

## **Enhancing the Recruitment of Underrepresented Staff**

Bryn Mawr College's ongoing commitment to diversity in recruitment of its students and faculty applies equally to its efforts to diversify its staffing profile, including a desire to increase recruitment of African American, Asian American, Latino American, and Native American staff, particularly into A/P and C/T positions. As part of that endeavor, the College is committed to increasing the number of underrepresented candidates included in each search pool by following the strategies below when hiring new staff members. While the College selects only the best qualified candidate for each open position, this College-wide recruitment approach will assist departments in recognizing the many different kinds of excellence that must be weighed in hiring decisions and will provide consistency in search practices so that effective recruitment of underrepresented groups can best be implemented throughout the College.

Effective recruitment of underrepresented candidates requires that time and effort be spent engaging with people and organizations likely to provide the College with a diverse pool of candidates for any given position. The Chief Administrative Office and Human Resources will lead recruitment efforts and serve as a resource for administrators and, when applicable, search committees seeking to fill a staff position. The Director of Human Resources and/or the Chief Administrative Officer will meet with a representative of each department or search committee prior to the commencement of any search in order to review the search process, with particular emphasis on ways to recruit a diverse pool of candidates and the necessity of seeking many different kinds of excellence in candidates. If, in the opinion of the Chief Administrative Officer, the Director of Human Resources and/or the head of a department seeking to fill a position, a given pool has an insufficient number of underrepresented candidates, the Chief Administrative Officer and/or the Director of Human Resources will convene a meeting with the department head and other interested parties to discuss ways to increase the diversity of the pool.

Selection of advertising venues will be a key part of the recruitment process. Human Resources will, on an ongoing basis, seek out media outlets that target underrepresented groups, utilize (when applicable) consultant firms with strong reputations for recruiting underrepresented candidates, and encourage administrators and/or committee members to actively engage in "word of mouth" recruitment. All advertisements and other written communications about open positions will include the following statement of institutional commitment:

*"Bryn Mawr College is an equal opportunity employer."*

The interview process for every position should explore the candidates' experiences with a diverse workplace. If two or more candidates appear to be equally qualified for a position, taking into account the multi-faceted nature of excellence sought by the College, a department head must meet with the Chief Administrative Officer and/or the Director of Human Resources to discuss the reasons that one candidate is chosen over an underrepresented candidate. Human Resources will continuously pursue new strategies to best recruit a diverse workforce.