format.