Interfolio@Penn
Faculty Recruiting Guide
Document Change Control
The following is the document control for the revisions to this document.

<table>
<thead>
<tr>
<th>Version Name</th>
<th>Date of Issue</th>
<th>Author</th>
<th>Brief Description of Change</th>
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<tr>
<td>Version 1.0</td>
<td>6/18/19</td>
<td>Rosemarie Richardson, MJC Consulting</td>
<td></td>
</tr>
<tr>
<td>Version 1.1</td>
<td>8/29/19</td>
<td>Rosemarie Richardson, MJC Consulting</td>
<td>Additional Quick Tips, details on using Materials Viewer</td>
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Introduction

The Office of the Vice Provost for Faculty developed this guide in conjunction with the Office of Affirmative Action and Equal Opportunity Programs.

This guide was developed with several objectives in mind. It will:

- Present the University’s best practices for initiating and conducting searches for full-time faculty positions
- Demonstrate how to use Interfolio Faculty Search to follow these best practices
- Assist Diversity Search Advisors and search committees in complying with University guidelines and federal/state EEO laws
- Inform how to obtain help with process and product support questions

This guide is intended to aid department chairs, search committee chairs and search committee members, Diversity Search Advisors, and administrators engaged in hiring new faculty. It serves as a framework and supplemental resource and does not replace existing university, school, or department policies and procedures. It provides an overview for faculty new to search committees and will also be an asset for those who have conducted many searches.

Links to the Penn Faculty Handbook, Affirmative Action Guidelines, and other University policies and resources have been included where applicable.

Resources for Faculty Searches

The faculty search process is unique among recruiting activities. It typically requires extensive outreach, numerous interviews and campus visits that must be coordinated. Each faculty search provides a chance to attract the broadest talent pool in the identification of future colleagues. Each search also provides a strategic opportunity to reshape the faculty, offering the possibilities of enhancing strengths in fields for which we are already distinguished while striking out in new intellectual directions not currently well represented by our faculty.

The University of Pennsylvania has chosen Workday and Interfolio as its systems for human capital management (HCM). Workday is the system of record for all academic workers, as well as the management system for faculty actions other than appointments, reappointments, and promotions. Interfolio Faculty Search (FS) is used for job posting, ad creation, application processing, collection of required documents, and applicant review and selection processes. Once an offer has been approved and accepted, Interfolio Review, Promotion, and Tenure (RPT) will also be used to facilitate the committee review for appointment cases for faculty positions that require Provost Office approval. This document focuses on the recruiting and hiring processes managed in Interfolio Faculty Search (FS).
Faculty Search Process Overview

### Faculty Search Process – High Level

<table>
<thead>
<tr>
<th>Role/Function</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice Provost for FA Office</td>
<td>Provost approves hiring plan</td>
</tr>
<tr>
<td>Search Administrator</td>
<td>Associate Director prepares materials for PSC or PSCS</td>
</tr>
<tr>
<td>Committee Chair</td>
<td>Committee approves hiring action</td>
</tr>
<tr>
<td>Search Committee Chair, Search Administrator, and DSA</td>
<td>Position is open for applicants</td>
</tr>
<tr>
<td></td>
<td>Position is posted to appropriate job boards (auto &amp; manual)</td>
</tr>
<tr>
<td></td>
<td>Position and Application status are maintained throughout process</td>
</tr>
<tr>
<td></td>
<td>Prepare application packet for preferred candidate</td>
</tr>
<tr>
<td></td>
<td>Eligible faculty vote to extend offer to preferred candidate</td>
</tr>
<tr>
<td></td>
<td>Chair sends recommendation &amp; voting results to Dean</td>
</tr>
<tr>
<td></td>
<td>Review / approve recommendation, vote and offer</td>
</tr>
<tr>
<td>School Dean</td>
<td>Notify candidate of hire</td>
</tr>
</tbody>
</table>

### Faculty Search Process Steps

The following are general steps involved in hiring faculty at the University of Pennsylvania. Detailed procedures are determined at the School and/or Department level:

1. A search for a new faculty hire is initiated in accordance with each School’s annual hiring plan approved by the Provost.
2. The School/Department (unit) clarifies its hiring aims for each job (e.g., specialty, approach), and the chair or dean appoints a search committee in conjunction with the Diversity Search Advisor.
3. The Search Committee Chair, Search Administrator and DSA compose and approve the position advertisement.
4. All open searches in FS will automatically be posted to the Penn Faculty Job Board, as well as the Higher Education Recruitment Consortium (HERC), Insider Higher Ed Jobs, and Diverse Issues in Education (Diverse Jobs) job boards. The search committee should identify additional outlets for advertising the position in order to attract a diverse applicant pool.
5. The administrator responsible for coordinating the search (Search Administrator) follows the procedures outlined in this document to create a new position in FS.

6. Before being published, the FS position needs to be reviewed and approved.

7. Once approved, the position is published in FS and applicants will now be able to submit their application materials.

8. The administrator also posts the position in the outlets identified during the search planning process.

9. The committee chair will complete a first review of applications and eliminate any which don’t meet minimum qualification requirements. The administrator should mark these applicants as not selected, set the appropriate disposition codes, and archive the applications.

10. Using Faculty Search, the search committee reviews applications, conducts interviews, identifies finalists and makes a hiring recommendation to the department chair.

11. The administrator updates the application and position statuses throughout the process.

12. Eligible faculty vote on whether or not to extend an offer.

13. The Chair makes a recommendation, including the faculty vote, to the Dean.

14. The Dean reviews and approves the offer.

15. Once the offer is accepted, the search administrator updates the application and position statuses in Faculty Search.

16. Integration between Faculty Search and the Review, Promotion, and Tenure module will run nightly and create appointment cases for applicants based on the application status. Application materials, including candidate uploaded documents, letters of reference, and an EEO report for the position will be attached to the appointment case. At this point, the school faculty affairs administrator will initiate the review and approval process in RPT following steps outlined in Procedures for Faculty Actions.

17. Once the required review and approval steps are completed at the school level, the Associate Director of Faculty Affairs prepares the appointment materials for the appropriate committee (PSC or PSCS).

18. After approval by the appropriate committee, the Provost’s Office notifies the dean and school administration. The department notifies the applicant and initiates the hiring process in Workday.

19. The administrator uploads the interview notes to the position, and unless the position will be used to recruit additional candidates, closes the position.

20. Faculty Search will retain the files for all applicants and associated hiring materials indefinitely.
Affirmative Action Compliance

All academic searches at Penn must comply with [University Policy on Equal Opportunity and Affirmative Action](#), which defines requirements for the use of open searches for specific tracks and ranks of faculty. The Office of Affirmative Action and Equal Opportunity Programs uses collected applicant data to ensure that the University’s affirmative action obligations are being met. The entirety of Penn’s Affirmative Action Policy can be accessed at [Affirmative Action Policy](#). Faculty Search has been configured in consultation with the Office of the General Council and the Office of Affirmative Action and its use is required for all paid, full-time faculty positions and optional for part-time or unpaid positions.

The following table summarizes the use of Faculty Search by track and rank:

<table>
<thead>
<tr>
<th>Standing – Tenure Track</th>
<th>Standing – Clinician Educator</th>
<th>Associated Faculty</th>
<th>Academic Support Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>FS Required</td>
<td></td>
<td>Academic Clinician Assistant Professor, Academic Clinician Associate Professor, Academic Clinician Professor, Artist In Residence, Clinical Assistant Professor, Clinical Associate Professor, Clinical Professor, Practice Assistant Professor, Practice Associate Professor, Practice Professor, Research Assistant Professor, Research Associate Professor, Research Professor</td>
<td>Advanced Senior Lecturer (FT), Instructor (FT), Lecturer (FT), Research Associate, Senior Lecturer</td>
</tr>
<tr>
<td>FS Optional</td>
<td></td>
<td>Academic Clinician Assistant Professor (PT), Adjunct Assistant Professor (PT), Adjunct Associate Professor (PT), Adjunct Professor (PT), Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor (PT)</td>
<td>Advanced Senior Lecturer (PT), Clinical Associate Instructor (PT), Lecturer (PT), Program Scholar, Senior Lecturer (PT), Senior Fellow</td>
</tr>
</tbody>
</table>

The use of Faculty Search ensures compliance with University policy and Federal guidelines for the collection of applicant self-identification data, including gender, race, ethnicity, veteran, and disability information. Access to detailed applicant data is restricted to users with EEO access, such as Diversity Search Advisors.
In certain circumstances, the Office of the Provost can waive a formal search. More information on Using Search Waivers and collecting application materials from a targeted candidate can be found later in this Guide.

In addition, the Office of Affirmative Action and Equal Opportunity Programs has developed guidance for the retention of documentation regarding the recruitment and hiring process for all searches resulting offers of employment at the University. This documentation should be uploaded to the Internal Notes section of a position once a search is complete.

Navigating the Faculty Recruiting Process

Position Planning

An open search and search committee is required for all faculty positions, whether for a newly-created position or position that was vacated. The first step is for the Department Chair or Division Chief to identify a Search Committee Manager and Search Committee Members. Once the Manager has been identified, the search process begins with the development of a position definition which includes the position description, qualifications, and application instructions (including contact information for prospective applicants). This document is developed and written by the Search Committee Manager, typically in conjunction with Search Committee Members and possibly the Department Chair.

The position definition should include a position description, which outlines the duties and expectations of the job and required areas of specialty, and a list of minimum qualifications for the position. Minimum qualifications are those that are essential to the performance of the position and without which applicants will not be considered.

Position Advertisement Guidelines

Once the position description is approved by the department chair and DSA, the Administrator will plan for the position to be advertised using the following guidelines.

- Identify publications or websites where the advertisement should be publicized. Refer to the Provost’s Office memo on publications with which Penn has arrangements for unlimited postings: Faculty Search Resources
- The advertisement should include the position title, description, qualifications, and applicant instructions that are configured in FS, along with a link to the position landing page in Interfolio.
- Salary is not usually included in ads for faculty positions
- Postings created in Faculty Search will automatically include the Affirmative Action Equal Opportunity (EEO) and disclaimer statement
Application Requirements

Required documents are set during the process of creating a position and can be updated during later stages of a search in order to collect additional documents from a subset of your applicant pool through use of a multi-stage search. Typical documents that are collected include the candidate’s C.V., confidential letters of recommendation (or contact information for references), personal or research statement, and a cover letter. Consider what documents will be most useful for the search committee review, as well as what would be required for appointment approval for the candidate(s) who make it to the hiring stage.

Custom Application Forms can be used to collect information from your applicants, including items such as area of specialty or other information that will aid the search committee in their review. Two standard (and required) application forms will be part of every faculty position created in FS:

- Request for Voluntary Self-Identification (EEO-1 Form)
- Where did you hear about this position?

In addition, two optional forms have been created centrally and can be added to any position:

- Employee Status – includes questions about current Penn affiliation and visa status
- Reference Contact Form – use this if you plan to have administrators solicit reference letters post application submission

If there is information that you typically gather from every applicant’s CV or would help your search committee to categorize your applicant pool (like specialization), you can create an application form to collect this information.

Letters of Recommendation

Verifiable letters of recommendation are an integral part of the applicant consideration process. When creating a position in FS, the administrator has the option to require reference letters or require completion of the Reference Contact form.

Within Faculty Search, there are three options for collecting letters of recommendation:

1) Include the reference contact form with the application and the search administrator solicits letters when the search advances to long or short list – most flexibility, some administrative overhead, but more control over the process (helps to ensure timely receipt of letters so the search process isn’t delayed)

2) Require recommendations on the application – candidate will be required to add letters from their Dossier account or enter contact information and solicit letters through the system – letters don’t need to be received in order to submit an application – least administrative overhead but places burden on letter writers

3) When the search advances to longlist or shortlist, archive applicants who are not being considered, update the position to require recommendations and change status to Reviewing Applications, email remaining candidates requesting they solicit LORs – some administrative overhead but best use of letter writers’ efforts
For positions where a large applicant pool is expected, best practice is to require applicants to complete the Reference Contact form for external references. This allows the search administrator to request letters for those applicants who meet specific criteria or progress to a given stage of the search (e.g., the short list). Requiring receipt of external letters before an application will be considered ‘complete’ can protract the search significantly and exclude otherwise qualified applicants from timely consideration.

**Quick Tip:** Letters of recommendation submitted via the system are automatically attached to the applicant’s file. If the letter writer needs technical assistance, they should contact help@interfolio.com and speak with Interfolio’s Scholar Services team. If a search administrator receives a letter via email, they should forward it to help@interfolio.com and clearly indicate the name of the applicant to which the letter should be associated.

**Rating Criteria for Application Evaluation**

The use of Interfolio Faculty Search’s custom ratings criteria is highly recommended to ensure equitable assessment of all applicants. This feature allows evaluators to rate each applicant on a scale of one to five for the evaluation criteria that have been established for a given position.

As part of the planning process, the Search Committee Manager and Search Administrator should establish the criteria by which applicants will be rated, using the Sample Evaluation Sheet as a starting point. The set of criteria (known as a rubric) should consider job duties and/or expectations for the position.

The following is a list of typical criteria that can be included in your rubric:

- Potential for (Evidence of) scholarly impact
- Potential for (Evidence of) research productivity
- Potential for (Evidence of) research funding
- Potential for (Evidence of) collaboration
- Fit with department’s priorities
- Ability to make a positive contribution to department’s climate
- Potential (Demonstrated ability) to attract and supervise graduate students
- Potential (Demonstrated ability) to teach and supervise undergraduates
- Potential (Demonstrated ability) to be a conscientious department/School community member

To ensure consistent application of the evaluation criteria across the applicant pool, search committees should plan to meet as a group to discuss the rubric before the committee begins reviewing applications.
Managing the Search

This section defines the process by which a search administrator or committee manager will create a position in Faculty Search and manage the search process from creating a posting, collecting applications, and supporting the search committee in their evaluations. The Interfolio article entitled *Committee Manager's Guide to Interfolio Faculty Search* is a helpful reference to using the Faculty Search system through the search process.

Faculty Search Terminology

Faculty Search uses some terminology is slightly different from some of the common terms in use at Penn. This section describes some common FS vocabulary, as well as providing a mapping to the equivalent terminology in use at Penn.

Units

Interfolio uses a hierarchical structure of organizational units to manage many settings and permissions in the system.

Penn’s implementation of Interfolio uses the equivalent of the Workday academic unit hierarchy with departments and centers defined under the appropriate school. At the top of the hierarchy is the University of Pennsylvania. At the next level each school is defined and beneath each school, units are defined to represent each department or center within the school.

User Roles in Faculty Search

User roles are used to provide access levels and permissions in FS.

The following table describes the roles that are defined in FS and mappings to Penn terminology:

<table>
<thead>
<tr>
<th>Interfolio Term</th>
<th>Penn Term</th>
<th>Roles / Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Committee Manager</td>
<td>Search Committee Chair</td>
<td>Evaluate and communicate with applicants, view reports, lead search committee</td>
</tr>
<tr>
<td>Evaluators</td>
<td>Search Committee Members</td>
<td>View, rate and comment on applications</td>
</tr>
<tr>
<td>Administrators</td>
<td>School/Department Administrators</td>
<td>Create, manage, monitor searches at their unit level (School or Department)</td>
</tr>
<tr>
<td>Institutional Administrator</td>
<td>Provost Office System Administrator</td>
<td>Manage settings, workflows and user permissions at the University level</td>
</tr>
<tr>
<td>Equal Employment Opportunity Officer</td>
<td>Diversity Search Advisor</td>
<td>Monitor EEO standards and practices at their unit level (School or Department)</td>
</tr>
</tbody>
</table>

Administrators are responsible for maintaining user access to Interfolio within their unit. This includes ensuring that FS users in their unit are able to access FS and assigning user titles used in the Position Approval workflow.
The **Diversity Search Advisor** (DSA) has significant responsibilities relative to faculty searches in each school. DSAs should be engaged early in the recruitment process and considered an essential contributor to all school diversity plans.

Administrators assign user roles by clicking on “Users & Groups” under Faculty Search in the left-hand navigation bar. This presents a list of users assigned to the unit along with those users’ current roles. **For new users**, click “Add User” and the following box will appear:

![Add User Screenshot]

Change the default selections, as above, to require single sign on and decline sending a welcome message. Click “Add” to create the new user and be offered the opportunity to assign a user role and title at the same time.

To add a user role for **existing users**, click on the “edit” icon on the far right of each line. On the “Edit User” page, the Administrator can assign a role by selecting the unit name and choosing from the dropdown list under “Role”.

For additional information on user roles, refer to the Interfolio article entitled [Faculty Search User Roles](#).

**User Titles in Faculty Search**

In addition to User Roles, users with the role of "Administrator" in Faculty Search can also be assigned a title such as Dean, or Department Chair, in the unit they administer and all units below. This title will allow them to approve positions created by all units they administer before those positions can be posted. The standard titles in use at Penn are as follows:

- Dean
- Department Chair / Division Chief
- Diversity Search Advisor
- School Faculty Affairs
- Office of the Vice Provost for Faculty
The Administrator **creates** titles for their unit by clicking on “Users & Groups” under Faculty Search in the left-hand navigation bar. Under the “Titles” tab, the standard titles have already been created for all units. If an additional title is needed for your school/department, it can be created by clicking “Add Title” on this page.

The Administrator **assigns** titles for their unit by clicking on “Users & Groups” under Faculty Search in the left-hand navigation bar. This presents a list of users assigned to their unit along with those users’ current roles. Click on the “edit” icon on the far right of each line. On the “Edit User” page, once a user role is assigned, a title can also be chosen. The dropdown list for your unit should contain all of the titles created for your school/department. Typically, the administrator will only need to assign titles of Department Chair and DSA for a position as titles of Dean and School Faculty Affairs have already been assigned.

For additional information on user titles, refer to the Interfolio article [User Titles in Faculty Search](#).

### Creating the Position in Faculty Search

Once the planning process is complete, the search administrator or committee manager is responsible for creating an open position in Faculty Search following the steps outlined in the Interfolio help guide: [Create a Position](#).

Penn has defined the following guidelines:

1. Best practice to create a new posting is to use a previously created posting of the same track.
2. Logo files have been uploaded for each school and will be automatically added to postings that are created at the school and department level.
3. Once the position is created, it needs to be submitted for approval (refer to the article [Submit a New Position for Approval](#)). Each role in the approval process plays a significant part in the overall governance process for the University and FS has been configured to direct the position through the required approval steps:

   - **Posting Created by Search Administrator** → **Approved by Department Chair / Division Chief** → **Approved by Diversity Search Advisor** → **Approved by School Faculty Affairs Staff** → **Approved by Dean** → **Position Published**

   - a. The Department Chair reviews the posting and validates the position description and qualifications.
   - b. The Diversity Search Advisor ensures the position details and advertising plan comply with school and University EEO standards and practices.
   - c. The School Faculty Affairs staff review the posting details and confirms school approval for the position.
   - d. The School Dean provides a final review and approval step. The Dean must approve all postings as s/he is accountable for all positions posted by the school.
Schools are permitted to delegate these approval roles as they deem appropriate but all four steps will be required in the system to finalize the position before it can be published.

4. Once approved, the position can be published (refer to the article publishing a position). When the position is published, FS will create a landing page (also known as the “Apply Now” page), which includes details and application instructions. It also provides applicants with a free Interfolio Dossier account, which they use to apply for your position.

Step-by-Step Creating a Position

1. Set Up Users – Identify all users who will have a role in the search, i.e., administrators, DSAs, search committee chair / members, and position approvers. Refer to the User Roles section in this guide for more details.
   a. Assign “Administrator” role to administrators and position approvers.
   b. Assign “Administrator with EEO” role to DSAs.

2. Assign titles – Ensure that all position approvers have the appropriate title assigned. (although it is most efficient to do it when you assign them the appropriate administrator role) and it entails making sure that the titles of Department Chair and DSA have been assigned (Dean and School Faculty Affairs titles should be assigned already). See User Titles section in this guide.

   Quick Tip: When assigning user roles and titles, it is most efficient to do them concurrently. For example, a DSA for a position can be assigned the role “Administrator with EEO” along with the title “Diversity Search Advisor” at the same time.

3. Work with the Department Chair and/or Search Committee Manager to prepare items required to create a position in Faculty Search. Create the text elements of the position definition, including the position title, position description, qualifications, and application instructions. Always include department and the following Interfolio Scholar Services contact information for prospective applicants: For technical assistance with your application, contact Interfolio Scholar Services by email at help@interfolio.com or by phone at (877) 997-8807 from 9:00 – 6:00 EST on Monday – Friday.
   a. Determine what required and optional documents will be collected for this posting, considering what documents are helpful for the search committee review and could eventually be required for appointment approval.
   b. If Reference Letters will be required, identify at what point in the search they will be collected. See the Letters of Reference section in this guide for direction.
   c. Identify if a custom application form will be used to collect supplemental applicant information such as specialty. See Custom Application Forms under Application Requirements in this guide for more information.
   d. Determine if the standard evaluation criteria for this position type will be used by the search committee when evaluating applicants. If the committee wishes to add
criteria, gather this information now. If the committee doesn’t wish to rate specific aspects of the candidate’s application, you can add criterion such as General.

e. Confirm whether “Blind Review” will be used for this search. If so, search committee members will not be able to see others’ comments and ratings. However, they will see the combined ratings from the entire committee.

f. Determine the publications in which ads will be placed. See Position Advertisement Guidelines in this guide.

4. Begin to create position using template (cloning)
   a. Click on “Positions” under Faculty Search in the left-hand navigation bar
   b. Click “New Position” at the top right of the Positions page
   c. Select position type from the dropdown menu (type = track)
   d. Select or search for the Unit in which to create the position (unit = department)
   e. Choose “Clone from an existing position”
   f. Choose the template created for the type/track above
   g. Select “Create”

5. Complete general information
   a. Position Title
   b. Location = University of Pennsylvania
   c. Position Type is already filled in
   d. Select Open Date (example format.: MAR 12, 2019) – The date when applications will first be accepted. The position URL will be published automatically on this date. This date can be changed later, if necessary.
   e. Select between rolling deadline and specific date deadline.
   f. Copy position description, qualifications and application instructions from the position definition (#3a above).
   g. Penn has already provided the EEO statement.
   h. Click “Save & Continue”

Quick Tip: The position will become “open” on the open date if all approvals have been complete. If approval is incomplete on the open date, the position will remain closed until all approvals are complete.

e. Select between rolling deadline and specific date deadline.

6. On the “Required Documents” page, the required documents for this position type are already chosen. You can change their order and add or subtract the pre-filled documents (#3b above).
   a. If you have nothing to add or change, select “Skip Step”.
b. If you make changes, select “Save & Continue”.

7. On the “Evaluations Settings” page, evaluation criteria for this position type are already chosen. You can change the pre-filled criteria (#3c above). If this will be a blind review (#3d above), check the box.

8. On the “Application Forms” page, there are two already-selected required forms, “Where did you hear about this position?” and “Request for Voluntary Self-Identification”.
   a. If you want to add one or both of the optional forms, “Reference Contact” and/or “Employee Status”, click “Add Form” and choose from the dropdown list. See the “Letters of Reference” section in this guide for best practices.
   b. If you have made any changes, select “Save & Continue”. Otherwise, select “Skip Step” to maintain the standard Penn required forms.

9. On the “Search Committee” page, select “Add Member” or “Add Manager” to your search committee to grant them access to applicant materials. If the committee has not yet been selected, you can return to this screen later. If you have made any changes, select “Save & Continue”. Otherwise, select “Skip Step”.

10. The “Internal Notes” page is used for information relevant to the position that remain private to your institution and cannot be seen by applicants.
   a. If desired, you can add any of the available fields on this page including funding source, salary range, hiring plan, and general notes
   b. File attachments can be added, such as hiring best practices or committee notes
   c. If you have made any changes, select “Save & Continue”. Otherwise, select “Skip Step”.

11. You can now review the details of the position on the “Review Position” page.
   a. Click “Edit” for any section which requires changes or additions.
   b. If there are no changes, click “Submit for Approval”. Doing so transfers the position to the appropriate approver(s), which are pre-determined in the position template.
   c. You are also offered the opportunity to personalize an email to go along with the approval request.

12. Your position is created! You can find it by clicking on Positions under Faculty Search in the left-hand navigation bar. Position status can be followed through the approval process from this page.

13. When position approval is complete, you will see “Position Actions” in the upper right corner when you open the position page.
14. The next step is publishing the position and making it available to applicants. Click on “Position Actions” (#13 above) and “Edit” to open the “Review Position” page.

- a. On this page, you can change any aspect of the position prior to publishing.
- b. The position pictured above is "Open" because the selected open date has passed. Note that you can change the open and close dates from the Review Position screen.
- c. Note that the "Apply Now" page will be automatically published on the open date. If you would like to open it now, click "change" to publish it.
- d. To begin accepting and reviewing applications you will also need to set the initial position status to "Accepting Applications" – this allows applicants to submit and update applications, and allows search committee members to begin reviewing materials.
- e. Below is an example of a position that is open, published and accepting applications. The landing page URL is circled.
15. Click on the “Apply Now” link to view the landing page that will be seen by applicants.

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**Position Status**

Position statuses indicate where a position is within the search process. These statuses are useful for viewing or sorting a list of open positions. Penn has defined the following status values:

<table>
<thead>
<tr>
<th>Position Status Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accepting Applications</td>
<td>The posting is open for new applications</td>
</tr>
<tr>
<td>Reviewing Applications</td>
<td>The posting is no longer accepting applications</td>
</tr>
<tr>
<td>Interviewing Finalists</td>
<td>The posting is no longer accepting applications</td>
</tr>
<tr>
<td>Position Filled</td>
<td>The search has concluded, and applicant(s) have been hired</td>
</tr>
<tr>
<td>Position Not Filled</td>
<td>The search has concluded, and no candidate was hired</td>
</tr>
<tr>
<td>Non Public Posting</td>
<td>Postings for approved search waivers will use this status</td>
</tr>
</tbody>
</table>

As a position moves through Interfolio Faculty Search, it is highly recommended that the search administrator update the position status to keep everyone involved in the process (search committee manager, search committee members, DSAs, and other administrators) aware of the current status of the search.

**Quick Tip:** FS provides two types of status. Position status refers to the job and reflects the journey of the job from “accepting applications” to “position filled” or “position not filled.” Application status refers to an individual’s application for the position as it moves from “application received” through “longlist” and “shortlist” to “hired” or “not selected.”
The following diagram below shows a typical progression of position status values.

1. A position is created and approved in FS and is open for applications.
2. Administrator sets the position status to “Accepting Applications”. At this point, candidates can submit application materials and members of the search committee can view submitted applications. Searches that will remain open until filled will stay set to “Accepting Applications” until they are complete at which point steps 6 or 7 will be followed. Otherwise, the position status values in steps 3-5 will be used. When the position is in “Accepting Applications” status, applicants are able to modify their submitted applications.
3. For positions with an application deadline, the Administrator assigns position status “Reviewing Applications” once the deadline has passed and removes the ability for new candidates to submit or modify applications.

**Quick Tip**: A deadline date is not required. A position will be left open indefinitely if no deadline date is assigned.

4. The search committee determines which applicants should be interviewed and schedules those interviews. The Administrator changes the position status to “Interviewing Applicants”.
5. Interviews (may be several rounds) are conducted and a final applicant is selected.
6. The offer letter process commences and, if approved, an offer is made. If the offer is accepted, the Administrator assigns the appropriate position status “Position Filled”.
7. If the selected applicant does not accept the offer, a decision is made to consider other applicants, repost the position, or assign position status “Position Not Filled” until a decision is made.
Application Status

Application status values are applied to individual applicants to indicate where their application is within the search process. This feature is particularly useful for sorting applicants and controlling when subsets of applicants can and cannot update their applications.

The following Application Statuses are specific to University of Pennsylvania:

<table>
<thead>
<tr>
<th>Application Status Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under Review</td>
</tr>
<tr>
<td>Longlist</td>
</tr>
<tr>
<td>Additional Materials Requested</td>
</tr>
<tr>
<td>Interview Round 1</td>
</tr>
<tr>
<td>Shortlist</td>
</tr>
<tr>
<td>Interview Round 2</td>
</tr>
<tr>
<td>Offer Extended</td>
</tr>
<tr>
<td>Offer Accepted</td>
</tr>
<tr>
<td>Offer Declined</td>
</tr>
<tr>
<td>Not Selected</td>
</tr>
<tr>
<td>Selected*</td>
</tr>
<tr>
<td>Hired</td>
</tr>
<tr>
<td>Application Withdrawn</td>
</tr>
</tbody>
</table>

* Multiple Selected values have been configured to facilitate the creation of appointment sections. Refer to the section entitled Initiating an Appointment Case below for details

Application status values are not visible to applicants.

It is highly recommended for the search administrator to maintain current application status values for each applicant during the search process. When an application is transitioned from one status to a new one, the search administrator can send an email to the applicant(s) updated. Automatic notifications are not sent to candidates during the search process.

Applications can also be archived (and unarchived) during the search. This can be a helpful way to trim the displayed list of applicants by hiding the applications for candidates who are not being actively considered for a particular search. Archived applicants remain in the system but are simply removed from the display list of active applicants.
When the search has concluded, every applicant must be set to either Selected, Hired, Withdrawn, or Not Selected.

The following chart and narrative show a suggested process flow for the use of application status values through the search process.
1. As each application is received, the committee chair performs an initial review and eliminates any applicants who are not qualified.

2. The Chair advises the Administrator of applicants who do not meet the minimum qualifications. The Administrator then sets the application status to “Not Selected”, applies a disposition code of “Does Not Meet Minimum Qualifications”, and archives these applications. At this point, it might be helpful to assign the remaining applications a status of “Under Review” to make it easy for the search committee members to identify applications to be reviewed.

3. If desired, applications can be tagged to identify review groups (e.g., by specialty, or to divide the initial review among committee members).

4. Search committee members review and comment on the remaining applications to determine which should move on to “Longlist” status. Those not chosen to move on are assigned application status “Not Selected” and the applicable disposition code by the Administrator.

**Best Practice:** Send notification to candidates who don't make the longlist as soon as the first cut is made but hold off on the remaining notifications until the search ends in case the search has to reach back into their longlist.

5. An attempt is made to schedule all remaining applicants for an interview. The Administrator assigns application status “Interview Round 1” to all applicants who are scheduled to interview. Those who decline an interview or withdraw for any reason are assigned the applicable disposition code.

**Quick Tip:** Every applicant who is interviewed should have either Interview Round 1 or Interview Round 2 assigned to them. It is a good idea to create an “interview date” tag for each applicant interviewed. See Tagging Applicants section for instructions.

6. Evaluators conduct interviews and meet to discuss which applicants should move to “Shortlist” status. Those not chosen to move on are assigned application status “Not Selected” by the Administrator, along with the applicable disposition code.

7. Attempts are made to schedule the remaining applicants for a second interview. The Administrator assigns application status “Interview Round 2” to all applicants who are scheduled to interview. Those who decline an interview or withdraw for any reason are assigned the applicable disposition code.

8. Evaluators conduct interviews and eligible faculty vote on whether to extend an offer. If they wish to extend an offer to the final applicant, the offer approval process commences. Those not chosen to move on are assigned disposition status “Not Selected” by the Administrator, along with the applicable disposition code.

9. If the offer is approved and extended, the Administrator assigns application status “Offer Extended” to the selected applicant.

10. If the offer is accepted and appointment approval is required, the applicable “Selected” application status is assigned, and an appointment case is initiated in RPT.
a. If the appointment is approved in RPT, the Administrator assigns an application status “Hired” and initiates the process to hire and appoint the new faculty member in Workday.

b. If the appointment is not approved in RPT, application status “Not Selected” is assigned, the appropriate disposition code applied, and the search is continued or closed.

11. If the offer is accepted and appointment approval is not required, the Administrator assigns application status “Hired”. The new hire’s case is then transferred to Workday to begin the onboarding process.

12. If the offer is declined, application status “Not Selected” is assigned and a decision is made to consider other applicants or repost the position.

13. At any time throughout this process, the applicant can voluntarily withdraw their application, which results in assignment of “Application Withdrawn” status.

Disposition Codes

To support compliance with recruitment audits and the principles behind them, the University of Pennsylvania has established a set of standard applicant disposition codes to identify why an applicant falls out of consideration, i.e., a reason for rejection. Application statuses Withdrawn and Not Selected require an applicable disposition code. Any applicant who will not be hired must be assigned an application status of Not Selected or Withdrawn and be assigned the applicable disposition code before the position can be closed. A best practice is to apply disposition code to groups of applicants throughout the search process and in conjunction to changes in application status rather than waiting until the search is complete.

The following table lists the disposition codes that have been configured in Faculty Search along with the applicable application status:

<table>
<thead>
<tr>
<th>Application Status</th>
<th>Recruiting Disposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Selected</td>
<td>Does Not Meet Minimum Qualifications</td>
</tr>
<tr>
<td></td>
<td>Meets Minimum Qualifications but Other Applicant(s) Better Qualified</td>
</tr>
<tr>
<td></td>
<td>Unsuccessful Reference Check</td>
</tr>
<tr>
<td></td>
<td>Application Not Reviewed</td>
</tr>
<tr>
<td>Withdrawn</td>
<td>No Call / No Show</td>
</tr>
<tr>
<td></td>
<td>Change in Interest or Availability</td>
</tr>
<tr>
<td></td>
<td>Declined Offer</td>
</tr>
<tr>
<td></td>
<td>Hired - Other Job</td>
</tr>
</tbody>
</table>
Interviewing and Hiring

Managing Applications

Committee Managers and Evaluators (search committee members) can easily manage the applicant list in Faculty Search to eliminate the need to print any part of the application. These roles can customize how the list of applicants is sorted and what information is displayed. They can also save and recall searches and customized views of the list, allowing them to save their work and return to it later. In addition, there are several ways evaluators can visually mark individual or multiple applications with custom text, such as tags and notes. More information on managing applications can be found on the Interfolio website: Managing Applications and Evaluator’s Guide to Faculty Search

It is helpful to know what application attributes are viewable throughout the search:

- Administrators are able to view all aspects of search and application materials.
- If “Blind Review” is selected when adding the new position in to FS, Evaluators will not be able to see others’ comments and ratings. Evaluators will see the combined ratings from the entire committee.
- Search committee members will be able to see aggregated EEO responses, but only DSAs and Administrators with EEO Access (granted based on school policy) will be able to view detailed responses.
- In Faculty Search, administrators and committee members can add internal documents to an individual application that can only be viewed by other administrators, committee managers, and search committee members who have access to view the application materials. This section could be used to store a draft offer letter, meeting minutes, notes about final recommendations, or other documents produced at the institution or received from outside sources.

Reviewing Applications

The Search Committee Manager should review every application received, including cover letters and resumes, to determine the applicants who possess the minimum qualifications for the position. The initial review also may include a phone screen to confirm whether the applicant meets the minimum qualifications, as well as to establish a first impression, clarify an applicant’s credentials, confirm salary expectations, determine the applicant’s availability, and allow the applicant to ask questions about the position.

Using Blind Review

Units have the option of setting the search for ‘blind review’ which means an Evaluator will only be able to see ratings he/she assigns and not ratings assigned by other Evaluators. The search
committee should consult with unit leadership and then communicate to the search Administrator whether or not blind review will be used so the FS setting can be adjusted accordingly.

Units are encouraged to set their searches for blind review during the initial review stage. Blind reviews are particularly useful when there is a potential power imbalance on the search committee (e.g., variety of ranks or titles). Units might consider removing the blind review when the search committee gets to the deliberation stage so that the aggregate overall rating (average of all evaluators’ ratings) is visible to the search committee.

**Interviewing Guidelines**

All members of the committee should participate in all interviews to ensure fair and consistent evaluation of each applicant. Prior to conducting any interview, all search committee members should discuss the objective(s) of the interview, the main topics or areas to be covered during the interview, and the itinerary and arrangements for each applicant.

To comply with federal and state laws as well as University policy, employees must exercise care to avoid making unfair pre-employment inquiries, whether on forms, during interviews, or when requesting information concerning applicants. Interview questions should be job-related, without any reference to protected status (as that term is defined in the University’s EEO statement).

Committees should develop a core set of questions and evaluation form for all applicants that will elicit sufficient information to make an evaluation of the applicants’ qualifications and allow equitable comparison of the applicants. The Office of Affirmative Action and OGC encourage the use of evaluation criteria, such as demonstrated on this sample evaluation form. This form can be modified for specific situations. To ensure equity, the interview experience should be consistent, providing the same opportunities to each applicant.

FS also provides features to assist with applicant evaluation. Please refer to the section in this guide titled “Resources for Evaluators.”

**Arranging a Campus Visit**

Search committees should recognize the important implications of their interactions with applicants. Individuals contacted in connection with the search process will form lasting impressions of the department and of the university. All prospective faculty colleagues should be treated with great respect during the interview process. By dealing with applicants warmly, efficiently, and professionally, the committee has an opportunity to enhance Penn’s reputation and image.

Campus visits are designed to interest the applicant in the University of Pennsylvania as well as to assess the applicant, so care should be taken to make each visit special. Proper planning for campus visits is essential for a successful assessment of all applicants.

It is recommended that the School or Department develops an itinerary for each applicant and selects one faculty member to serve as the host for the applicant during the visit. The itinerary should be shared with the applicant prior to their visit and may consist of:

- Meetings with individual or groups of faculty
• Meeting with the search committee
• Faculty, graduate student, seminar or class presentations
• Meeting with the dean (send dean a copy of applicant’s packet)
• Tours of facilities
• Informal gatherings
• Meals

A campus host should be assigned to each applicant to accompany them between appointments and ensure they are on time and do not get lost.

Keeping Applicants Informed

It is highly recommended that the search administrator maintains current application status and position status values for each applicant during the search process. Schools and/or departments can create message templates that are sent to applicants in bulk when the position or application status changes or to be sent to individuals requesting additional materials. Those additional materials may be letters of reference or supplementary publications.

Two templates have been created at the University level:
• Candidate not selected
• Interview request

Further detail about using message templates and additional sample templates can be found on the Interfolio article Message Templates.

Making an Offer

When the search committee identifies the final applicant for an open job, an offer of employment may be extended. Offers of employment must be extended and accepted in writing. The following are general steps for offering an academic personnel appointment at Penn. Detailed procedures are determined at the school or department level.

1. The dean/chair discusses a tentative offer with the applicant and ascertains his or her citizenship/permanent resident status.

2. If the applicant is not a U.S. citizen or permanent resident, the dean/chair should contact their school Faculty Affairs Administrator to begin the appropriate process.

3. The unit drafts an offer letter which must include conditional language regarding school/campus, and Provost or Board of Trustees approval. Contact your school’s Faculty Affairs staff for details.

4. Units must determine if a background check is necessary. Offer letters for jobs requiring a criminal background check should state that employment is contingent upon the results of the background check.
5. The unit notifies the dean/provost immediately upon receipt of acceptance of offer.

6. The unit sends a copy of the letter of acceptance and a summary of the terms of the offer to the dean.

7. The unit sends the new faculty member any forms needed to complete the new appointment packet and the moving expense packet. If the applicant is not a U.S. citizen or permanent resident, please contact International Student and Scholar Services (ISSS).

Once the offer letter is completed and accepted, the appointment process begins. If Provost Office appointment approval is required, an appointment case must be initiated and reviewed in the Interfolio Review Promotion, and Tenure (RPT) module. After the appointment case has been approved (or immediately after the offer letter has been accepted for positions that don’t require appointment approval), the new hire process should be initiated in Workday.

Initiating an Appointment Case

Penn has developed integration between FS and the Review, Promotion, and Tenure (RPT) module that will create an appointment case in RPT including uploaded applicant materials, an EEO report for the position, and any reference letters that were collected using FS during the recruiting process.

Provost Office requirements for the review and approval of appointment cases have been defined by track and sub-track and RPT has been configured to include multiple appointment templates based on these requirements. The Faculty Actions Guide provides detailed information about these requirements. To initiate an appointment case, the application status for the selected applicant needs to be set to the appropriate value based on appointment rank.

The following table provides a reference of application status values to ranks:

<table>
<thead>
<tr>
<th>Track</th>
<th>Sub-Track</th>
<th>FS Application Status to Initiate Appointment</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standing - Tenure Track</td>
<td>Without Tenure</td>
<td>Selected - Appointment</td>
<td>Standing Tenure Track</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Assistant Professor</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Associate Professor without Tenure</td>
</tr>
<tr>
<td></td>
<td>With Tenure</td>
<td>Selected - Appointment</td>
<td>Standing Tenure Track</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Professor</td>
</tr>
<tr>
<td>Standing - Clinician Educator</td>
<td>Junior</td>
<td>Selected - Appointment</td>
<td>Standing Clinician-Educator</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Assistant Professor, Clinician Educator</td>
</tr>
<tr>
<td></td>
<td>Senior</td>
<td>Selected - Appointment</td>
<td>Standing Clinician-Educator</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Professor, Clinician Educator</td>
</tr>
<tr>
<td></td>
<td>A-C</td>
<td></td>
<td>Academic Clinician Assistant Professor</td>
</tr>
<tr>
<td>Track</td>
<td>Sub-Track</td>
<td>FS Application Status to Initiate Appointment</td>
<td>Rank</td>
</tr>
<tr>
<td>------------</td>
<td>-------------</td>
<td>-------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Academic Clinician Associate Professor</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Academic Clinician Professor</strong></td>
<td></td>
</tr>
<tr>
<td>Clinical</td>
<td></td>
<td>**Selected - Appointment</td>
<td>Associated Faculty</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Clinical Associate Professor</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Clinical Professor</strong></td>
<td></td>
</tr>
<tr>
<td>Research - Junior</td>
<td>Selected - Appointment</td>
<td>Associated Faculty</td>
<td>Clinical Ranks**</td>
</tr>
<tr>
<td>Research - Senior</td>
<td>Selected - Appointment</td>
<td>Associated Faculty</td>
<td>Research - Senior Ranks**</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Research Professor</strong></td>
</tr>
<tr>
<td>Teaching</td>
<td></td>
<td>**Selected - Appointment</td>
<td>Associated Faculty</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Adjunct Associate Professor</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Adjunct Professor</strong></td>
<td><strong>Artist In Residence</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Practice Assistant Professor</strong></td>
<td><strong>Practice Associate Professor</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Practice Professor</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Visiting Assistant Professor</strong></td>
<td><strong>Visiting Associate Professor</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Visiting Executive Professor</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Visiting Professor</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Wistar Institute Assistant Professor</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Wistar Institute Associate Professor</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Wistar Institute Professor</strong></td>
</tr>
<tr>
<td>Research</td>
<td></td>
<td><strong>Selected</strong></td>
<td><strong>Research Associate</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Senior Fellow</strong></td>
</tr>
<tr>
<td>Academic Support Staff</td>
<td>Research</td>
<td>Selected - Appointment</td>
<td>Academic Support Staff</td>
</tr>
<tr>
<td></td>
<td>Teaching</td>
<td><strong>Senior Lecturer</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>**Selected - Appointment</td>
<td>Academic Support Staff</td>
</tr>
<tr>
<td>Track</td>
<td>Sub-Track</td>
<td>FS Application Status to Initiate Appointment</td>
<td>Rank</td>
</tr>
<tr>
<td>-------</td>
<td>-----------</td>
<td>---------------------------------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Selected</td>
<td>Senior Lecturer, Critical Writing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Senior Lecturer, Foreign Language</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Advanced Senior Lecturer B</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Clinical Associate</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Instructor</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Lecturer</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Lecturer in Educational Practice</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Lecturer, Critical Writing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Lecturer, Foreign Language</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Lecturer, Law Clinic</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Lecturer, Nursing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Senior Lecturer B</td>
</tr>
</tbody>
</table>

This integration runs nightly and will only create an appointment case for a given applicant one time. Contact the Provost Office support team at fa-project-help@pobox.upenn.edu if you encounter a situation where a case has been created but needs to be replaced.

Once the appointment case has been reviewed and approved, notification will be sent from the Provost’s Office to the School Faculty Affairs office, who will then notify the hiring department. At this point, the applicants who were not selected should be updated, the position closed (if appropriate), and the selected candidate hired into Workday.

**Quick Tip:** When the preferred applicant (the person who will be hired) has been determined, it is a good idea to add a Hiring Note. In this note, describe all of the reasons as to why this is the best candidate for the position. You can go back and edit this note at any time. Add the Hiring Note by clicking on “+Add Note” at the bottom of the Applicant Profile page.

**Closing a Position**

When a search is complete, it is essential for relevant materials related to the search, such as interview notes, draft offer letters, and notes about final recommendations, be added to all applications, following school defined practices. Administrators and Committee Managers have the ability to add “Internal Documents” to individual applications. Committee Members with
permissions can view those documents. Applicants cannot view or access Internal Documents. See Add Internal Documents to an Application in Interfolio Help for details.

In addition, for compliance purposes, a recommended practice is to upload a compilation of all of the interview notes associated with a specific search to the Internal Notes section of the position. This section can be accessed from the Edit Position screen in FS. If multiple candidates are hired at one time, a single version of the interview notes can be uploaded. If multiple candidates are hired over an extended period, interview notes for each individual candidate selection should be uploaded (with file names that clearly differentiate between the candidates who were selected).

Once search materials have been uploaded to the position and individual applications, the search administrator will take the following steps to close the position:

1. Update the application status for all applicants (including the use of disposition codes for applicants who are not selected or withdraw their application)
2. If no close date was set for the position, unpublish it so that the landing page will no longer appear on the faculty job board or in internet searches
3. Update the position status to “Position Filled” or “Position Not Filled” depending on the outcome of the search.
4. Close the position in FS.

If a position will remain open to recruit additional faculty members, it can remain open and candidates who are no longer being considered can be archived after they have had their final application status and disposition codes applied.

Hiring and Onboarding

Once appointment approval is received, the candidate should be hired and appointed in Workday and the new faculty member should be directed to the Onboarding Center for Human Resources processing.

After the necessary Workday steps have been completed, the application status for the new faculty member should be updated to “Hired” and unless the Faculty Search position will be used to hire additional faculty members, it should be closed.

Using Search Waivers

In certain circumstances, the Office of the Provost can waive a formal search. A formal request for a waiver of search must be submitted by the Department Chair to the Office of the Vice Provost for Faculty using Faculty Search. This request must include a letter supporting the request that details the grounds and facts supporting the request, and the candidate’s current curriculum vitae. Approval of the waiver of the search will be returned to the requesting department as part of the position approval workflow.

Grounds for waiver include:

1. Specialist. Either a particular sub-field or the position sought to be filled is extraordinarily small, such that the location of an individual with the requisite credentials represents a
unique opportunity. Please be aware that the general policy of the University is to require broad advertisements, and this particular ground for waiver will be applied exceedingly sparingly.

2. **Star.** An opportunity arises to recruit a senior academic officer of great eminence who would ordinarily not be expected to be available, such as a distinguished scholar or nationally renowned artist or professional. This waiver is not appropriate for junior faculty positions.

3. **Outstanding Diversity Candidate.** A hiring unit may have the opportunity to recruit a highly qualified women or minority candidate for an academic position whose appointment would assist in rectifying current underutilization of available pools.

4. **Accompanying Spouse or Partner.** The recruitment of a faculty member may require the appointment of an accompanying spouse or partner.

5. **Research Team Member.** The recruitment of a faculty member may require appointing others because they form an established research team.

6. **Grant Team Member.** The receipt of a grant may be contingent upon assembling an appropriate research team in advance of its award.

7. **Emergent Circumstances.** Searches will be waived under circumstances that the department could not have foreseen and has no control over. Examples include vacancies due to unexpected resignations, faculty illness, emergent teaching needs (including the need to cover a faculty member’s parental leave) and solid outside offers in the case of recruitments that are themselves exceptional.

8. **Senior Lecturer.** Waivers can be requested to retain a highly successful Lecturer who merits advancement to an open Senior Lecturer position.

Interfolio Faculty Search has been configured with a posting template that incorporates the steps required for approval of a search waiver. Once a waiver is approved, the applicant for the position is required to submit an application that includes the completion of a Request for Voluntary Self-Identification form, as required by University policy and federal regulations.

**Obtaining Search Waiver Approval**

Following the steps outlined in [Creating the Position in Faculty Search](#), the search manager will create a new position using the Search Waiver Requests template and including any documents that are required from the applicant.

The posting is submitted for approval and the Department Chair or Division Chief uploads a letter supporting the request for a search waiver that details the grounds and facts supporting the request. The applicant’s current curriculum vitae should be attached to the Internal Notes Section of the posting.

The posting follows the usual approval steps, with the addition of a final approval from the Office of the Vice Provost for Faculty.

Once the position is approved, the search manager will set the position status to “Non-public Posting” and publish the position to enable the targeted candidate to submit their application.
materials and to complete the required voluntary self-identification form. Positions with a status of “Non-public Posting” will not be displayed on the Penn Faculty Job Board, so the administrator will need to forward the application link to the candidate outside of FS.

**Collecting Application Materials for Search Waiver approved postings in FS**

In the case where a search waiver is approved for a position, basic application materials, including the collection of voluntary self-identification information, must be submitted by the targeted applicant. In Interfolio Faculty Search, the Search Administrator or Committee Manager can create an application on behalf of an applicant. Doing so causes FS to send a standard email to the applicant with directions to complete required forms. Administrators and Committee Managers cannot fill out forms (EEO or Custom) on behalf of applicants.

**Completing the appointment and hiring process**

Once the application materials have been collected for a targeted candidate to a position with an approved search waiver, the standard recruiting process should be applied, starting with Making an Offer and continuing through Initiating an Appointment Case, Hiring an applicant, Closing a Position, and Onboarding processes. Refer to earlier sections of this guide for details.

The following diagram gives an overview of the process for hiring a targeted candidate using an approved search waiver:
# Search Waiver Process

<table>
<thead>
<tr>
<th>School Administration</th>
<th>Email</th>
<th>FS Administrator</th>
<th>Email</th>
<th>Targeted Applicant</th>
<th>Email</th>
<th>Assoc. Dir., Faculty Affairs</th>
<th>Email</th>
<th>PSC/PSCS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Position follows usual approval steps</td>
<td></td>
<td>Create position using position type “Search Waiver Requests”</td>
<td></td>
<td>Complete application, attaching all required documentation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dep’t Chair adds letter supporting the search waiver request</td>
<td></td>
<td>Set position to “Non-Public Posting” and publish position</td>
<td></td>
<td>Receive complete application &amp; dossier</td>
<td></td>
<td>Schedule action for PSC/PSCS meeting</td>
<td></td>
<td>Review application and waiver, approve appointment</td>
</tr>
<tr>
<td>Additional approval step: Office of VP of Faculty</td>
<td></td>
<td>Forward application link (landing page url) to targeted applicant via email</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permission is granted and communicated to Dept. Chair</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
- Position follows usual approval steps.
- Dep’t Chair adds letter supporting the search waiver request.
- Additional approval step: Office of VP of Faculty.
- Permission is granted and communicated to Dept. Chair.
- Set position to “Non-Public Posting” and publish position.
- Forward application link (landing page url) to targeted applicant via email.
- Review application and waiver, approve appointment.
Resources for Diversity Search Advisors

The Diversity Search Advisor has significant responsibilities relative to faculty searches in each school. DSAs should be engaged early in the recruitment process and considered an essential contributor to all school diversity plans.

At the department or division level, the Diversity Search Advisor ensures that recruitment activities are carried out in an equitable way and in accordance with legislation and university policies related to diversity, equity, human rights and accommodation. Typically, the DSA attends the first meeting of the Search Committee to ensure that committee members are familiar with University policies, Affirmative Action Guidelines, unconscious bias, appropriate interview questions and importance of complete documentation.

FS supports the DSA role with specific features. DSAs are able to mark a position with an “EEO Flag” and make notes regarding relevant details. If an EEO Note is flagged, the Committee Manager can view it but is not able to make changes. See Flagging EEO for a Position for details on this feature.

DSAs also have access to view and download EEO-related reports that include detailed and individual responses.
Resources for Search Committee Members

Search committees play a vital role in recruiting, evaluating, and recommending the most qualified applicants for employment by the University. Search committee members are often the first University employees that an applicant will meet. Each member has an opportunity to represent the University as a diverse and welcoming community while carrying out the search in accordance with University policies and procedures.

This section serves as a resource for search committee members (known as evaluators in Interfolio) to help navigate search committee activities using Faculty Search (FS) including:

- Viewing the applicant list
- Reviewing application materials online
- Creating personal notes and annotations
- Rating applicants using established evaluation criteria

Interfolio’s Evaluator’s Guide to Faculty Search is a comprehensive online resource. In addition, links to learn more about additional features are provided throughout this section.

Understanding the Evaluator Role

Members of a search committee need to maintain a strict level of confidentiality to protect the privacy of the applicants and to preserve the integrity of the search process. It is each committee member’s responsibility not to discuss any details of the search with non-committee members.

The Provost’s Office has developed the following resources for search committees:

- Affirmative Action Guidelines
- Best Practices for Search Committees
- Search Committee Training

Search committees are an integral part of Penn’s recruitment goals and principles. Members of a search committee are assigned an Evaluator role by the department- or school-level administrator as part of position creation. Evaluators cannot create or edit positions, change position or application statuses, or assign applicant disposition codes. If assigned to a search committee, you should receive an invitation from your unit’s FS Administrator notifying you of your Evaluator access to Interfolio.

Viewing the Applicant List

The entire list of applicants for a position can be viewed and filtered based on the user's preferences. Applications are listed in a table that includes the applicant name, the date the application was last updated, applicant status and, if permissions allow, tags and a rating summary. If desired, users can add highest degree earned, application progress (complete or incomplete) as well as elect to show archived applications and save their preferred view(s).
To customize your view of the applicant list, display the position page:

Filter allows the user to select to display any or all of the filterable fields. To retain a custom view, click “Save” and assign a name to the view.

Saved Views displays the user’s list of custom views.

Columns allows the user to customize the columns that are displayed, showing column headings already selected and available to select.

Reviewing Applications Online

To access the applications you will be evaluating, log in to Interfolio FS. Positions that you have access to will be listed on your home page. Click on the position name to access the applications.

When you click on a position, you will see a list of applicants to that position. To start reviewing, check the box next to the applicant name. If you check boxes for multiple names or select all applicants by checking the box next to “Applicant Name” at the top of the table, you will be able to review applicants in succession without having to return to the list.
Tagging Applicants

There are many reasons why a unit might want to tag applicants. Units who have large applicant pools or who want to leverage areas of expertise within their search committee will often use tags to assign applicants to a particular search committee member for the initial review. Tags can also be used to identify particular characteristics of an applicant or applicants (e.g., research focus) which can then help Administrators or Evaluators sort and/or assign them more easily. Administrators and Evaluators can assign tags.

To assign a tag, check the box next to one or more applicants and click the Tag button in the toolbar. Select the tag you want to apply or select ‘Add new tag’ to create a new one.

The tag will appear on the same row as the applicant’s name:

Once tags are applied, the applicant list can be filtered by tag by clicking the Filter button near the keyword search bar. For more information on tags, please see Use Tags to Mark and Sort Applications.
Using the Materials Viewer

Any of the case materials can be viewed and annotated via the Materials Viewer.

Users can 1 search for a specific document from the search bar, or by scrolling down and 2 clicking on the document title.

Clicking on 3 “Read Case” leads you to the Materials Viewer window with a list of application materials displayed on the left.

Clicking on “Read Case” leads you to the Materials Viewer window with a list of application materials displayed on the left. Click on each item to view. Click the arrows at the bottom of the Materials Viewer to advance to the next document.
While reading applications, evaluators can make notes or annotations on applicant materials. Annotations are private, personal notes about an application, and are only viewable by the committee member who added the note. Please be aware that there may be rare circumstances, such as a lawsuit, where annotations would be considered “discoverable”.

The annotation toolbar is located in the bottom right corner of the Materials Viewer. Annotations are added and revised from the lower right corner of the viewer.

Click the “note” icon to add an annotation to the currently displayed document.

Click the “view” icon to toggle on or off the display of annotations.

Rating Applicants

After reviewing applicant materials, Evaluators can use the rating feature in FS to evaluate applicants against the evaluation criteria that were entered when the position was created. The rating feature allows the evaluator to assign one to five stars for each criterion. To use the FS ratings feature, click “Ratings” on the toolbar at the top of the window.
A pop-up window will open listing all criteria:

<table>
<thead>
<tr>
<th>Edit Ratings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OVERALL</strong></td>
</tr>
<tr>
<td>🌟🌟🌟🌟🌟</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Clinical Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>🌟🌟🌟🌟🌟</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Teaching Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>🌟🌟🌟🌟🌟</td>
</tr>
</tbody>
</table>

Click on the highest number of stars you want to award for each criterion (i.e., click the fourth star to assign four stars). When you are finished rating the applicant, close the pop-up window. For units that are interested, FS has a tutorial that describes how to weight criteria differently: [How to Weight Ratings from an Applicant Report](#).

When you are finished rating the applicant, use the arrows at the top of the viewer to advance to the next applicant.
Reports

Interfolio provides several types of reports which can be viewed, saved and recalled, and downloaded as a CSV file. Reports can be created by administrators and Committee managers. Reports can be shared within units and all users can run shared reports.

The reporting function is accessed by clicking on Reports under Faculty Search in the left-hand navigation bar. This presents a page, defaulted to the “Applications Report” tab.

As shown above, Applications Reports allow administrators to pick and choose from an extensive list of applicant data fields to create a customized report. In addition to criteria, you can choose which columns to display and even filter by form responses.

Similarly, a Positions Report allows filtering by position status, track, and open and close date.

Forms Reports enable creation of a list of applicants’ answers to a particular form question. This can be generated either in summary or by individual responses.