

TOOLKIT

Inclusive Talent Searches

Building hiring lifecycles that support gender, ethnic, and cultural diversity involves rethinking talent pools, rewriting job descriptions, and refining interview processes.

This Tool Kit is offered to help firms within the global asset management industry build successful talent search practices. It can be customized to meet your firm's internal needs and resources, and includes several resources for consideration.

Goals:

- Expand resource pools
- Use inclusive search techniques
- Attract the best talent in a competitive market



WHY

The benefits of a diverse team are many and include:

- Enhanced team performance (innovation, communication, decision making)
- Improved employee retention rates
- Strengthened reputation / brand

HOW

Hiring managers and human resource teams may consider the following steps when developing talent search policies and practices:

- ☐ Identify diversity gaps. Consider a wide array of groups when assessing teams, management, and leadership, including (but not limited to):
 - Asian American and Pacific Islander community
 - Black community
 - Hispanic and Latinx community
 - Indigenous and Native American community
 - LGBTQ+ community
 - Neurodiverse community
 - Older and experienced workers
 - People with disabilities
 - Refugees and immigrants
 - Veterans
 - Women
 - Working parents
- ☐ Set specific hiring parameters. Aim for candidate gender/race ratios that exceed current staff ratios. Communicate goals to stakeholders.
- ☐ Write job descriptions based on expectations and deliverables, rather than experience and skills. Remove gender biased language. Be conscious of language that may dissuade underrepresented groups (including but not limited to working parents, non-native speakers, or people with disabilities) from applying.
- ☐ Encourage underrepresented candidates to apply for positions even if they do not meet 100% of the criteria.

| An example from Polen Capital: "Research shows that women and other minority groups tend to apply only if they meet 100% of the criteria. We are committed to leveling the playing field, and we encourage women, people of color, and those in the LGBTQ+ community to apply for positions even if they do not necessarily check every box outlined in the job description." |

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- ☐ Explore service providers and recruitment firms that help mitigate bias and expand talent pools.
- ☐ Expand beyond your firm's traditional college recruitment targets.

[US Dept. of Ed | What is an HBCU?](#)
[US Dept of Ed | Accredited HBCU Listing](#)

- ☐ Network with organizations within and outside of the industry.
Some examples include:

Asian & Pacific Islander
[Ascend: Pan Asian Leaders](#)

Black & Latinx
[10000 Black Interns](#)
[ALPFA](#)
[Greenwood Project](#)
[Hispanic Alliance for Career Enhancement](#)
[Hispanic Star](#)
[National Black MBA Association](#)

Disabled
[Disability: In Lime](#)

LGBTQ+
[LGBT Great](#)
[Out & Equal](#)
[Out in Finance](#)

Women
[Girls Who Invest](#)
[100 Women in Finance](#)

Underrepresented Talent
[Aleto Foundation](#)
[CoQual](#)
[INROADS](#)
[SEO](#)
[Toigo Foundation](#)
[Wall Street Bound](#)

- ☐ Require unconscious bias training for hiring managers.
- ☐ Require diverse slates for final interview rounds.

ADDITIONAL RESOURCES

[Toolkit: Candidate Prep Guide](#)
[Toolkit: Inclusive Interviewing](#)

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[Webinar: Hiring Diverse Talent](#)
[Blog: Steps Your Firm Should Take Now](#)

Sources: DPNA member firms.

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