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

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\(^1\) This report template describes the essential elements required by NIST Handbook 143 (2018) for laboratory recognition. A management review must be conducted at least once every 12 months, but can occur more frequently.

\(^2\) See the Laboratory Master List for approved processes, procedures, and supporting documents.
Management Review

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?
Management Review

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
Management Review

- 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
## Summary

- Corrective Actions (CA) and Improvement Actions (IA) Identified

<table>
<thead>
<tr>
<th>Finding Type&lt;sup&gt;b&lt;/sup&gt; and Description</th>
<th>Criteria</th>
<th>Priority&lt;sup&gt;c&lt;/sup&gt;</th>
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<tbody>
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<td>Root Cause</td>
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<td>Evaluation Date</td>
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### Action Types:
- Corrective Actions (CA) and Improvement Actions (IA)

### Finding Types:
- Complaint (C), Internal Audit (A), LAP Problems (LAP), Employee Observations (EO).

### Priority:
- High = 1, Intermediate = 2, and Low = 3

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

- Action Plan Log

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<thead>
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<th>Action Type</th>
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4 Action Plan Log may be maintained electronically in a spreadsheet or database format.