



POLICY STATEMENT 16 RECRUITMENT AND SELECTION

POLICY DIGEST

Monitoring Unit: Office of Human Resource Management
Initially Issued: May 29, 2026

I. PURPOSE

The purpose of this recruitment and selection policy is to establish clear, consistent, and equitable standards for recruiting and selecting qualified candidates for employment at Louisiana State University (LSU). This procedure supports federal and state laws, promotes transparency and fairness, enhances the candidate experience, and reinforces LSU's commitment to equal opportunity and operational excellence in its hiring practices. It ensures that all recruitment efforts are aligned with the university's mission and strategic goals while safeguarding institutional integrity and reputation. This policy supersedes prior recruitment and selection procedures.

II. DEFINITIONS

Applicants are prospective employees who submit information to be considered for positions at LSU.

Candidates are applicants who have been screened and are actively being considered for the job vacancy.

Career Progression is a non-competitive change in duties, scope, or classification within the same position number.

Classified/Civil Service Employee is an LSU employee who holds a position governed by the Louisiana State Civil Service system. These positions include support, technical, administrative, and trades roles and are subject to specific rules and regulations provided by the State Civil Service system.

Faculty is a category of academic employees who are engaged in teaching, research, and/or service at LSU. Faculty appointments include titles such as Professor, Associate Professor, Assistant Professor, and other instructional or research-focused roles as defined by LSU academic policy. Faculty members may hold tenure-track, tenure, or non-tenure-track positions.

Faculty Promotion is an appointment to a higher academic rank in recognition of sustained performance, achievement, and/or expanded responsibilities consistent with established criteria. These promotions are based on an evaluative review of the individual faculty member's qualifications and contributions in alignment with applicable university standards, policies, and approval processes.

Hiring Authority refers to the individual in a campus department, office unit, or program with the authority to make hiring decisions. For Civil Service/Classified positions, this refers to the delegated appointing authority. The hiring authority for [Fair Labor Standards Act \(FLSA\)](#) exempt professional and academic positions is comparable to the appointing authority for classified positions (e.g., director, academic department head, associate dean). The hiring authority serves as the primary point of contact for candidates and collaborates with LSU's Office of Human Resource Management (HRM) and relevant stakeholders to ensure a compliant and efficient hiring process. The hiring authority is also accountable for the personnel actions occurring within a department, college, school, unit, or institute.

Job Posting is a public posting that announces an available employment opportunity at LSU, providing essential details such as the job title, responsibilities, minimum qualifications, preferred qualifications, application instructions, and closing date. Job advertisements must comply with university policies and federal and state employment laws.

Job Requisition is a Workday-generated request used to initiate the recruitment process for a specific position. It captures key information such as job title, position classification, and job responsibilities. A job requisition must be created and approved in Workday before a position can be posted or candidates considered.

Job Vacancy refers to an authorized, budgeted position within the university that is currently unfilled and actively open for recruitment. A position is considered vacant when there is no incumbent employee assigned, and the hiring authority has received approval to initiate the recruitment process. Job vacancies must be posted in accordance with institutional policies and applicable laws to ensure equitable recruitment, selection, and hiring practices.

Non-Faculty Promotion is a competitive appointment to a higher-level position, generally associated with a separate position number, resulting from a selection process within the department or unit.

Other Academic Employee is an individual appointed to a position that supports the university's research and academic mission but does not fall under traditional faculty designations. This category includes roles such as research associates and postdoctoral researchers.

Unclassified/Professional Employee is an LSU employee who occupies a non-classified position that typically requires advanced knowledge in a specific field or possesses a particular occupational skill and/or trade to perform their job. These positions can be exempt or non-exempt, are governed by LSU institutional policies, and are not subject to the State Civil Service system.

Workday is LSU's enterprise cloud-based human capital management (HCM) system used to manage key HR functions such as recruiting, hiring, onboarding, employee records, time tracking, compensation, and benefits. It serves as the official system of record for employee-related transactions and workflows.

III. RECRUITMENT AND SELECTION

The university, through its recruitment and employment policies, will recruit and employ qualified personnel for all its activities and will provide equal opportunities during the selection process and employment. LSU does not discriminate on the basis of race, creed, color, marital status, sexual orientation, gender identity, gender expression, pregnancy, religion, sex, national or ethnic origin, age, disability, genetic information, veteran's status, military status, or any other status or organization protected by state or federal law, in its programs and activities. This includes all aspects of LSU's education programs and activities, including admission and employment. For more information or if you believe you have been subject to discrimination or harassment based on a protected status, or you have been subjected to retaliation for participating in a protected activity, please contact [LSU's Office of Civil Rights & Title IX](#) at ocrandtix@lsu.edu; the ADA Coordinator at accessibility@lsu.edu; or the Title IX Coordinator at titleix@lsu.edu. You may also call 225-578-9000 or visit the [Office of Civil Rights & Title IX](#) at 118 Himes Hall.

A. General Guidelines for Faculty, Classified, Other Academic, and Professional Positions

1. Position advertisements and selection criteria will be developed in direct relationship to job requirements, university policies (e.g., [PM 23 Ranks, Provisions & Policies Governing Appointments and Promotions to Academic Employees](#)) and applicable university standards.
2. The recruitment process shall be conducted in a manner consistent with the goal of attracting a qualified pool of applicants. The level and classification of the vacancy will determine the scope of recruitment activities. Most full-time faculty and senior professional vacancies should be advertised regionally and/or nationally. All ads must include the statement "LSU is an Equal Opportunity Employer." Advertisements may include a salary range. All advertisements, including the scope of advertising effort (i.e., local, regional, or national) and the advertising sources used, must be approved by HRM prior to publishing. Paid advertisements that are not pre-approved by HRM may jeopardize the university's ability to reconcile state purchasing charges in accordance with applicable procurement requirements.
3. All pre-employment selection procedures, including credential reviews, interviews and reference checks, shall be conducted without regard to race, creed, color, marital status, sexual orientation, gender identity, gender expression, pregnancy, religion, sex, national or ethnic origin, age, disability, genetic information, veteran's status, military status, or any other status or organization protected by state or federal law.
4. LSU also complies with the provisions of [Title IX](#), [Title VI](#), [Section 504 of the Rehabilitation Act of 1973](#), the [Age Discrimination Act of 1975](#), [Title VII](#), the [Age Discrimination in Employment Act \(ADEA\)](#), the [Americans with Disabilities Act \(ADA\)](#) and applicable state law. These federal and state laws mandate how LSU recruits, selects, and hires job applicants to fill job vacancies. No LSU policy statement, LSU standard operating procedure or LSU targeted hiring program will surpass mandated federal and state employment laws as these laws must be abided by to support equality in recruitment, selection and hiring practices.
5. The use of search committees to fill vacancies is encouraged. Every effort should be made to incorporate a broad range of perspectives in the process. This may include having participation of members of the department, representatives from HRM, external constituents, and/or

members of other academic or administrative departments. (Note: For faculty positions, the use of committees is described in [PS 36T Tenure-Track and Tenured Faculty: Appointments, Reappointments, Promotions, Tenure, Annual Reviews, and Enhancement of Job Performance](#) and [PS 36NT Faculty Other Than Tenure-Track and Tenured: Appointments, Reappointments, Promotions, and Annual Reviews.](#))

To ensure fairness, objectivity, and integrity in the recruitment and selection process, individuals may not serve as the hiring manager or participate on a search committee for any position for which an immediate family member or someone of close relation is an applicant or candidate. Employees must disclose any potential conflict of interest to HRM as soon as they become aware of it, and alternate committee members or hiring authorities will be assigned.

6. Records pertinent to the employment decision (e.g., copies of advertisements, letters of application, resumes, replies to and from applicants, reference notes, interview notes, selection criteria) must be retained in the employing department for at least three years from the date the position is filled, and if not filled, three years from the date the posting/application period closed and made available to HRM upon request.
7. HRM may randomly select positions for monitoring and audit. This can occur pre- or post-selection. Selection procedures, as well as applications and resumes submitted by applicants will be reviewed when positions are monitored or audited.

IV. POSTING A JOB VACANCY IN WORKDAY

A. Guiding Principles for Advertising a Job Vacancy

1. LSU values the time and effort applicants invest in applying for employment. Establishing a definitive posting period encourages timely evaluation of applicants, ensures compliance with equal employment opportunity standards and strengthens LSU's employer brand by demonstrating respect, professionalism, and accountability.
2. All vacant full-time and part-time positions shall normally be publicized at least within the university to ensure that all interested and qualified employees are aware of opportunities for promotion or transfer. Internal promotions are strongly encouraged.
3. To support this commitment, all vacant positions shall normally be advertised externally to the university as well as internally unless the hiring authority has an approved waiver of advertisement from HRM, or the vacant position is not required to be advertised as outlined in this policy. All vacancies should be advertised far enough in advance to attract an adequate applicant pool. Also, all job advertisements must have a job posting end date as job advertisements are not permitted to be advertised as open until filled.

B. Regulations for Advertising a Job Vacancy

1. Recruitment MUST NOT begin until the hiring authority receives position approval from their supervisor or through an approved hiring plan for faculty specific positions from the LSU Office of Academic Affairs, and the job description has been approved by HRM.
2. Classified job vacancies must be advertised for a minimum of five calendar days, excluding the day the job vacancy was posted, but no longer than 14 calendar days per State Civil Service regulations. LSU is subject to State Civil Service regulations and is not authorized to modify the established job advertising requirements. Once a job posting has closed, the hiring authority must contact their designated Talent Operations Specialist to initiate a request to repost the position in the HCM system, if needed. Classified applicant pools are valid for 90 days after the position's closing date. After the 90-day period, candidates can no longer be considered for the vacancy and must be dispositioned accordingly.
3. Professional and Other Academic job postings must be posted for a minimum of five calendar days but not to exceed 120 calendar days. Job postings for these employee types must have a job posting date that does not exceed 120 days when submitted in the HCM system for advertising. Once a job posting has closed, the hiring authority must contact their designated Talent Operations Specialist to initiate a request to repost the position in the HCM system, if needed. Candidates not considered for the position must be dispositioned prior to the Talent Operations Specialist reposting the position. Professional/Other Academic applicant pools are valid for six months after the position's closing date. After the 6-month period, candidates can no longer be considered for the vacancy and must be dispositioned accordingly.
4. Faculty job postings must be posted for a minimum of five calendar days but not to exceed 180 calendar days. Job postings for faculty positions must have a job posting end date that does not exceed 180 days when submitted in Workday for advertisement. Once a job posting has closed, the hiring authority must contact their designated Talent Operations Specialist to initiate a request to repost the position, if needed. Faculty candidates should be evaluated timely. After a one-year period, candidates still in the requisition must be evaluated and dispositioned accordingly.

C. Procedure for Posting a Job Vacancy

1. The hiring authority must provide their drafted job description to their designated Human Resource Analyst to submit in the HCM system for LSU HRM approval. All drafted job descriptions must be transferred to the HRM Job Description Template located on the HRM Digital Resource Library before submitting in Workday for review. The job description must outline the job responsibilities and competencies and include minimum qualifications. The hiring authority must also provide a draft of their external job posting along with a list of intended external posting sites and/or job boards to their Human Resource Analyst to submit for review and approval, if applicable.

2. The Human Resource Analyst will either create a new position or route an existing vacant position and upload the job description along with the copy of the external job posting and list of intended external posting sites/job boards (if applicable). The Human Resources Analyst must include a job posting end date in the job requisition questionnaire that appropriately corresponds with that position's employment type prior to routing the position via Workday for HRM review.
3. Job descriptions will be routed to the designated Talent Operations Specialist and Compensation Consultant in HRM to review and approve. The Talent Operations Specialist is responsible for reviewing any external advertising requests and, if approved, will send written electronic approval to the hiring authority and the Human Resource Analyst. Once this approval is received, the Human Resource Analyst may proceed with purchasing external advertising space and post their approved job advertisement. The Human Resource Analyst must retain this written approval as it must be included when reconciling the advertising charge.
4. The Talent Operations Specialist will create the job requisition and enter the job posting end date. The job requisition will then be posted to the LSU Careers Site (Workday) for advertising. The hiring authority may review unclassified and faculty applications upon receipt in Workday.
5. Once the job advertisement has reached its designated end date, it will automatically close, and no further applications will be received by the hiring authority. However, the job requisition will remain open, and the hiring authority must continue to promptly review the candidate pool and disposition those candidates that are not selected to move forward in the hiring process. Delays in screening can negatively impact the candidate experience and may hinder hiring outcomes.

The Talent Acquisition team is responsible for monitoring all job postings. If a posting has closed and the hiring authority has not screened the candidate pool, the Talent Operations Specialist will follow up with the hiring authority to facilitate next steps and support timely completion of the review. As a job posting nears its designated end date and the hiring authority would like to extend the posting, they must contact their designated Talent Operations Specialist to request an extension.

V. ACTING OR INTERIM APPOINTMENTS

While the university aims to fill vacancies with permanent hires whenever feasible, temporary appointments may occasionally be required. An **Interim** appointment is made to fill a vacant position on a temporary basis. An **Acting** appointment is made when the permanent position holder remains employed but is temporarily unavailable, such as during extended leave.

A. Non-Academic Administrator

While an Acting or Interim appointment for one year or less need not be advertised and filled on a competitive basis, appointing officials are encouraged to conduct a search at least within the department, school, college, or unit.

Appointments of this nature must be approved in advance by HRM and requisite campus approvals must be obtained.

B. Academic Administrator

This sub-section pertains to administrative positions that are academic in nature, including department chair and above. Acting or Interim appointments of one year or less need not be advertised externally. However, the hiring manager is required to at minimum conduct an internal search within the department, school, college, or other overarching unit, except in circumstances where time or operational need makes such a process impractical. In such cases, justification is required and must be reviewed and approved by HRM.

1. If a person to fill the permanent position has not been named, an Interim appointment may be extended beyond one year. The hiring authority or designee for this case must solicit input from constituents (e.g., faculty and staff in the unit or units of responsibility) and consider this input in planning to extend.
2. If a person to fill the permanent position has not been named, an Interim appointment may be extended beyond year two after considering the results of annual performance review from the constituents.
3. An Acting or Interim appointment should not be changed to a permanent position without an advertised search process that is normally required and routine for that position, unless extenuating circumstances are present and justified in writing.

VI. OTHER EXCEPTIONS TO THE ADVERTISING GUIDELINES

In some circumstances, exceptions to the aforementioned guidelines may be permitted. In these situations, the normal advertising requirements are not required or may be waived/limited. Examples of situations in which advertising is not required, or advertising waivers may be approved include the following personnel actions:

A. Internship Appointments

If the internship program has been pre-approved by HRM, appointments need not be advertised and filled on a competitive basis.

B. Visiting Faculty

Visiting faculty positions that will not exceed one year in duration are not required to be advertised. If a visiting faculty appointment will exceed one year, it must be advertised.

C. Temporary Appointments (180 days or less)

Such appointments need not be advertised unless they could result in a permanent appointment. A waiver request is not required for an appointment that will not exceed 180 days.

D. Adjunct and Part-Time Instructors

Adjunct and part-time instructor positions that do not meet or exceed 75% FTE (30 working hours per week) are not required to be advertised.

However, if an existing adjunct or part-time instructor is recommended for appointment to a position that meets or exceeds 75% FTE one semester or greater than 120 days, the position must be competitively advertised prior to the employee continuing in the increase FTE role. An employee may not transition into or remain in a 75%-or-greater FTE appointment without completion of the competitive posting and search process.

E. Promotions from within a Department, College, or Unit (Non-faculty, Non-administrative)

When a vacancy occurs, the employing department may request an exception to the advertising guidelines from HRM to promote an employee who is currently employed within the department or unit where the vacancy exists. All qualified and interested employees in the department or unit where the vacancy occurs should be considered for the opportunity. After the department has selected the employee to fill the position, HRM will review and confirm the candidate's qualifications and eligibility and, prior to approving the appointment, ensure compliance with all applicable policies and requirements. HRM will:

1. Review the qualifications of the position and determine if the selected employee meets the minimum qualifications required for the position,
2. Review the qualifications of all other qualified employees within the department or unit who have applied for the position and ensure that the department has provided equitable consideration to each applicant.
3. Confirm that appropriate justification and documentation supporting the selection decision have been submitted, and
4. Ensure the action aligns with university compensation guidelines and budgetary approval processes before final authorization.

F. Career Progression/Reallocation within a Position Line

In limited cases, a department may request to advance an employee within their current position line. This applies to situations where an employee is elevated to a higher-level role through career progression or position reallocation as a result of sustained growth in duties and responsibilities. The following factors will be considered as part of the review process:

1. The employee must qualify for the proposed title allocation.
2. The employee must meet or exceed expectations through performance management.
3. There must be no active corrective or disciplinary action on file.
4. The position must fall within a defined career progression series (e.g., Analyst 1 to Analyst 2) or clearly demonstrate a significant increase in responsibility that warrants reallocation.

The hiring authority must submit a formal request to HRM. The request must include the following documentation:

- a. A justification memo outlining the business need, summary of expanded duties, and rationale for reallocation.
- b. An updated job description using the current job description template.
- c. An updated organizational chart or outline of a proposed organizational structure.
- d. A review of other employees in the unit to determine if others may also meet the criteria for consideration.

Upon submission, HRM will conduct:

1. A salary analysis and classification review by the Compensation Division to verify the proposed title aligns with job duties.
2. An equity analysis by the Talent Acquisition division to ensure internal and external competitiveness and fairness.

If multiple employees within the same department or unit meet the criteria for progression, the hiring authority should consider all qualified employees and document their selection process to ensure transparency and equity.

Written approval must be obtained from HRM prior to implementing the action.

Note: This exception does not apply to faculty promotions.

G. Spousal Accommodation

In the event that a national search results in the recruitment of a highly qualified tenured or tenure-track faculty member whose spouse is also qualified for a faculty appointment at LSU, the dean of the primary hiring college may collaborate with the dean of another college to consider a spousal hire. Such consideration is contingent upon the following conditions:

1. The spouse must be qualified for a faculty appointment within a department on the main campus;
2. The proposed appointment must address a demonstrated instructional, research, or service need within the department; and
3. The spouse must successfully complete an interview process and receive a positive vote from the department.

A second circumstance that may warrant consideration under this program involves a current high-performing LSU faculty member who receives a dual-career offer from another institution.

Upon mutual agreement by both deans to proceed with a spousal accommodation and approval by Academic Affairs, the salary support for the spousal hire will be shared for a period of three years as follows: 33 percent funded by the primary hiring unit or college, 33 percent funded by the accommodating unit or college, and 34 percent funded by Academic Affairs, not to exceed \$40,000 annually. Following three years of satisfactory performance, the accommodating unit will assume full responsibility for the position's salary.

Appointments made under the Spousal Accommodation Program will be contingent upon approval of a waiver of advertisement in accordance with applicable policy.

H. Extraordinary Circumstances

Where justified, an exception to the normal advertising guidelines may be granted in any extraordinary circumstance (e.g., candidate possesses unique exceptional qualifications). It will be incumbent upon the hiring authority to provide justification and appropriate documentation where applicable. In cases related to academic administrative positions that are at the level of department chair and above, written authorization must be obtained from the line officer of the appointing authority or the Chancellor/President for all positions. HRM will review exception requests for all other positions. Any questions pertaining to this policy should be directed to [Human Resource Management](#) in 110 Thomas Boyd Hall, 225-578-8200.

VII. SOURCES

[Age Discrimination Act of 1975](#)

[Age Discrimination in Employment Act \(ADEA\)](#)

[Americans with Disabilities Act \(ADA\)](#)

[Fair Labor Standards Act \(FLSA\)](#)

[Section 504 of the Rehabilitation Act of 1973](#)

[Title VI](#)

[Title VII](#)

[Title IX](#)

[PM 23 Ranks, Provisions & Policies Governing Appointments and Promotions to Academic Employees](#)

[PS 36NT Faculty Other Than Tenure-Track and Tenured: Appointments, Reappointments, Promotions, and Annual Reviews](#)

PS 36T Tenure-Track and Tenured Faculty: Appointments, Reappointments, Promotions, Tenure, Annual Reviews, and Enhancement of Job Performance