

Case Study

Frampton Construction Elevates Scheduling Excellence with SmartPM

From Superintendent to COO: Scaling Scheduling Discipline at two ENR Contractors



Background

For nearly 30 years, Josh Schlechty has built his career on one core belief:

“Everything ties to the schedule — financials, RFIs, manpower, all of it.”

Over the course of his career, Josh has successfully implemented SmartPM at two highly successful ENR ranked construction firms, transforming how scheduling, accountability, and risk management are handled at scale.

When he first discovered SmartPM, he recognized it as the first platform capable of scaling his scheduling philosophy across entire organizations, not just individual projects.

The Challenge

Scaling Scheduling Discipline Beyond One Leader

Throughout his career he has witnessed a reliance on traditional scheduling processes:

- Lengthy PDF schedule reports
- Manual spreadsheet tracking
- Inconsistent schedule quality across teams
- Limited executive visibility into project risk
- Reactive problem-solving instead of predictive control

Many hours were spent on each project every month in order to analyze schedule updates in order to identify risk trends.

“Before SmartPM I was either working late at the office or jumping on my computer after my family went to bed. Using SmartPM, I can do in 10 minutes what used to take me 2 hours or more.”

Josh Schlechty,
COO, Frampton



As the company grew, Josh identified a larger issue:

Scheduling excellence depended too heavily on individual experience — **not a scalable system.**

Additionally:

- Third-party schedulers resisted accountability
- Teams struggled to detect early compression risk
- Overtime and late-stage schedule recovery were common
- Lessons learned were not consistently transferred between projects

He needed a way to:

- Standardize schedule quality
- Create transparency without micromanagement
- Predict risk early
- Scale his operating philosophy company-wide

Under his leadership, SmartPM became more than a project controls tool, it became embedded in the company's operating culture.

Even after Josh departed, SmartPM usage continued expanding, clear proof that the transformation outlasted the champion.

A Repeatable Model at Frampton Construction

When Josh joined Frampton Construction as Sr VP of Ops, (he has since been promoted to COO) he found SmartPM already purchased, but underutilized.

"The technology was there, but the processes around it weren't."

The challenge:

- SmartPM lacked ownership
- No consistent training or expectations
- Limited executive integration
- Scheduling maturity similar to early-stage adoption

One of Josh's key mandates was to elevate project controls maturity, starting with rebuilding structure, confidence, and adoption.

The Solution

SmartPM as a Leadership System — Not Just Software

Start to Start

A high amount of start to start relationships means that the schedule either lacks detail or is in a compressed state. This increases the risk of an erroneous critical path while limiting the ability to effectively identify and manage delays.

8

3.8%

Positive Lag

Assignment of excessive amounts of positive lag on activity relationships in a CPM schedule is considered a bad practice.

6

- 1.5 pts

3.4%

Missing Logic

A schedule with a high number of activities that are missing a predecessor and/or successor increases the risk of an erroneous critical path, limits the ability to effectively identify and manage delays and increases the risk of compression.

9

-7.6 pts

7.6%

* Image does not reflect Frampton's data

1. Quality Grade and Rubric

SmartPM was validated using completed project schedules.

When I was evaluating SmartPM, I gave them every schedule from baseline to the end of the job. If it reflected what really happened — I was in. I reviewed it and said: "Damn, this is good!"

This built immediate executive trust.



2. Training-First Adoption

Josh personally led:

- Model setup and grading walkthroughs
- Live dashboard reviews
- Monthly executive participation
- Gradual transition to team ownership

“I trained them... then I fade away as they get better. I didn’t want it to be just top-down.”

He embedded SmartPM reporting into monthly financial reporting, making schedule performance a leadership KPI.

3. Moving from Reactive to Predictive

Josh worked directly with SmartPM leadership to enhance predictive analytics, including:

- Monthly start/finish accuracy tracking
- Planned vs. actual workload analysis
- Early compression detection dashboards

I know what happened in the past. I want to know what’s going to happen next.

This shifted SmartPM from historical reporting to forward-looking risk intelligence.

The Results

Six-figure

cost avoidance through
earlier risk detection

10 min.

per project review,
down from 2+ hours

Less Risk

through earlier issue
detection

Quantifiable Financial Impact

Across multiple projects, Josh reports repeated six-figure cost avoidance by detecting issues before escalation.

Reduced Overtime & Quality Risk

By identifying compression trends early:

- Extended overtime cycles were avoided
- Fatigue-related quality risks decreased
- Client satisfaction improved
- Communication and resolution of constraints took a more proactive approach that escalated the situation which led to quicker resolution

If a job is completely compressed at the end, it might get done — but the quality suffers. SmartPM lets us prevent that.

Executive Efficiency Gains

- Schedule review time reduced from 2+ hours to 10 minutes per project
- Cumulative months of executive time saved
- More time spent on proactive leadership

That's time back with family. That's time not waking up at night worrying about what I missed.

Sustainable Cultural Adoption

Sustained Impact in Previous Role:

- SmartPM became embedded in company operations
- Adoption expanded after Josh departed
- Executive leadership continued using SmartPM in reporting

“If it was just me using it, it would have died off. I ingrained it into the culture.”

Josh Schlechty,
COO, Frampton



Scaling the Model in Current Role at Frampton:

- SmartPM now integrated into monthly financial reporting
- Second-project adoption rate ~75%
- Scheduling maturity accelerating year-over-year

Conclusion

Josh Schlechty's success with SmartPM is not just a technology story, it is a leadership story.

At two ENR ranked contractors, he has demonstrated that:

- Scheduling discipline can scale
- Predictive analytics reduces financial risk
- Executive visibility drives accountability
- Culture change is possible when data becomes operational

SmartPM did not replace experience. It amplified it at scale.

About Frampton

Founded in 1993, Frampton Construction is a second-generation construction firm serving clients across the Southeast and beyond. The company delivers complex projects across the manufacturing, healthcare, commercial, and distribution sectors, combining early partnership, disciplined execution, and creative problem-solving to drive better outcomes.

The company is known for its hands-on leadership, strong culture, and commitment to predictable outcomes — combining craftsmanship with data-informed decision-making to drive long-term client relationships and sustainable growth.

Dashboard
28 Projects

- > 30 Days of CP Delay: 15 Project(s)
- On Track: 13 Project(s)
- Needs New Schedules: 26 Project(s)
- Average Health: 80%
- Average Compression: 19%
- Average Quality: C
- Average SPI: 0.82

Executive Progress

Map: Quality

Avg. Project Health Index™ Ov

8 3.8%

Start to Start
A high amount of start to start relationships means that the schedule either lacks detail or is in a compressed state. This increases the risk of an erroneous critical path while limiting the ability to effectively identify and manage delays.
8 3.8%

Start to Finish
Assigning Start to Finish relationships is considered a bad practice.
1 -2 pts 0.5%

Milestones 3

Primary	Name	ID	Health	Days Late	Contractu End Date	Schedule Quality Grade
●	Site Power	N/A	45	27	40	27
○	Framing	S140	50	19	24	19
○	Full Schedule	F800	19	17	16	17

See issues earlier. Act with confidence.
We'll walk you through it.

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