Uptime Maintenance Maturity Matrix (Third Edition)

	Strategy	People & Teams	Work Management	Materials Management	Basic Care	Performance Management	Support Systems	RCM	Reliability Quick Start & Optimization	EBAM
Excellence	Maintenance programs clearly support org strategic goals, well established, documented, & continuously improved.	Fully developed active multiskilling autonomous operator & maintainer teams. Specialist engineering support available.	Long term planning cycles, extensive use of std. job plans. Planning is used to determine support requirements for new systems based on RCM.	Stock-outs rare, service level >98%. Inventory turns > 2 times.	Full regulatory compliance. PM program features extensive CBM. Operators do some minor PM. Equipment condition is good.	Fully balanced score cards for teams. Improvement results evident in performance trends.	Full user acceptance & widespread use of integrated management systems sharing info across org. Info widely used in EBAM, reliability, & performance management.	RCM used proactively for new projects. RCM, maintenance planning, and support analysis used before new equipment / systems put into service.	Reliability enhancements rely on use of advanced mathematical models & data. RCM results are continually improved. RCFA used occasionally.	Data is useful. Any gaps are closed with formal knowledge elicitation process to ensure that info is reliable. Decisions are regularly informed with evidence.
Competence	Maintenance strategy & plans align with org strategic goals. Improvements in place. Maintenance is under control.	Multiskilling & managed teams of maintainers & operators. Regular use of RCFA & RCM analysis teams.	Planning & scheduling well established for most work. Compliance is high.	Inventory turns > 1. Service level > 95%, stock-outs < 5%.	Full regulatory compliance. PM program features some CBM. Operators helps with PM. Equipment condition is good.	Reliability measures in use, improvement programs monitored, trends being developed.	Extensive management systems in use with integration for sharing & reuse of important info. CBM & reliability analysis tools in place. EBAM in use.	PM program fully developed using RCM / PMO, improved using RCFA. RCM results evident in procedure changes, training, & equip mods.	RCFA used to complement RCM program. Experimenting with more complex reliability tools / methods. PMO no longer needed.	Data gathering is reliable, & good info is available for improvement efforts. Info gaps are being filled by experienced workers.
Understanding	Management defined strategy & plans. Improvement efforts underway & working.	Some multiskilling. Mostly distributed maintenance teams with supervision. Task-based teams used, as needed.	Scheduling established, compliance good. Planning for major work & shutdowns, as work arises.	Inventory turns > 0.7. Service level > 90%. Inventory analysis being performed.	Partial regulatory compliance. PM program based on fixed interval tasks, with little CBM. Equipment condition is fair.	Basic maintenance performance measures in use.	CMMS, EAM, or ERP in use with report generation & analysis. CBM supported with specialized systems. Documentation, financial records, maintenance, stores, etc. not integrated.	RCM program in use for critical equipment. PM program blends OEM recommendations with experience & RCM results.	RCFA used for more than just critical failures. PMO applied to “clean up” existing PM program.	Data used in problem solving (RCFA), but data problems are evident. Decisions still require experiential inputs.
Awareness	Documented goals, but no objectives or plans to achieve them. Past attempts at improvement programs have failed.	Maintenance organized by shops. Some area maintainers assigned. Conventional supervision. Occasional teams used for RCFA.	Scheduling with 50% compliance. Plans for shutdowns only.	Inventory improvement plans in place. Measurement of stores performance started.	Poor regulatory compliance. PM program under development using traditional methods. Equipment condition is fair.	Financial measures used to analyze spend patterns. Some downtime records.	Management systems use is spotty and provide little valuable output. CMMS is in place & operates independent of other systems. Number of ad hoc systems used.	Downtime analysis is performed & some improvements are implemented. PM program is being followed.	RCFA used for highly critical / visible failures. It is primary reliability tool.	Data collection is done, but generally data quality is poor & not suitable for reliability purposes.
Innocence	No documented strategy. Maintenance is largely reactive to breakdowns.	Centralized organization based on trades demarcation. No sign of teamwork. O&M do not collaborate.	No planning, little scheduling, & poor compliance to schedule.	Frequent stock-outs, service level poor. Jobs frequently waiting for parts.	Poor regulatory compliance. Minimal or nonexistent PM program. Equipment condition is poor.	Only financial measures watched, but no analysis of costs performed.	Little to no use of management systems. May use variety of ad hoc systems with little to no sharing of data and information among them. Maintenance is operating in own isolated information island.	Plenty of downtime, but no analysis of causes or attempts to improve. PM program missing or not followed. Production complains about how badly maintenance manages assets.	No effective reliability improvement efforts being made. Reliability poor & remains there. Production complains about how badly maintenance manages assets.	No use of data / information as evidence in analysis of systems, problems, failures, etc.

From Uptime – Strategies for Excellence in Maintenance Management (Table 1.1) by John D. Campbell and James V. Reyes-Picknell