

Management Review

Laboratory Name:

Date:

Completed By:

Participants (Name, Title):

Outline¹

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 Documents², 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 (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?

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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

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- 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 Plan³

SUMMARY:

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

Action Type ^a	Criteria	Priority ^c
Finding Type^b and Description		
Risk Assessment		
Root Cause		
Proposed Action		
Due Date	Task Assigned To	
Completion Date	Task Verified By	
Final Action		
Action Effectiveness		
Evaluation Date	Task Verified By	

Action Types^a: Corrective Actions (CA) and Improvement Actions (IA)

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

Priority^c: High = 1, Intermediate = 2, and Low = 3

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

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- Action Plan Log⁴

Action #	Action Type	Title	Description	Proposed Action	Assigned To	Goal Completion Date	Actual Completion Date

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