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| logo | Management review | 2821 |

Example of report

Agenda

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| --- | --- | --- |
| Codification |  |  |
| Date |  |  |
| Written by |  |  |
| Period  (from …till…) |  |  |
| Participants | Name | Department |
| 1 | Jean Dupont | management |
| 2 | … | … |
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| --- | --- | --- |
| Points | Subject | Objectives |
| 1 | Follow-up of actions from last management review |  |
| 2 | Results of internal audits |  |
| 3 | Changes in external and internal issues |  |
| 4 | Trend in customers’ satisfaction |  |
| 5 | Feedback from stakeholders |  |
| 6 | Situation of indicators, inspection results |  |
| 7 | Process performance, conformity of products, corrective actions |  |
| 8 | Trend in performance of external providers |  |
| 9 | Status of actions taken to address risks and opportunities |  |
| 10 | Proposals for changes of the QMS |  |
| 11 | Planning of the QMS and resources |  |
| 12 | Improvement opportunities |  |
| 13 | New quality objectives |  |
| 14 | Change of the quality policy? |  |

Report for the decisions of the management review

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| --- | --- | --- | --- | --- | --- |
| Subject | Progress | Decision | Responsible | | Delay |
| 1 | Follow-up of actions from last management review | | | | |
|  | All actions implemented but:….. | Actions not finished because:…New responsible and new delay:… | Paul Martin | | Week. 25 |
| 2 | Results of internal audits | | | | |
|  |  |  |  | |  |
| 3 | Changes in external and internal issues | | | | |
|  |  |  |  | |  |
| 4 | Trend in customers’ satisfaction | | | | |
|  |  |  |  | |  |
| 5 | Feedback from stakeholders | | | | |
|  |  |  |  | |  |
| 6 | Situation of indicators, inspection results | | | | |
|  | Elapsed period:   * customer returns < 5 / year * customer satisfaction > 97 % * cost returns < 2000 Euros / year * customer claims < 20 / year * incidents < 10 / year * shipment delays not in time < 0.5 % * internal audits without remarks > 85 % * sorting out costs < 1000 Euros / year * scrap < 0.2 % * training efficiency > 90 % * products refused at final test < 0.2 % * products refused at production test < 3 % * supplier returns < 0.1 % | New values:   * customer returns < 4 / year * customer satisfaction > 97 % * cost returns < 2000 Euros / year * customer claims < 20 / year * incidents < 10 / year * shipment delays not in time < 0.5 % * internal audits without remarks > 85 % * sorting out costs < 1000 Euros / year * scrap < 0.2 % * training efficiency > 90 % * products refused at final test < 0.2 % * products refused at production test < 2,5 % * supplier returns < 0.1 % | |  |  |
| 7 | Process performance, conformity of products, corrective actions | | | | |
|  |  |  |  | |  |
| 8 | Trend in performance of external providers | | | | |
|  |  |  |  | |  |
| 9 | Status of actions taken to address risks and opportunities | | | | |
|  |  |  |  | |  |
| 10 | Proposals for changes of the QMS | | | | |
|  |  |  |  | |  |
| 11 | Planning of the QMS and resources | | | | |
|  |  |  |  | |  |
| 12 | Improvement opportunities | | | | |
|  |  |  |  | |  |
| 13 | New quality objectives | | | | |
|  | …cf. annex 1 |  |  | |  |
| 14 | Change the quality policy? | | | | |
|  | …cf. annex 2 |  |  | |  |

Annex 1 "New objectives"

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| --- | --- | --- | --- | --- |
|  | Objectives | Measure | New period | New value of indicator |
| 1 | Diminish customer returns | number | January - December | < 4 |
| 2 | Reduce nonconforming products in production | % of total production | January - July | < 2.5 % |

Annex 2 New "Quality Policy"

Modification 2 objectives