
MANAGEMENT REVIEW PANEL GUIDELINES

A supplement to the MSL Quality Manual

October 2, 2025

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Measurement Quality Council

Measurement Standards Laboratory of New Zealand

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1 Purpose

The main purpose of the Quality Management Review is covered in the MSL Quality Manual [1, §8.2]: *“to assess the suitability and effectiveness of the laboratory’s management system, calibration and testing activities, and to introduce any necessary changes or improvements”*. The review will also assess effectiveness in achieving the wider goals of MSL as a national metrology institute.

2 Terms of reference

The quality management review is an opportunity to critically analyse the goals and objectives of the MSL quality system and to receive affirmation that current plans and priorities will have long-term benefits for MSL.

The review is expected to address the following questions:

Current state: What is the current situation of MSL? What does MSL do well to achieve its quality objectives? How does the laboratory contribute to the quality objectives, wider goals and strategies of MSL?

Future state: What challenges face the quality system and development of MSL? What changes might be required to strengthen the laboratory’s contribution to MSL’s goals? What can the parent organisation do to support the laboratory to achieve its goals and quality objectives?

3 Key participant roles and responsibilities

3.1 Review Organizer and Secretary

Review organizer: The MSL director will assume this role and initiate the review process.

The organizer shall:

- nominate a review secretary;
- select the panel members and confirm their availabilities;
- confirm the date and time for the review;
- make sure all required review documents are provided in a timely manner and are made available to the panel and MSL staff members before the review;
- make sure a panel review report is produced.

Review secretary: This role shall be nominated by the organiser.

The secretary shall:

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- arrange the review meeting venue;
 - send invitations to the meeting to all MSL members;
 - call for review submissions;
 - distribute review documents to the panel and MSL staff members;
 - take minutes during the meeting;
 - provide any other administrative support as required by the organiser and the panel.

3.2 The Panel

The panel should consist of at least 3 members: the MSL director, the CI executive member overseeing MSL and an MQC member.

Before the review meeting: consider reports from previous management reviews, reports from the quality manager, chief metrologist and team managers as well as any submissions from staff; familiarise themselves with the MSL quality manual and all related documents including quality objectives, strategy documents, improvement requests and risk & opportunities register.

If required, the MQC panel member may provide advice to the panel on the MSL quality system and clarify issues and concerns specific to MSL. The panel is encouraged to meet prior to the review to set the focus of the review, discuss any potential issues and decide on the review meeting agenda.

Following the review meeting, the panel should collectively produce a panel review report.

4 Self-review reports and submissions

Self-review reports form the basis of submissions to the panel. The quality manager, chief metrologist and the MSL team managers are required to provide these reports in a timely manner before the review meeting. Scope of the reports are covered in MSL Quality Manual [1, §8.2].

MSL staff members may give submissions to the panel regarding the effectiveness of the quality system. The panel shall consider all of the submissions.

5 Review meeting

All MSL staff members shall be invited to the review meeting. The review organiser will run the meeting according to the agenda and facilitate any discussions. The panel shall ask questions prompted by the self-review reports and lead discussions on any staff submissions with the meeting. The panel may put forward recommendations and implementation plans for discussion.

Reports are considered as read—5 minutes overview per reviewee can be allocated. Time shall be planned for submission writers to explain their submissions and provide more context. Time should also be allowed for attendees to ask questions and comment on the reports and submissions.

6 Panel review report

The panel is required to produce a report at the conclusion of the review. The report should include the recommendations and implementation plans that were ideally discussed and agreed upon during the meeting. This is covered in the quality manual [1, §8.2]: any decisions and actions in relation to, at least:

- the effectiveness of the management system and its processes;
- improvements to laboratory;
- provision of required resources;
- any needs for change.

This report will be published to all MSL members and filed in the quality management system repository.

7 References

[1] MSL Quality Manual (in the SharePoint [MSL Quality Management System](#) library)