



KEEPING GREAT TEACHERS: HOW CSUSA RETAINS THEIR BEST TALENT



A pioneer in the school choice movement, Charter Schools USA (CSUSA) is one of the largest and highest-performing education management companies in the United States, proudly serving over 81,000 students at 154 schools in four states. Founded by Jonathan Hage in 1997, CSUSA provides world-class educational solutions with an unwavering dedication to student success and an unyielding commitment to ethical and sound business practices.

For CSUSA, HR is more than an administrative function — it's a direct lever for student success. With rapid growth, increasing operational complexity and a national teacher shortage, the organization needed to modernize its people infrastructure. By partnering with ADP and implementing an integrated human capital management (HCM) platform, HR leaders were able to reduce administrative burden, improve talent outcomes and give time back to the people who matter most: teachers, principals and ultimately, students.

BUSINESS CHALLENGES

- ➔ **Administrative complexity delayed hiring speed and delivered a poor candidate experience**
- ➔ **Staffing without position visibility led to overstaffing and overspending**
- ➔ **High turnover was costly and threatened stability for students and schools**

QUICK FACTS

Company: CSUSA
Industry: Education
Employees: 9,000+
Headquarters: Ft. Lauderdale, FL
ADP Products: ADP Lyric HCM





Jennifer Foreman
Chief HR Officer



Marna Carlson
Sr. Director, HR Data,
Systems & Analytics



Jeane Hah-Garnett
Vice President
of Talent

When HR systems are efficient, accurate and intuitive, they do more than save time — they create space for meaningful work. By partnering with ADP, CSUSA built the infrastructure needed to scale responsibly, retain great teachers and protect the stability that students depend on. The result is a people platform that doesn't just support the business, but advances CSUSA's mission: relentless commitment to student greatness in school and in life.

AUTOMATION AND OPTIMIZATION TRANSFORM RECRUITING

As CSUSA scaled rapidly — opening as many as ten schools per year — their HR infrastructure and processes failed to keep pace. Offer letters were error-prone, requisitions were overly complex and many transactions relied on paper-based workflows requiring physical signatures and manual reentry. This not only delayed hiring but also created a poor candidate experience in a highly competitive labor market. Senior Director of HR Data, Systems and Analytics Marna Carlson recalls, "Our company was growing so fast, and we were doing everything manually, so our whole team was involved in shuffling paper and checking with each other about things to see what was correct or not correct. There was a lot of error in the system that we had to work out manually."

Through a comprehensive optimization of recruiting and core HR workflows, ADP helped CSUSA simplify requisitions, digitize approvals and standardize offer processes. Hiring managers and principals gained intuitive tools that reduced rework and accelerated time-to-hire, freeing HR to focus on higher-value talent initiatives.

RESULTS

- ✓ **35% reduction in time to fill positions**
- ✓ **50% reduction in offer letter errors**
- ✓ **Significantly improved candidate experience during a national teacher shortage**

"We're in four states and we have more than 100 schools. And some of those schools have different sections, each of which are unique pay groups, so there's a fair amount of complexity that needs to be managed. There are some systems out there that you're not able to customize, but ADP is able to offer us the flexibility we need to manage the complexities of our business. And, ADP is not just another vendor to us; they have literally become a partner for our business."

— Jennifer Foreman
Chief HR Officer

POSITION MANAGEMENT BRINGS ACCURACY AND FINANCIAL ALIGNMENT

Staffing levels are directly tied to student enrollment, yet the organization lacked visibility into budgeted positions versus filled roles. Hiring decisions were tracked manually in spreadsheets, leading to overstaffing early in the school year and painful mid-year adjustments when enrollment projections shifted. HR and Finance needed a shared, accurate view of workforce demand.

By adopting ADP Lyric with built-in position management, HR and Finance no longer need to rely on error-prone spreadsheets and time-consuming manual reconciliation; they can align around a single source of truth with clear visibility into budgets and vacant positions. Positions now must be fully funded before hiring begins, enabling more accurate forecasting, tighter budget control and proactive staffing decisions that flex with enrollment changes.

Marna says, "Lyric not only has built-in position management, but it has a lot of AI enablement, which is what we were trying to build into all our systems. It's really allowed us to build out workflows with the documentation that we need at the end of the workflow. As an education company, we must provide documentation on teacher jobs, salaries and certifications back to the states in which we do business, and being able to build that into our core HR system was really valuable to us."

DATA-DRIVEN INSIGHTS ENABLE PROACTIVE RETENTION STRATEGIES

Teacher and principal turnover was high and turnover not only disrupts continuity in classrooms but can negatively impact student experience. With replacement costs ranging from one to three times annual salary, HR leaders knew they needed better data, faster insights and more time to focus on retention and leadership development.

With optimized reporting, integrated talent modules and improved data accuracy, HR gained real-time visibility into turnover trends. This enabled targeted retention initiatives, leadership development programs and improved succession planning while reducing administrative workload.

RESULTS

- ✓ Nearly 5% reduction in turnover over three years
- ✓ **99% retention of top performers**
- ✓ **HR operational head count remained flat while total workforce grew from 7,000 to 9,000 people**
- ✓ HR capacity shifted from transactional to strategic, now able to focus on people development

"Despite growing our company headcount from 7,000 to 9,000 employees, we haven't had to grow HR operational employees at that rate at all, because when you make things more efficient, you're able to do more work with the same amount of people."

— **Jennifer Foreman**
Chief HR Officer

A PARTNERSHIP BEYOND A PLATFORM

Beyond technology, the deep expertise and human-centered approach ADP brings has proven to be a differentiator for CSUSA. From optimization projects to implementation of new capabilities like artificial intelligence (AI)-enabled workflows and position management, ADP brings best practices tailored to CSUSA's unique complexity. Jennifer says, "We're in four states and we have more than 100 schools. And some of those schools have different sections, each of which are unique pay groups, so there's a fair amount of complexity that needs to be managed. There are some systems out there that you're not able to customize, but ADP is able to offer us the flexibility we need to manage the complexities of our business. And, ADP is not just another vendor to us; they have literally become a partner for our business."

Consistency and trust in the partnership are key. CSUSA appreciates that the same people who support implementation with a deep understanding of the organization's goals, challenges and mission remain engaged long after go-live.

"One of the key selling points for moving to Lyric was that ADP does not outsource their implementation team, so the people that we work with on a day-to-day basis, people that we have built relationships with, people that understand our ups and downs and anomalies within our business, they are the ones that are still partnering with us."

— Jeane Hah-Garnett
Vice President of Talent